



# POCITYF

## Project Management Roadmap

D11.2: Project Management Roadmap - version 2  
WP11, T11.1

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 864400.

## Technical references

Project Acronym	POCITYF
Project Title	A POsitive Energy CITY Transformation Framework
Project Coordinator	João Gonçalo Maciel EDPL JoaoGoncalo.Maciel@edp.com
Project Duration	60 months (from October 2019 - to September 2024)
Deliverable No.	D11.2
Dissemination level*	PU
Work Package	WP11 - Project Management
Task	T11.1 - Project administrative management and reporting
Lead beneficiary	1 (EDPL)
Contributing beneficiary/ies	1 (EDPL); 2 (CME); 3 (UNINOVA); 6 (DECSIS); 14 (INESCTEC); 15 (GA); 16 (SEV); 17 (Inholland); 19 (TNO); 22 (DBL); 23 (Connexxion); 30 (E@W); 38 (CERTH); 39 (VTT); 40 (ICONS); 41 (RINA-C); 42 (CIRCE)
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\* PU = Public

PP = Restricted to other programme participants (including the Commission Services)

RE = Restricted to a group specified by the consortium (including the Commission Services)

CO = Confidential, only for members of the consortium (including the Commission Services)

v	Date	Beneficiary	Brief Description	Author
1.0	19/10/2020	EDPL	Identification of updates areas	José Miguel Costa (EDPL)

2.0	24/11/2020	EDPL	Conclusion of updates	José Miguel Costa (EDPL), David Leitão (EDPL)
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v	Date	Beneficiary	Brief Description	Author
2.1	26/11/2020	EDPL, GA	Revision GA	Karin Verbeek
2.2	30/11/2020	EDPL, ICONS	Revision ICONS	Charlotte Michi
3.0	01/12/2020	EDPL	Final, revised version	José Miguel Costa

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## Executive Summary

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The present deliverable D11.2 - *Project Management Roadmap - version 2* - is an update of D11.1 (Project Management Roadmap), which has established the administrative basis under which POCITYF consortium will collaborate towards the successful delivery of its objectives, by laying the ground an overview on project's core rules and responsibilities. Information herein presented goes beyond POCITYF's Grant and Consortium Agreement, stating the progress that was achieved within the first four months of the project and respective updates up until the submission date.

This second Project Management Roadmap contains valuable guidelines in what concerns general project information (with references to its partners, duration and budget); contractual documents that were used as basis for this work (Grant and Consortium Agreement); WP structure and associated deliverables and milestones; overall governance structure, identifying project bodies, their role and responsibilities, as well as the nominated persons to carry out their tasks. Furthermore, a focus is given to POCITYF reporting procedures and the process that should be followed in order to submit deliverables, preventing the risk of having delays and documents whose content is, qualitatively speaking, below the standard that the consortium aims to attain. Some guidelines on Quality, Risk and Ethics management is also rendered, pointing out work that was already conducted and identify the one that will be elaborated further one.

Internal Communication and Dissemination procedures are established, presenting POCITYF open access policy and its adherence to EC Open Research Data Pilot and the procedures already established around consortium online collaborative tool - Teams.

To conclude this deliverable, WP leaders' input towards work structure breakdown was as well included, setting the basis for the future work of both local cities' ecosystems and horizontal partners.

D11.2 has updated the following sections of D11.1:

- Table 1: replacement of APEGR by DIPGRA;
- Inclusion of Table 2 and previous justification for the amendment (section 2.2.1);
- Update of Table 4 with current status on deliverables;
- Update of Table 5 with current status on milestones;
- Section 3.1.1, updating members of PSC and recurrence of PSCs;
- Update of Table 8, with new members of the CPB;
- Addition of section 3.1.2.1;
- Update of LHCs' ecosystems: figure 3 and 4 (section 3.1.4);
- Update of Table 9;
- Update of Table 10 (addition of members not yet identified at times of D11.1);
- Update of section 3.2, by mentioning the exercise performed by consortium to identify COVID-19 risks and mitigation actions. This work is presented in Annex III - COVID-19 risks and mitigation plans;
- Update in section 4.1, adding note on removal of internal reports (except IP1, already performed);
- Update of section 4.2: new quality control process for POCITYF deliverables (defined in D11.4);



- Update of section 5.2: identification of two scientific papers developed by POCITYF consortium throughout its 1<sup>st</sup> year;
- Update of Annex I - Work Structure Breakdown: some WP leaders have provided updates on the Work Structure Breakdown presented in D11.1.



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## Abbreviations and acronyms

Abbreviation	Definition
BMM	BMM Business Modelling Manager
CDM	Communication & Dissemination Manager
CPB	Consortium Plenary Board
DoA	Description of Action
EAB	External Advisory Board
EC	European Commission
EM	Exploitation Manager
ETT	Energy Transition Track
FC	Fellow City
GAS	Gender Aspects Supervisor
LHC	Lighthouse City
PC	Project Coordinator
PSC	Project Steering Committee
RP	Reporting Period
TIM	Technical & Innovation Manager
WP	Work Package
WSB	Work Structure Breakdown





# 1 Introduction

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## 1.1 Objectives and Scope

The current deliverable D11.2 - Project Management Roadmap - version 2 - presents a set of overall management procedures, focusing on a variety of different administrative and governance-oriented topics that will underpin consortium future work and will enhance a positive and effective collaboration amongst its universe of members. D11.2 is an update of D11.1, delivered by M4.

D11.1 allows for a consortium-wide alignment around key issues that have been being promoted by the Project Coordinator with the goal of facilitating the execution of the tasks described in the project's Description of Action.

D11.2 has updated the following sections of D11.1:

- Table 1: replacement of APEGR by DIPGRA;
- Inclusion of Table 2 and previous justification for the amendment (section 2.2.1);
- Update of Table 4 with current status on deliverables;
- Update of Table 5 with current status on milestones;
- Section 3.1.1, updating members of PSC and recurrence of PSCs;
- Update of Table 8, with new members of the CPB;
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- Update of section 3.2, by mentioning the exercise performed by consortium to identify COVID-19 risks and mitigation actions. This work is presented in Annex III - COVID-19 risks and mitigation plans;
- Update in section 4.1, adding note on removal of internal reports (except IP1, already performed);
- Update of section 4.2: new quality control process for POCITYF deliverables (defined in D11.4);
- Update of section 5.2: identification of two scientific papers developed by POCITYF consortium throughout its 1<sup>st</sup> year;
- Update of Annex I - Work Structure Breakdown: some WP leaders have provided updates on the Work Structure Breakdown presented in D11.1.

## 1.2 Relation to other activities

T11.1, and, subsequently, its respective deliverables, has a cross-cutting actuation throughout POCITYF, providing inputs on how partners should cooperate and exchange information and setting project's high-level objectives and plan in what concerns submission of deliverables and of timely reports to the EC.

## 1.3 Structure of the deliverable



Deliverable D11.2 is structured as follows:

- Chapter 2 - General Project Information: contextualising the project in terms of its participants, duration, budget, WP structure and associated deliverables and milestones. Also refers to the two core contractual documents, namely the Grant Agreement and the Consortium Agreement;
- Chapter 3 - Project Management: presenting on POCITYF consortium bodies and their responsibilities. The persons nominated for those roles are identified together with their contacts. Already performed work on the field of Quality, Risk and Ethics management is presented, together with the envisioned actions and deliverables liaised with these areas;
- Chapter 4 - Reporting Procedures: covering main orientations towards the submission of both EC and project-internal technical and financial reports, mentioning the documents that will be requested by the Project Coordinator and Technical Coordinator to all remaining partners, as well as the dates framing those reporting periods.
- Chapter 5 - Internal Communication and Dissemination: focusing on the agreed communication procedures and the collaborative tool underlying them. POCITYF adheres to the EC Open Research Data Pilot and Dissemination guidelines are provided;
- Annex 1: disclosing the second version of the work structure breakdown reaching the subtask level. This will enable WP leaders to have a more granular basis to conduct further work. Information presented in this section will be continuously updated during the project, being those changes reflected in D11.2 subsequent version (M32).



## 2 General Project Information

### 2.1 Project participants, duration and budget

POCITYF features a significantly multi-disciplinary consortium, involving, within local cities' ecosystems - both Lighthouse Cities (LHCs) and Fellow Cities (FCs) -, public authorities, industry, local businesses and academia. Local ecosystems' work is continuously supported by top-class horizontal partners with proved experience in smart cities-oriented projects.

Table 1: List of Beneficiaries.

Group	Partner short name (Country)
Évora LHC	EDPL (PT); CME (PT); UNINOVA (PT); UEVORA (PT); UW (PT); DECSIS (PT); SE (IT); PACT (PT); SONAE (PT); ONYX (ES); TEGOLA (IT); AMPS (DE); Kimatica (GR); INESC TEC (PT)
Alkmaar LHC	GA (NL); SEV (NL); Inholland (NL); HVC (NL); TNO (NL); Woonwaard (NL); Van Alckmaer (NL); DBL (NL); Connexion (NL); ALI (NL); NEROA (NL)
Granada FC	GRACITY (ES); DIPGRA (ES); ITeC (ES)
Bari FC	Bari (IT); E@W (IT)
Celje FC	MOC (SI); ZAG (SI)
Ujpest FC	UJP (HU); EMI (H)
Ioannina FC	Mol (GR)
Hvidovre FC	HVK (DK); EGC (DK)
Horizontal	CERTH (GR); VTT (FI); ICONS (IT); RINA-C (IT); CIRCE (ES); AIT (AT); EURADA (BE); ENERSIS (CH); RUG (NL)

The above listed consortium will carry out POCITYF activities throughout its whole life, 60 months, from October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2024, with a total budget of 22.494.291,76 €, resulting in a contribution of 19.998.275,34 € from the EC.

**Update:** DIPGRA has replaced APEGR, since the latter was absorbed by the former, without any change in what concerns APEGR/DIPGRA role in POCITYF project.

### 2.2 Contractual documents

#### 2.2.1 Grant Agreement

Grant Agreement N° 864400 is the contractual document signed by all POCITYF members, being therein defined all the rights and obligations of the consortium towards the European Commission (EC). This document is composed by the following annexes:

- Annex 1 - DoA, where the WPs are thoroughly described, together with milestones, deliverables and associated effort;
- Annex 2 - Estimated budget for the action
- 2a - Additional information on the estimated budget
- Annex 3 - Accession Forms, signed by all partners, implying their acceptance concerning all the obligations and conditions set throughout the Grant Agreement N° 864400
- Annex 4 - Model for the financial statements
- Annex 5 - Model for the certificate on the financial statements



- Annex 6 - Model for the certificate on the methodology

**Update:** POCITYF consortium has went through an amendment throughout its first year, entered into force in September 2020.

Apart from some correction of cleric errors, the following changes were included in the amended version of the Grant Agreement:

Table 2 - Changes to the Grant Agreement (amendment)

Topic	Older Grant Agreement	Amendment
Deliverables' numbers	First list of WP-related deliverables was not updated during GAP	Correct this info so as presented in WT2 list of deliverables
Milestones' list	Deliverables' numbers were not updated in milestones' means of verification	Correct WT4 List of milestones with WT2 list of deliverables presented numbers
D1.8 due date	M12	M30
T4.3 duration	M13 - M21	M13 - M60
D11.7 submission date	M6	M6, M36, M60
APEGR situation	APEGR was absorbed by other public body - DIPGRA	DIPGRA to replace APEGR, without any impact on work
Budget reallocation	Majority of partners with less than 2 PMs in T11.1	All partners with 2 PMs, at least, allocated for T11.1

## 2.2.2 Consortium Agreement

The Consortium Agreement acts as the core document that defines consortium internal rules for several project management topics, such as consortium organisation, decision making mechanisms, description of consortium bodies' responsibilities and constitution, meetings' periodicity, amongst others.

POCITYF Consortium Agreement was elaborated having as basis the *DESCA - Horizon 2020 Model Consortium Agreement*, built upon REGULATION (EU) No 1290/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013, establishing the rules for the participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" (hereinafter referred to as "Rules for Participation"), and the European Commission Multi-beneficiary General Model Grant Agreement and its Annexes.

This document, agreed between and accepted by POCITYF partners, was first signed by everyone until 18/06/2019. Afterwards, it was target of an amendment, resulting in a second version, dating from 28/10/2019, with retroactively affect from 01/10/2019.

## 2.3 WPs, deliverables and milestones

### 2.3.1 WP structure

POCITYF presents the following overall project plan, concerning WPs, tasks and respective allocated effort and leader:

Table 3: List of work packages.

Number	Title	Leader	Start	End
1	POCITYF Smart City Framework Towards an Integrated Deployment	CERTH	1	33
2	Setting Up, Planning and Execution of Performance Monitoring Activities	VTT	1	60



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Number	Title	Leader	Start	End
3	Evaluation Activities, Socioeconomic Impact Assessment and Recommendations	CIRCE	19	60
4	Citizens Engagement and Open Innovation Activities	INESC TEC	1	60
5	Business Models across Circular & Sharing Economy Pathways	RINA-C	1	60
6	Evora Lighthouse City demonstration activities	CME	1	60
7	Alkmaar Lighthouse City demonstration activities	GA	1	60
8	Replication Plans and 2050 Vision by Fellow Cities	E@W	6	60
9	Clustering and Coordination with Smart City Initiatives and Partnerships	EDPL	1	60
10	Project Communication, Dissemination and Exploitation	ICONS	1	60
11	Project Management	EDPL	1	60
12	Ethics requirements	EDPL	1	60

Detailed description on the WPs and tasks can be found in the Annex I of the Description of Action (DoA). An updated iteration on project's Work Structure Breakdown (WSB) is presented in Annex I. This work will be updated by M32, at times of submission of D11.3 (Project Management Roadmap - version 3).

### 2.3.2 Deliverables

The project, running for 5 years (M1 - M60), presents a highly populated repository of deliverables (total 74), consubstantiating the outcomes of the challenges presented in the DoA. Being project's contractual obligations with the EC, deliverables are duly listed in the DoA, together with responsible entity and submission date. The following table presents them in a simplified way, without considering different versions of the same deliverable.

**Update:** in this second version of the document, the deliverables were updated by adding to them their current status.

Table 4: List of deliverables.

WP	Name	Responsible	Type	Diss. Level	Status
1	End-User and Stakeholders Requirements Definition	EDPL	Report	PU	Submitted
1	Building & Grid Retrofit Regulatory Framework	RUG	Report	PU	Submitted
1	City Vision and Master Plan for ETT#1 Solutions	CERTH	Report	PU	Submitted
1	City Vision and Master Plan for ETT#2 Solutions	UNINOVA	Report	PU	Delayed to M14
1	City Vision and Master Plan for ETT#3 Solutions	CERTH	Report	PU	Submitted
1	City Vision and Master Plan for ETT#4 Solutions	INESC TEC	Report	PU	Submitted
1	Holistic Smart City Vision and Master Planning for Demonstration and Replication	CERTH	Report	PU	Delayed to M16
2	EET-centric KPIs definition, with all	CERTH	Report	PU	Submitted



WP	Name	Responsible	Type	Diss. Level	Status
	evaluation metrics and formulas derived				
2	Test and Evaluation Plans	VTT	Report	PU	Submitted
2	Monitoring Data & Infrastructure Definition, expanding to Cultural Heritage cases	CERTH	Report	PU	Submitted
2	Functionally Extended City Information Platforms	AIT	Report	PU	Ongoing
2	Continuous Progress & Performance Monitoring in LH Cities	VTT	Report	PU	Not started
2	Social Engagement Monitoring Plan and Continuous Progress	INESC TEC	Report	PU	Ongoing
3	Performance Benchmarking and Evaluation	CERTH	Report	PU	Not started
3	Cost Benefit Analysis	CIRCE	Report	PU	Not started
3	Environmental Analysis	CIRCE	Report	PU	Not started
3	Social Impact Assessment of EET#4 related activities	CIRCE	Report	PU	Not started
3	Guidelines for Smart Cities Energy Transition	CERTH	Report	PU	Not started
4	POCITYF Citizen Engagement Plan	INESC TEC	Report	PU	Submitted
4	POCITYF Smart Cities Training Sessions on Citizen Engagement	INESC TEC	Report	PU	Ongoing
4	POCITYF Citizen Engagement Tools & Hubs (incl. video clip on digital co-creation activities)	CERTH	Report	PU	Ongoing
4	POCITYF Open Innovation Contests Launch, Documentation and Review	CERTH	Report	PU	Not started
5	POCITYF Urban Socio-Energy-Economic modelling environment	RINA-C	Report	PU	Ongoing
5	Generic POCITYF Business models	RINA-C	Report	PU	Ongoing
5	Business models to promote POCITYF innovation replication in public and private buildings	AIT	Report	CO/PU	Not started
5	Business models to promote POCITYF P2P and solutions to alleviate energy poverty, for both standard and CH districts	RINA-C	Report	CO/PU	Ongoing
5	POCITYF Innovative investing, crowdfunding	CERTH	Report	CO/PU	Not started



WP	Name	Responsible	Type	Diss. Level	Status
	and crowdfunding business schemes				
6	Updating Evora's Vision and Master Planning	CME	Report	PU	Ongoing
6	Coordination of Evora integration and demonstration activities	EDPL	Report	PU	Ongoing
6	Transition Track #1 Activities for Evora	INESC TEC	Report+Demonstrator	PU	Ongoing
6	Transition Track #2 Activities for Evora	UNINOVA	Report+Demonstrator	PU	Ongoing
6	Transition Track #3 Activities for Evora	INESC TEC	Report+Demonstrator	PU	Ongoing
6	Transition Track #4 Activities for Evora	DECSIS	Report+Demonstrator	PU	Ongoing
6	Report on Evora Replication and City Bold Vision Plans	CME	Report	PU	Not started
7	Updating Alkmaar's Vision and Master Planning	GA	Report	PU	Ongoing
7	Coordination of Alkmaar integration and demonstration activities	GA	Report	PU	Ongoing
7	Transition Track #1 Activities for Alkmaar	DBL	Report+Demonstrator	PU	Ongoing
7	Transition Track #2 Activities for Alkmaar	TNO	Report+Demonstrator	PU	Ongoing
7	Transition Track #3 Activities for Alkmaar	CONEXXION	Report+Demonstrator	PU	Ongoing
7	Transition Track #4 Activities for Alkmaar	SEV	Report+Demonstrator	PU	Ongoing
7	Report on Alkmaar Replication and City Bold Vision Plans	GA	Report	PU	Not started
8	Replication and City-Vision Strategy for FCs	RINA	Report	PU	Ongoing
8	Knowledge Transfer Tools for FCs Replication	E@W	Report	PU	Ongoing
8	Granada Replication Plans and City-Vision for 2050	GRACITY	Report	PU	Not started
8	Bari Replication Plans and City-Vision for 2050	Bari	Report	PU	Not started
8	Celje Replication Plans and City-Vision for 2050	MoC	Report	PU	Not started
8	Ujpest Replication Plans and City-Vision for 2050	UJP	Report	PU	Not started
8	Ioannina Replication Plans and City-Vision for 2050	Mol	Report	PU	Not started
8	Hvidovre Replication Plans and City-Vision for 2050	Hvidovre	Report	PU	Not started
9	POCITYF Clustering Action Plan	EDPL	Report	PU	Submitted
9	Contribution to European smart city initiatives and partnerships	ICONS	Report	PU	Ongoing





WP	Name	Responsible	Type	Diss. Level	Status
9	Collaboration with smart cities community for cultural heritage areas	CME	Report	PU	Ongoing
9	Sustainability Plan of POCITYF within the SCC-01 joint vision	CERTH	Report	PU	Not started
9	Collaboration with BRIDGE initiative	EDPL	Report	PU	Ongoing
10	POCITYF Communication and Dissemination Plan	ICONS	Report	CO	Submitted
10	POCITYF Multi-Dissemination material	ICONS	Websites, patents filling, etc.	CO/PU	Submitted
10	POCITYF Periodic Report on Communication and Dissemination activities	ICONS	Report	PU	Submitted
10	POCITYF Best Practices Book	ICONS	Websites, patents filling, etc.	PU	Ongoing
10	POCITYF Digital and Physical Events	ICONS	Report	PU	Ongoing
10	POCITYF IPR Management and Library of Exploitable Results	ICONS	Report	CO	Ongoing
10	POCITYF Market analysis	ICONS	Report	PU	Not started
10	POCITYF Business and sustainability plan	ICONS	Report	CO	Not started
10	POCITYF Scale-Up within EU	CERTH	Report	PU/CO	Not started
10	Report of regulatory and normative requirements relevant to exploitation of each solution	ITeC	Report	PU	Ongoing
10	Action Plan to obtain the CE marking for each solution, including the standardization routes	ITeC	Report	PU	Ongoing
11	Project Management Roadmap	EDPL	Report	PU	Submitted
11	Quality Assessment, Risk Assessment and Contingency Plans	EDPL	Report	PU	Submitted
11	Technical and Innovation Management Plans	CERTH	Report	PU	Submitted
11	Data Management Plan	EDPL	ORDP: Open Research Data Pilot	PU	Submitted
11	Ethical Monitoring and GDPR Conformation Plans	EDPL	Report	PU	Submitted
11	Cyber Data Security Management Plans	CERTH	Report	PU	Submitted
12	H - Requirement No. 1	EDPL	Ethics	CO	Submitted
12	POPD - Requirement No. 2	EDPL	Ethics	CO	Submitted
12	NEC - Requirement No. 3	EDPL	Ethics	CO	Submitted

The procedure concerning their submission to the EC is described in Section 4.2.





### 2.3.3 Milestones

POCITYF encompasses 53 milestones, spread over its 60 months and 11 WPs, crucially allowing for an effective monitoring of POCITYF goals timely achievement. Milestones' attainment will be assessed by the Project Coordinator (PC), closely underpinned by continuous interaction with WP leaders. As soon as achieved, the PC will report to the EC the following list of milestones

**Update:** with the amendment, POCITYF consortium has corrected some inconsistencies with the milestones, as presented in Table 5. Moreover, in the present deliverable, an update on the status of each milestones is provided as well.

Table 5: List of milestones.

Number - Title	WP [Responsible]	Due date	Means of verification	Status
MS1 - City Master Plans Definition of 4 Energy Transition Tracks	WP1 [CERTH]	12	Reports for all Energy Transition Tracks completed D1.5, D1.7, D1.9, D1.11 timely delivered	Almost achieved (just missing D1.9 submission, due to extensions related with COVID-19)
MS2 - Test and Evaluation Plans Available	WP2 [VTT]	12	Respective report D2.2 for evaluation planning completed and timely delivered	Achieved
MS3 - Extended version of the existing CIPs according to the monitoring and operational master plans	WP2 [VTT]	24	Respective report D2.4 timely delivered	Ongoing
MS4 - Monitoring data sets collected for the first LH implementation year	WP2 [VTT]	48	First monitoring report available by the timely delivery of D2.6.	Ongoing
MS5 - Initial performance assessment and evaluation of results from the LH implementation	WP3 [CIRCE]	30	Initial evaluation of implementation results by the timely delivery of the first D3.1 version	Not started
MS6 - Guidelines and lessons learnt from the LH implementation activities for energy transition in smart cities	WP3 [CIRCE]	36	First version of the energy transition guidelines for replication planning and bold city vision road-mapping both for LH and FC by the timely delivery of D3.9.	Not started
MS7 - Citizen Engagement Plan available	WP4 [INESC TEC]	12	Citizen Engagement Plan available	Achieved
MS8 - Launch of Open Innovation Contests	WP4 [INESC TEC]	30	Timely delivery of D4.7	Ongoing
MS9 - Achievements and advances resulted from the	WP4 [INESC TEC]	60	Timely delivery of D4.8	Not started



Number - Title	WP [Responsible]	Due date	Means of verification	Status
open innovation framework by third parties invited				
MS10 - Generic Business Models driven by the evaluation of results available	WP5 [RINA-C]	34	Generic business models to support the specific sociotechnical business modelling. Timely delivery of D5.2 report	Ongoing
MS11 - Update of Évora's Vision and Master Plan	WP6 [CME]	24	Timely delivery of D6.1.	Ongoing
MS12 - Coordination of planned implementation activities for the LH case of Évora	WP6 [CME]	30	Timely delivery of D6.3.	Ongoing
MS13 - Coordination of planned implementation activities for the LH case of Évora - version 2	WP6 [CME]	60	Timely delivery of D6.4.	Not started
MS14 - Update of Alkmaar's Vision and Master Plan	WP7 [GA]	24	Timely delivery of D7.1	Ongoing
MS15 - Coordination of planned implementation activities for the LH case of Alkmaar	WP7 [GA]	30	Timely delivery of D7.3.	Ongoing
MS16 - Coordination of planned implementation activities for the LH case of Alkmaar - version 2	WP7 [GA]	60	Timely delivery of D7.4	Not started
MS17 - Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Évora	WP6 [CME]	36	Timely completion of demonstration integrated solutions (D6.5, D6.7, D6.9, D6.11) (M36) and start of continuous monitoring (M36)	Ongoing
MS18 - Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Évora - version 2	WP6 [CME]	48	Timely delivery of first version of D2.6 and D2.9, on the monitoring performance of the solutions	Not started
MS19 - Large scale deployments and monitoring of demonstration across	WP6 [CME]	60	Timely delivery of D2.7 and D2.10, on the monitoring performance of the solutions	Not started



Number - Title	WP [Responsible]	Due date	Means of verification	Status
all 4 energy transition tracks in the LH city case of Évora - version 3				
MS20 - Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar	WP7 [GA]	36	Timely completion of demonstration integrated solutions (D7.5, D7.7, D7.9, D7.11) (M36) and start of continuous monitoring (M36)	Ongoing
MS21 - Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar - version 2	WP7 [GA]	48	Timely delivery of first version of D2.6 and D2.9, on the monitoring performance of the solutions	Not started
MS22 - Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar - version 3	WP7 [GA]	60	Timely delivery of D2.7 and D2.10, on the monitoring performance of the solutions	Not started
MS23 - Feasibility Analyses and plans for LH replication set of activities in Évora	WP6 [CME]	44	Timely delivery of D6.13	Not started
MS24 - Feasibility Analyses and plans for LH replication set of activities in Évora - version 2	WP6 [CME]	60	Timely delivery of D6.14	Not started
MS25 - Feasibility Analyses and plans for LH replication set of activities in Alkmaar	WP7 [GA]	44	Timely delivery of D7.13	Not started
MS26 - Feasibility Analyses and plans for LH replication set of activities in Alkmaar - version 2	WP7 [GA]	60	Timely delivery of D7.14	Not started
MS27 - Bold Évora LH city vision and ambitions for 2050	WP6 [CME]	44	Timely delivery of D6.13	Not started
MS28 - Bold Évora LH city vision and ambitions for 2050 - version 2	WP6 [CME]	60	Timely delivery of D6.14	Not started



Number - Title	WP [Responsible]	Due date	Means of verification	Status
MS29 - Bold Alkmaar LH city vision and ambitions for 2050	WP7 [GA]	44	Timely delivery of D7.13	Not started
MS30 - Bold Alkmaar LH city vision and ambitions for 2050 - version 2	WP7 [GA]	60	Timely delivery of D7.14	Not started
MS31 - FC Replication framework (designed strategy and selected tools) outlined	WP8 [E@W]	34	Timely completion of D8.1 and D8.3.	Ongoing
MS32 - FC Replication framework (designed strategy and selected tools) outlined - version 2	WP8 [E@W]	48	Timely completion of D8.2 and D8.4	Not started
MS33 - Replication plans and bold cities' vision for 2050 for all 6 FCs available	WP8 [E@W]	36	Timely completion of D8.5, D8.7, D8.9, D8.11, D8.13 and D8.15	Ongoing
MS34 - Replication plans and bold cities' vision for 2050 for all 6 FCs available - version 2	WP8 [E@W]	60	Timely completion of D8.6, D8.8, D8.10, D8.12, D8.14 and D8.16	Not started
MS35 - Clustering action plan available	WP9 [EDPL]	6	Timely completion of D9.1	Achieved
MS36 - Clustering action plan available - version 2	WP9 [EDPL]	36	Timely completion of D9.2	Ongoing
MS37 - SCC Initiatives collaboration results	WP9 [EDPL]	36	Timely completion of D9.3 and D9.5	Ongoing
MS38 - SCC Initiatives collaboration results - version 2	WP9 [EDPL]	60	Timely completion of D9.4 and D9.6	Not started
MS39 - Communication and Dissemination plan available	WP10 [ICONS]	4	Timely delivery of D10.1	Achieved
WP40 - Communication and Dissemination plan available - version 2	WP10 [ICONS]	20	Timely delivery of D10.2	Ongoing
MS41 - Communication and Dissemination plan available - version 3	WP10 [ICONS]	40	Timely delivery of D10.3	Not started
MS42 - Project brochure and presentation videos	WP10 [ICONS]	6	Timely completion of D10.5	Achieved
MS43 - Project brochure and	WP10 [ICONS]	48	Timely completion of D10.6	Ongoing



Number - Title	WP [Responsible]	Due date	Means of verification	Status
presentation videos - version 2				
MS44 - Project brochure and presentation videos - version 3	WP10 [ICONS]	60	Timely completion of D10.7	Not started
MS45 - Online presence and web-based communication channels utilization	WP10 [ICONS]	3	Website and social media pages of the project set up and published	Achieved
MS46 - Library of exploitable results and IPR management strategy	WP10 [ICONS]	18	Timely completion of D10.15	Ongoing
MS47 - Library of exploitable results and IPR management strategy - version 2	WP10 [ICONS]	36	Timely completion of D10.16	Not started
MS48 - Library of exploitable results and IPR management strategy - version 3	WP10 [ICONS]	60	Timely completion of D10.17	Not started
MS49 - Business and sustainability plan	WP10 [ICONS]	36	Timely completion of D10.18 and D10.19	Not started
MS50 - Business and sustainability plan - version 2	WP10 [ICONS]	60	Timely completion of D10.24 and D10.25	Not started
MS51 - Project-, Data-, Risks-, Ethics-, Quality- and Security- Management plans available	WP11 [EDPL]	6	Timely completion of D11.4, D11.8, D11.11 and D11.12.	Achieved
MS52 - Gathering of final data from Évora for last reports	WP6 [CME]	57	This milestone will ensure that by M57 all implementation activities of WP6 will be concluded and that, by that time, the final data will be ready to be included in POCITYF last reports.	Not started
MS53 - Gathering of final data from Alkmaar for last reports	WP7 [GA]	57	This milestone will ensure that by M57 all implementation activities of WP7 will be concluded and that, by that time, the final data will be ready to be included in POCITYF last reports.	Not started



## 3 Project Management

### 3.1 Overarching Management Structure

POCITYF is conducted accordingly to the following governance structure:

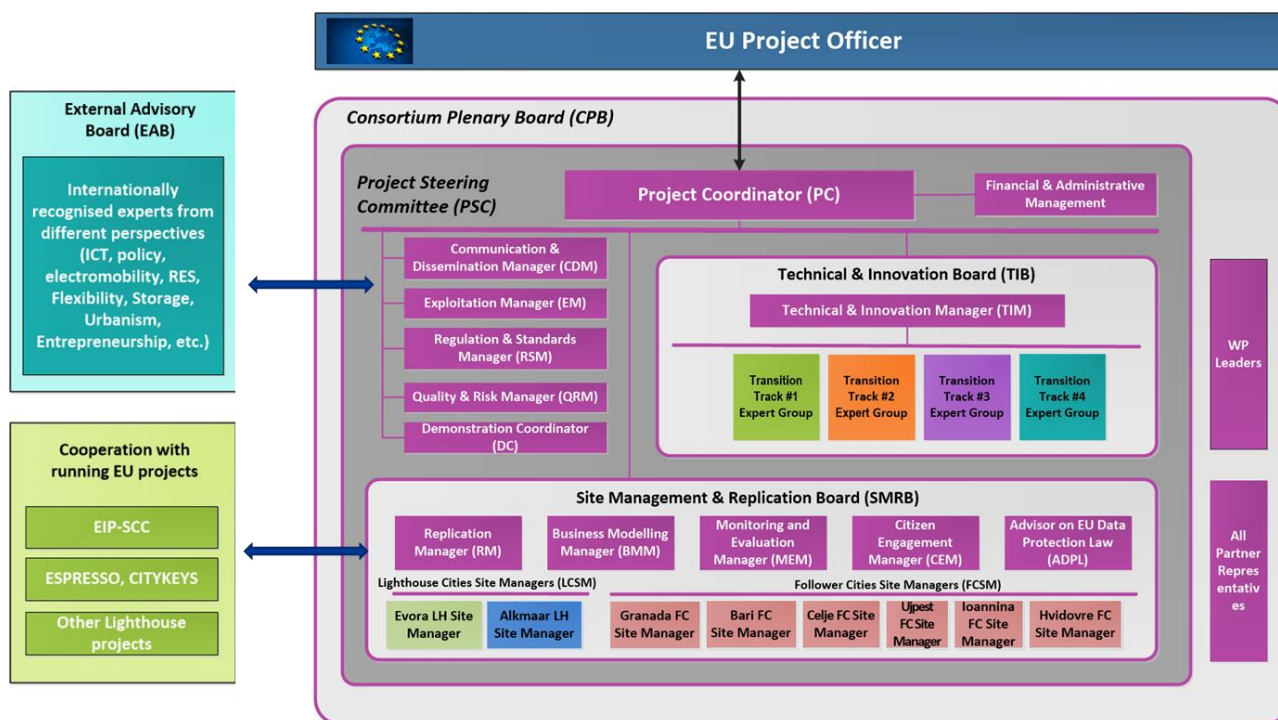


Figure 1: POCITYF management structure.

#### 3.1.1 Project Steering Committee

The Project Steering Committee (PSC) is responsible for monitoring the project's performance, managing the technical audits, supervising the preparation of the deliverables and, in general, the daily management of the project. Reasons for any deviations from the DoA will be identified and the necessary corrective actions will be agreed by the PSC, resolving any differences between project participants as they arise. Major changes in the project plan (e.g. reallocation of resources) may be decided within the PSC. The PSC will convene at least every three months (physical or remotely), in order to provide quick and efficient response to the events that will arise during the project. POCITYF partners, via the Consortium Agreement, have agreed on adhering to the decision-making rules and steering power of the PSC.

As can be observed in Figure 1, PSC is composed by the following roles:





Table 6: Project Steering Committee definition and responsibility.

Role	Definition/Responsibility
<b>Advisor on EU Data Protection Law</b>	Responsible for providing advice on legal and regulatory, privacy and regulatory provisions on privacy and data protection, against which POCITYF impact will be assessed.
<b>Business Modelling Manager (BMM)</b>	Responsible for the coordination of the development of the innovative business models regarding different POCITYF Integrated Solutions.
<b>Citizen Engagement Manager</b>	Responsible for the coordination of citizen engagement and co-creation methodologies to ensure citizen-driven focus and community empowerment in support of business models' development.
<b>Communication &amp; Dissemination Manager (CDM)</b>	Responsible for the effective implementation of project's Dissemination and Communication activities.
<b>Demonstration Coordinator</b>	Responsible for coordinating the demonstration and replication activities, liaise with local suppliers and provide valuable feedback and knowledge transfer among partners.
<b>Exploitation Manager (EM)</b>	Together with CDM, will be responsible to maximize project's impact. The EM will focus (with the support of the BMM) on business and market aspects associated to POCITYF results, in order to ensure the continuity beyond the project completion without the need for external public funding.
<b>Fellow Cities Site Managers</b>	Responsible for representing, coordinating and monitoring the activities within respective local city ecosystems.
<b>Financial Manager</b>	Responsible for a sound financial management of the project as a whole. Will give guidelines to all partners concerning financial issues and reporting.
<b>Gender Aspects Supervisor (GAS)</b>	GAS will supervise gender aspects related to project activities, the perspective of various vulnerable groups (including elderly, immigrants, marginalized people, etc.).
<b>Lighthouse Cities Site Managers</b>	Responsible for representing, coordinating and monitoring the activities within respective local city ecosystems.
<b>Monitoring and Evaluation Manager</b>	Responsible for ensuring a smooth and effective management of all the monitoring activities that will be carried out throughout local city ecosystems.
<b>Project Coordinator (PC)</b>	Takes responsibility for the overall project management including interactions with the EC on contract-related issues as well as chairing regular management meetings. The PC has, amongst his responsibilities, a set of administrative and financial tasks.
<b>Quality &amp; Risk Manager</b>	Responsible for quality and timely delivery of required reports, along with identification of main areas of possible risks and promotion of appropriate contingency activities.
<b>Regulation &amp; Standards Manager</b>	Responsible for dealing with interoperability and standards issues associated to the deployment of POCITYF tools and actions.
<b>Replication Manager</b>	Responsible for the overall planning and coordination among the LHCs and FCs for a smooth rollout of the replication roadmap.
<b>Technical &amp; Innovation Manager (TIM)</b>	Assisting the PC in technical and operational matters of the project. The TIM is also responsible for coordinating the innovation management policy of POCITYF as well as the 4 expert groups representing the 4 POCITYF Transition Tracks.

, represent by the following persons:



Table 7: Project Steering Committee representative persons.

Role	Final nomination	Email
Project Coordinator	João Maciel (EDPL)	<a href="mailto:joaogoncalo.maciel@edp.com">joaogoncalo.maciel@edp.com</a>
Financial Manager	Miguel Jorge Marques (EDPL)	<a href="mailto:migueljorge.marques@edp.pt">migueljorge.marques@edp.pt</a>
Technical & Innovation Manager	Dimitrios Tzovaras (CERTH)	<a href="mailto:Dimitrios.Tzovaras@iti.gr">Dimitrios.Tzovaras@iti.gr</a>
Communication & Dissemination Manager	Charlotte Michi (ICONS)	<a href="mailto:charlotte.michi@icons.it">charlotte.michi@icons.it</a>
Exploitation Manager	Giuliana Folco (ICONS)	<a href="mailto:giuliana.folco@icons.it">giuliana.folco@icons.it</a>
Regulation & Standards Manager	Jordi Roher (ITeC)	<a href="mailto:jroher@itec.cat">jroher@itec.cat</a>
Quality & Risk Manager	José Miguel Costa (EDPL)	<a href="mailto:josemiguel.costa@edp.com">josemiguel.costa@edp.com</a>
Demonstration Coordinator	José Miguel Costa (EDPL)	<a href="mailto:josemiguel.costa@edp.com">josemiguel.costa@edp.com</a>
Gender Aspects Supervisor	Martha Roggenkamp (RUG)	<a href="mailto:m.m.roggenkamp@rug.nl">m.m.roggenkamp@rug.nl</a>
Replication Manager	Luigi D'Oriano (E@W)	<a href="mailto:luigi.doriano@energyatwork.it">luigi.doriano@energyatwork.it</a>
Business Modelling Manager	Federica Fuligni (RINA)	<a href="mailto:Federica.fuligni@rina.org">Federica.fuligni@rina.org</a>
Monitoring and Evaluation Manager	Kantorovitch Julia (VTT)	<a href="mailto:julia.kantorovitch@vtt.fi">julia.kantorovitch@vtt.fi</a>
Citizen Engagement Manager	Lia Patrício (INESCTEC)	<a href="mailto:lpatric@fe.up.pt">lpatric@fe.up.pt</a>
Advisor on EU Data Protection Law	Manuel Pio Silva (EDPL)	<a href="mailto:manuelpio.silva@edp.pt">manuelpio.silva@edp.pt</a>
Evora LH Site Manager	João Formiga (EDPL)	<a href="mailto:joao.formiga@edp.com">joao.formiga@edp.com</a>
Alkmaar LH Site Manager	Martijn de Vries (SEV)	<a href="mailto:m.devries@newenergycoalition.org">m.devries@newenergycoalition.org</a>
Granada FC Site Manager	Gonzalo E. López (APEGR)	<a href="mailto:areatecnica@apegr.org">areatecnica@apegr.org</a>
Bari FC Site Manager	Luigi Ranieri (BARI)	<a href="mailto:luigi.ranieri@comune.bari.it">luigi.ranieri@comune.bari.it</a>
Celje Site Manager	Tadej Vunderl (MOC)	<a href="mailto:tadej.Vunderl@celje.si">tadej.Vunderl@celje.si</a>
Ujpest Site Manager	Leo Weinek (UJP)	<a href="mailto:weinek.leo@gmail.com">weinek.leo@gmail.com</a>
Ioannina Site Manager	Yannis Lykogiorgos (Mol)	<a href="mailto:gianilyko81@gmail.com">gianilyko81@gmail.com</a>
Hvidovre Site Manager	Elsebeth Terkelsen (EGC)	<a href="mailto:et@greencities.eu">et@greencities.eu</a>

**Update:** due to the pandemic, the consortium has agreed in having Steering Committees one each two months, aiming to a better control and management of COVID-19-related risks. As soon as situation is stable, the recurrence will return to once each three months.

### 3.1.2 Consortium Plenary Board

The Consortium Plenary Board (CPB) is the ultimate and main decision body of POCITYF, chaired by the Project Coordinator (PC) and consists of all the members of the PSC, along with the WP Leaders and representatives of all project partners. One representative person from each Beneficiary participates in the CPB. The CPB is in charge of supervising the project progress and deciding upon all relevant technical and administrative issues, such as redirection of work in a WP, major transfer of resources across WP or Partners (over 20%), technological choices, changes in time plans, inclusion of a new Partner, substitution or exclusion of existing Partner, resolution of conflict between different WP. All Partner Representatives will have a single vote. In case of equal votes, the vote of the PC shall be the decisive one. This Group will meet once every 6 to 9 months, preferably physically, being project's main driving force.





Partners' CPB representatives are identified in the following table:

Table 8: Consortium Plenary Board representative persons.

Partner name	Representative name	Representative email
EDPL	José Miguel Costa	josemiguel.costa@edp.com
CME	Nuno Bilo	nuno.choraobilo@cm-evora.pt
UNINOVA	João Martins	jf.martins@fct.unl.pt
UEVORA	Luis Fialho	lafialho@uevora.pt
UW	João Peixoto	jpeixoto@ubiwhere.com
DECSIS	Rui Barroso	rui.barroso@decsis.pt
SE	Stefano Mangili	stefano.mangili@se.com
PACT	Margarida Pataca	mpataca@pact.pt
SONAE	Marlos Silva	mhsilva@sonaemc.com
ONYX	Elena Rico	erico@onyxsolar.com
Tegola	Antonella De Nardi	antonella.denardi@iwisholding.com
AMPS	Rainer Hoenig	rainer.hoenig@batteries.com
Kimatica	Natasha Karatza	natasha.karatza@kimatica.com
INESCTEC	Miguel Miranda	luis.m.miranda@inesctec.pt
GA	Karin Verbeek	kverbeek@alkmaar.nl
SEV	Martijn de Vries	m.devries@newenergycoalition.org
Inholland	Petra Bijvoet	petra.bijvoet@inholland.nl
HVC	René Hogeveen	r.hogeveen@hvcgroep.nl
TNO	Vasiliki Georgiadou	vasiliki.georgiadou@tno.nl
Woonwaard	Thom de Wit	tdewit@woonwaard.nl
Van Alckmaer	Luuk Hageman	l.hageman@vanalckmaer.nl
DBL	Roel de Groot	r.degroot@duurzaambouwloket.nl
Connexxion	Robèrt Weijers	r.weijers@connexxion.nl
ALI	Haike van de Vegte	haike.vande.vegte@firan.nl
Neroa	Jeroen Jansen	jeroen.jansen@neroa.nl
GRACITY	Francisco Aranda	faranda@granada.org
APEGR	Gonzalo Esteban López	gestebanlopez@dipgra.es
ITeC	Jose Lucas	jluucas@itec.cat
Bari	Luigi Ranieri	luigi.ranieri@comune.bari.it
E@W	Luigi D'Oriano	luigi.doriano@energyatwork.it
MOC	Saša Heath-Drugovič	sasa.heath@celje.si
ZAG	Sabina Jordan	sabina.jordan@zag.si
UJP	Leo Weinek	weinek.leo@gmail.com



Partner name	Representative name	Representative email
EMI	Eszter Hadju	ehajdu@emi.hu
Mol	Yannis Lykogiorgos	gianilyko81@gmail.com
HVK	Elsebeth Terkelsen	et@greencities.eu
EGC	Elsebeth Terkelsen	et@greencities.eu
CERTH	Nikos Nikolopoulos	n.nikolopoulos@certh.gr
VTT	Julia Kantorovitch	julia.kantorovitch@vtt.fi
ICONS	Elisabeth Schmid	elisabeth.schmid@icons.it
RINA-C	Federica Fuligni	federica.fuligni@rina.org
CIRCE	David Zambrana	dzambrana@fcirce.es
AIT	Hans-Martin Neumann	hans-martin.neumann@ait.ac.at
EURADA	Tessa Anne	tessa.anne@eurada.org
Enersis	Stefan Siegrist	stefan.siegrist@enersis.ch
RUG	Ceciel Nieuwenhout	c.t.nieuwenhout@rug.nl

### 3.1.2.1 First Consortium Plenary Board

POCITYF consortium held a Consortium Plenary Board on June 17<sup>th</sup>, 2020. Due to COVID-19, the meeting was done in a digital format, against a physical one that was supposed to occur in Bari.

The main point of the agenda was the validation of the COVID-19-led changes to deliverables' deadlines that were being negotiated with the PO, namely:

- D1.5 - delayed from M12 to M14;
- D1.7 - delayed from M12 to M14;
- D1.13 - delayed from M15 to M16.

Despite the current pandemic situation, the consortium has mapped, in the initial stage of the project, a map with major consortium-wise events (review meetings; PSCs; CPBs, etc.). This work can be seen in the next figure.



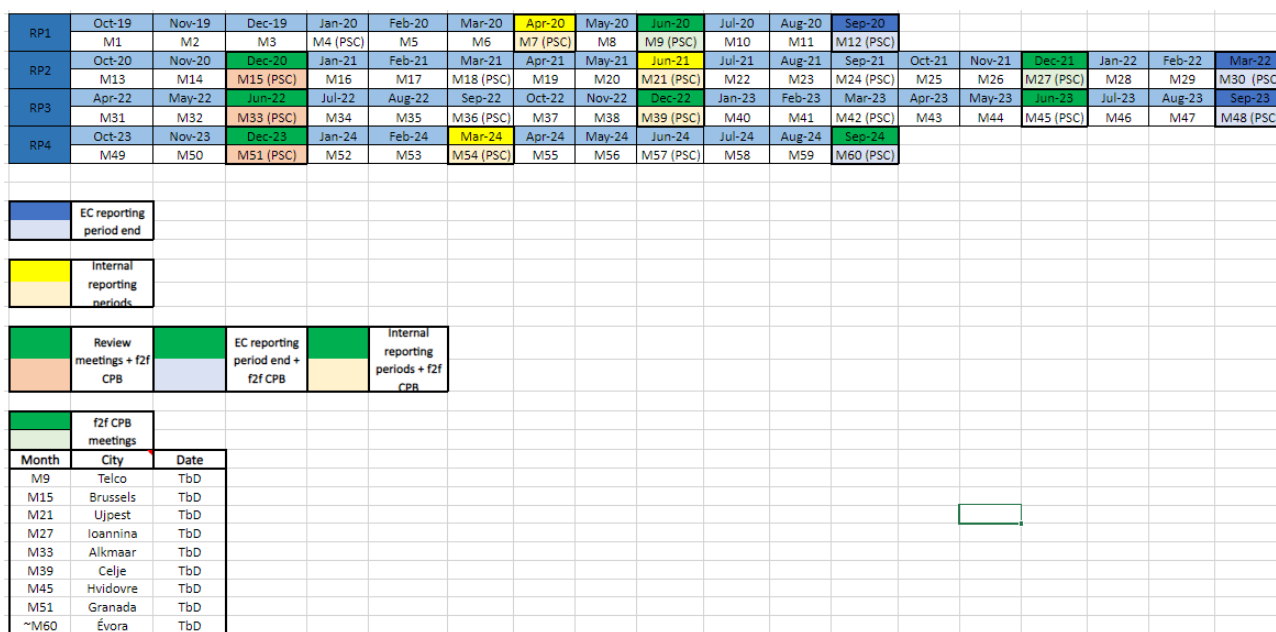


Figure 2 - POCITYF meetings' map

### 3.1.3 Project Coordinator

Project Coordinator is the legal entity responsible for the overall project management of POCITYF, including interactions with the EC on contract-related issues, as well as for chairing regular management meetings (Consortium Plenary Board and Project Steering Committee). The Project Coordinator shall, in addition to its responsibilities as a Beneficiary, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement, such as being responsible for a set of administrative and financial tasks - act as single contact point between EC's Project Officer and the consortium, representing the project in workshops and official meetings, collecting administrative reports from partners and forwarding periodical reports to the Project Officer, administering project resources and project spending, etc.

### 3.1.4 Local ecosystems

Due to the size of each local LHC ecosystem, Site Managers were defined for both Évora and Alkmaar, being responsible for representing, coordinating and monitoring the activities within respective local city hubs.

Other partners, mainly the horizontal ones which are leading WPs, should reach each local LHC ecosystem via its Site Manager, which will be always aware of changes within the personnel of the sub consortium that he/she is managing.

Besides Site Managers, each local ecosystem is composed by:

- **Transition Track (TT) leaders:** responsible for monitoring the progress of the Integrated Solutions, in terms of development and implementation, within their Transition Track. These leaders were chosen due to their actuation and expertise concerning the domain that they are leading (for instance, TT#3 on electrical mobility);



- Integrated Solutions (IS) leaders: responsible for monitoring the progress of the elements, in terms of development and implementation, within their Integrated Solution domain. These leaders were chosen due to their actuation and expertise concerning the area that they are leading (for instance, IS-1.2 on Positive Energy Districts Retrofitting).

Évora and Alkmaar LHC ecosystems are structured as depicted in Figure 3 and Figure 4, respectively, **updated as follows** (in terms of changes of ETT and IS leaders):

- Luís Miguel Miranda, from INESC TEC, has replaced Nuno Fidalgo as leader of INESC TEC-led ISs;
- Natasha Karatza, from Kimatica, has replaced Chris Oikonomou as IS-1.2 leader;
- João Peixoto (from UW) was assigned as IS-1.3 leader;
- Amândio Ferreira (from Elergone, SONAE's LTP) has replaced Adriana Henriques as IS-2.2 leader;
- Karin Verbeek (Alkmaar Municipality) has replaced Tim Faassen as leader for IS-1.3;
- Joep Sanderink (SEV) has replaced Roel de Groot as TT#1 leader.

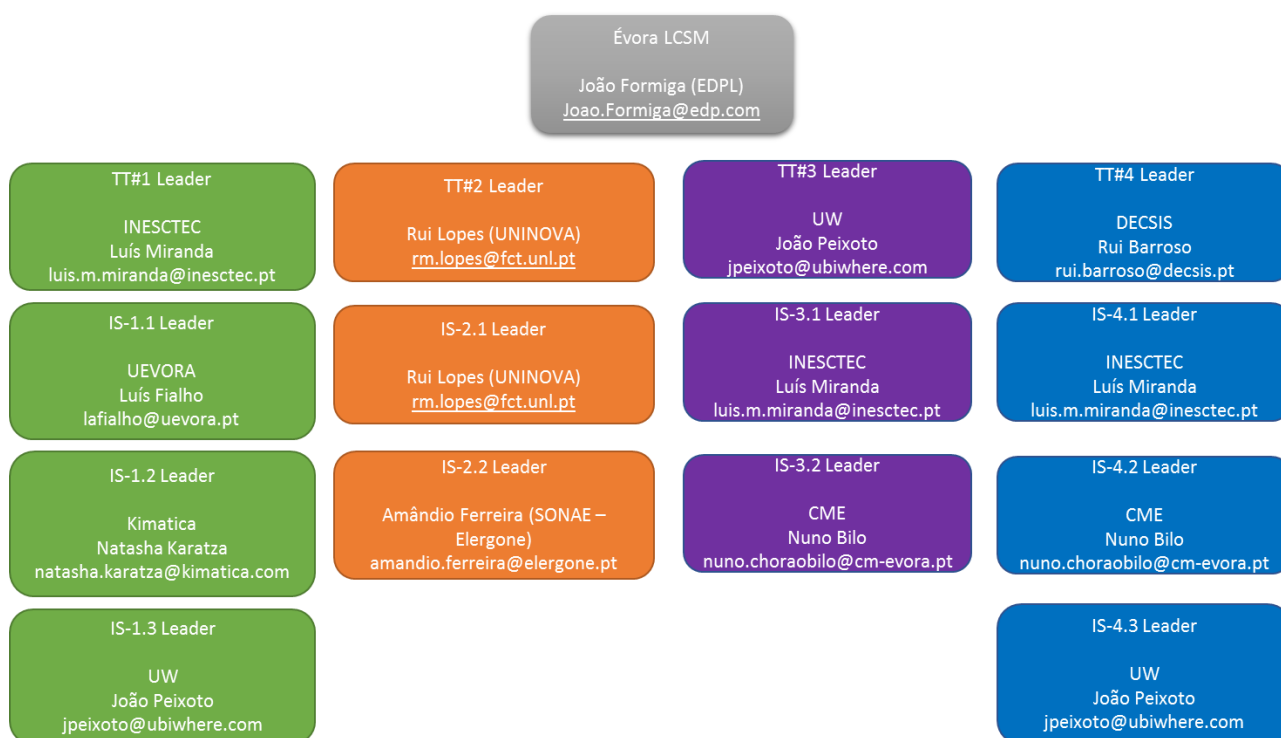


Figure 3 - Évora LHC ecosystem



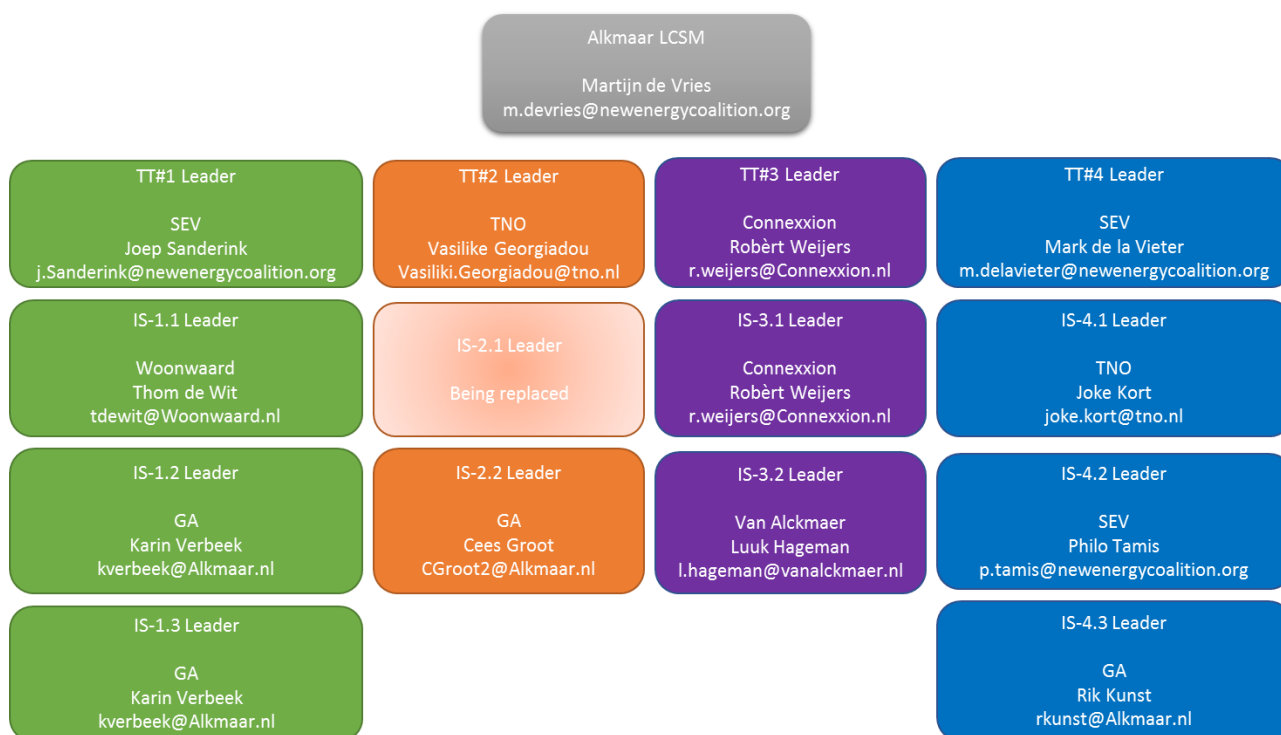


Figure 4 - Alkmaar LHC ecosystem

### 3.1.5 WP leaders

Within POCITYF, WP leaders are responsible for a timely and high-quality execution of their WP tasks, by promoting collaboration between task leaders and remaining active WP contributors. WP leaders will manage the progress of their WP deliverables, coordinating this process together with the main authors, guaranteeing that they're timely delivered to revision with the appropriate level of information and detail and, afterwards, that they are shared in time with the Project Coordinator in order for him to submit them in time in the EC portal.

WP leaders are also responsible towards operational decisions that shall be taken throughout the activities described in the DoA and to provide the technical progress that will be described in both internal and EC reporting periods' end. During PSC meetings, WP leaders are expected to prepare presentations about the status of the activities carried out, as well as risks' identification, along realistic and solid mitigation plans. Case some partner is not complying with their agreed duties, WP leaders are expected to bridge this situation to the Project Coordinator. Lastly, WP leaders shall ensure clear alignment of objectives together with task leaders, by managing the scheduling of WP-level meetings at least one every 1 or 2 months.

The following persons act as WP leaders in POCITYF:



Table 9: Responsible person for each WP.

WP number- Title	Responsible person	Email
WP1 - POCITYF Smart City Framework Towards an Integrated Deployment	Nikos Nikolopoulos	n.nikolopoulos@certh.gr
WP2 - Setting Up, Planning and Execution of Performance Monitoring Activities	Julia Kantorovitch	Julia.Kantorovitch@vtt.fi
WP3 - Evaluation Activities, Socioeconomic Impact Assessment and Recommendations	David Zambrana	zambrana@fcirce.es
WP4 - Citizens Engagement and Open Innovation Activities	Luísa Goncalves	luisa.s.goncalves@inesctec.pt
WP5 - Business Models across Circular & Sharing Economy Pathways	Federica Fuligni	federica.fuligni@rina.org
WP6 - Evora Lighthouse City demonstration activities	Nuno Bilo	nuno.choraobilo@cm-evora.pt
WP7 - Alkmaar Lighthouse City demonstration activities	Karin Verbeek	kverbeek@alkmaar.nl
WP8 - Replication Plans and 2050 Vision by Fellow Cities	Luigi D'Oriano	luigi.doriano@energyatwork.it
WP9 - Clustering and Coordination with Smart City Initiatives and Partnerships	Claire Harvey	Claire.harvey@edp.pt
WP10 - Project Communication, Dissemination and Exploitation	Charlotte Michi	charlotte.michi@icons.it
WP11 - Project Management	José Miguel Costa	JoseMiguel.Costa@edp.pt
WP12 - Ethics requirements	José Miguel Costa	JoseMiguel.Costa@edp.pt

### 3.1.6 External Advisory Board

POCITYF External Advisory Board (EAB) is a body constituted by well distinguished stakeholders whose field of expertise matches project's actions. The main purpose of this body is to ensure that POCITYF is target of relevant inputs, from its main community of stakeholders, towards its activities and results. EAB does not have decision authority in the project, but will provide advice and feedback on the activities and results of POCITYF. The EAB is formed by internationally recognised experts who are at the forefront of smart cities development from different perspectives. Their expert and independent assessment is expected to guide the project in accelerating the societal acceptance and market uptake of the tools and actions demonstrated, further contributing to POCITYF risk management procedure and quality assurance mechanism, by providing solicited and unsolicited advice to the PSC.

Annual meetings will be held between the representatives of the EAB and the PSC. Throughout the project, this board will participate, physically, in two project-wise meetings, being the remain participations made remotely. The meetings where the EAB will physically participate are not yet chosen, but should happen within project year 2 and 4, where monitoring activities will start and run and project's Key Exploitable Results will be studied. EAB contribution is also being envisioned in what concerns project's Open Innovation Activities, where this group of experts can take the role of jury. This information will be updated on the next version of D11.2, by M32.



POCITYF EAB is composed by 10 persons, built upon Project Coordination and Municipalities recommendations:

Table 10: External Advisory Board representative persons.

Name	Associated Entity	Domain
Francisco Lopes	EDP Distribuição	Portuguese main Distribution System Operator
Lada Strelnikova	European Energy Efficiency Fund	Innovative public-private partnership dedicated to mitigating climate change through energy efficiency
Han Brezet	Aalborg University	Design for Sustainability // member of the CCHE: the Portuguese Council for Higher Education
Wim Naeije	Former director of Eneco	Eneco is one of the biggest investors in sustainable energy. Wim is also and an angel investor in the Dutch startup scene
Olga Aguilera Ortega	Smart City Cluster	Spanish Association for Smart Cities
Riccardo Amirante	Politecnico of Bari	Full professor of "Machines and Systems for Energy and Environment", he belongs to the Department of Mechanics, Mathematics and Management of Poliba.
Enrique Grosser Lagos	ENERGOSYS INC	Development and Financing (ESCO), Energy Efficient Building Retrofitting
Henrik Madsen	Centre for IT-Intelligent Energy Systems in CITIES	Danish R&D centre towards ICT solutions for urban energy systems
Tanja Mohorič	Hidria and Director of ACS automotive cluster of Slovenia	Hidria - world-leading corporation in automotive and industrial technologies ACS automotive cluster - business association based on economic interest of its members uniting Slovenian automotive suppliers
Odisseas V. Raptis	DCCG-Cities Net	Greek digital-oriented smart cities-related association, formed as a municipal enterprise

**Update:** the AB members were updated. The kick-off meeting of the EAB was not yet scheduled, since the PC is still waiting for the signed NDA of some members.

### 3.1.7 Ethics Board

POCITYF has also an already established Ethics Board, which will provide ongoing support to the consortium concerning ethical and legal issues, determinant since POCITYF will be generating significant amounts of data and citizens will be thoroughly involved within project activities. The main task and responsibility of this board is to ensure that the project is proceeding in an ethically acceptable manner, aligned with national and/or European regulations relevant to the project's activities pertaining, among others, to gender issues.

This board is composed by one representative from each organisation - the same that is representing it within the CPB. The chair person, although, is not the Project Coordinator, but Luísa Serra from EDPL, with proven experience with regards to Ethics.

## 3.2 Quality and Risk Management

POCITYF quality and risk management will be mainly performed by EDPL in the role of Project Coordinator and T11.2 leader on *Quality and Risk Management*; CERTH, as





POCITYF Technical Coordinator and by all remaining WP leaders, responsible to keep track on risks' status and update the mitigation plans accordingly.

An initial risk identification was performed during the proposal stage, spanning over both project- and WP-level risks, accompanied by credible mitigation plans.

As a second step already taken, during POCITYF kick-off meeting in Évora (October 9<sup>th</sup> and 10<sup>th</sup>), both LHCs' ecosystems had dedicated hands-on workshops, together with horizontal partners, in order to build upon the risks identified in the DoA and further refine the mitigation plans.

From that moment on, Site Managers have been using these live documents, along with remaining local partners (technology providers and solutions' adopters), as the basis for to define concrete next steps towards a successful and smooth deployment of equipment, tender specification definitions and future monitoring process.

All this work was consubstantiated by EDPL in D11.4 - Quality Assessment, Risk Assessment and Contingency Plans -delivered by M6 and to be updated twice: by M24 and M48. EDPL will engage each WP leader in the way that it will request from them an update on the risks that are listed in the Grant Agreement. Regardless the updating periodicity, risk assessment will be continuously carried out throughout each WP, being the basis of Project Steering Committees meetings, where WP leaders will present this work to the Project Coordinator and remaining consortium.

**Update:** besides the risks identified in D11.4 (to be updated in D11.5), POCITYF consortium has conducted a similar exercise to identify the COVID-19 risks and respective mitigation actions.

The tool that is being utilised to assist in this process is the following:

Risk owner - name and email (WP leader OR task leader)	Task(s) affected by COVID 19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)

Figure 5 - COVID-19-related risks' template

WP leaders have identified and characterised the risks between M7 and M9. From this exercise, a total of 36 risks were listed, as show in Figure 6.

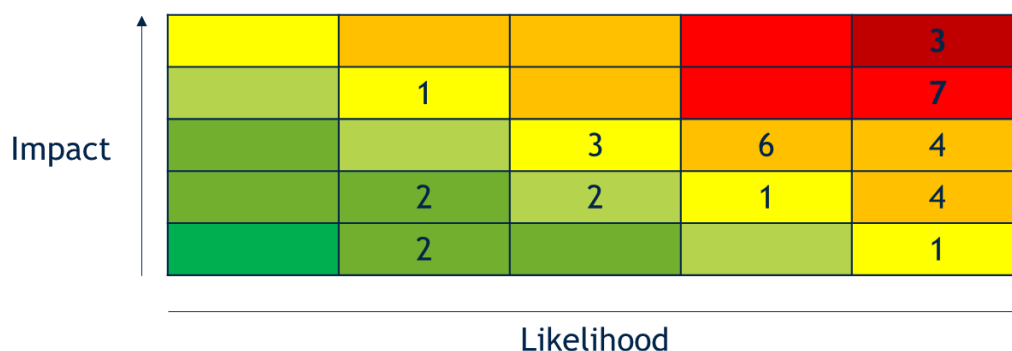


Figure 6 - Map of COVID-19-related risks

The majority of critical risks were identified under the LHCs' demonstration and the citizen engagement WPs, as expected.

In Annex III the full list of risks is presented, together with the mitigation plans.





### 3.3 Ethics Management

POCITYF has included, following request from the EC, a WP on Ethics (WP12) during the preparation of the Grant Agreement, where the Project Coordinator has already established an initial assessment of ethics-related requirements concerning some specific topics, namely:

- D12.1: H - Requirement No. 1, whose major objective was to define and ensure compliance with requirement “*The procedures and criteria that will be used to identify/recruit research participants must be provided*”. D12.1 has provided information on the procedures and criteria that will be used to identify relevant stakeholders and to recruit participants for the different activities of the project. It will also give a first insight about the activities that are planned to be performed in Évora and Alkmaar. Fellow Cities will then replicate these procedures and criteria when they too start to implement the measures identified in the LHCs;
- D12.2: POPD - Requirement No. 2, ensuring compliance with the requirement “In case personal data are transferred from a non-EU country to the EU, confirmation that such transfers comply with the laws of the country in which the data was collected”. In POCITYF there will be personal data transferred to a non-European partner: Enersis, located in Switzerland. This report has established the compliance between Enersis activities and Chapter V of the General Data Protection Regulation 2016/679;
- D12.3: NEC - Requirement No. 3, initially addressing POCITYF compliance with the requirement “*The confirmation that the research conducted outside the EU is legal in at least one EU Member State*”. This report presents POCITYF consortium non-EU members (Enersis) research posture towards compliance with current directives and laws on data protection and others, proving that research conducted by the partner from Switzerland is being carried out legally with respect to, at least, one EU member. It also provides information on the two main Enersis products that will be deployed in POCITYF and will be target of further research activities.

The abovementioned deliverables were submitted by POCITYF M2.

Besides this work, POCITYF features an Ethics-oriented strategy in Grant Agreement Section 5 - “*Ethics and Security*” and has an already defined Ethics Board, as presented in Section 3.1.7, chaired by Luísa Serra from EDPL.

To bolster a continuous compliance with state-of-the-art Ethics procedures, EDPL will deliver, within the scope of T11.5 - “*GDPR Conformation activities*” -, by M6, a thorough Ethical Monitoring and Contingency plan (D11.5), to be updated according to the needs of the project in terms of alignment with national and international European legislation and directives of the countries where data will be collected



## 4 Reporting Procedures

### 4.1 Technical and Financial Reporting

POCITYF has four reporting periods (RPs) that shall be submitted to the EC by the Project Coordinator, with contributes from all partners:

- RP1: from M1 (10/2019) to M12 (09/2020)
- RP2: from M13 (10/2020) to M30 (03/2022)
- RP3: from M31 (04/2022) to M48 (09/2023)
- RP4: from M49 (10/2023) to M60 (09/2024)

The reports are composed by technical and financial information from all consortium. The Technical Coordinator will take responsibility, together with Project Coordinator, in the elaboration of the technical report. As for the financial report, Project Coordinator will take sole responsibility.

The consortium has 60 days, after each RP end, to electronically submit to the EC the periodic report. After that, within 30 days, consortium shall participate in EC review meetings to debate its progress and incorporate EC inputs and possible corrections. The technical and the financial report will be composed as follows (as stipulated in H2020 portal):

- Technical report (word docs):
  - WP description an summary of progress towards objectives;
  - For each task: activities and progress;
  - Reasons for deviations from ANNEX I and impact on other tasks and available resources and planning (if any)
  - Reasons for failing to achieve critical objectives and/or not being on schedule: impact on other tasks as well as on available resources and planning (if any)
  - Statement on the use of resources: deviations between actual and planned persons-month and per beneficiary in Annex I
  - Summary for publications;
  - Answers to questionnaire on action implementation and economic and social project's impact.
- Financial report (excel templates from the EC):
  - For beneficiaries - individual financial statements (Annex 4 of the Grant Agreement)
  - Partners' third parties - "Form C"
  - Information on resources' use (Persons-Month per WP and costs per each budget line)

In order to keep good track of project evolution, the consortium has agreed in implementing internal reporting periods (IRPs), due to consortium dimension. The reports, also technical and financial, should be worked out across four periods:

- IP1: M6 (04/2020)
- IP2: M21 (06/2021)
- IP3: M39 (12/2022)
- IP4: M54 (04/2024)



The templates that will allow the gathering of information during IPs will be the same ones that will be used for RPs, enabling each partner to get used with the format, level of detail and procedure that will be followed for the official EC reporting periods.

**Update:** due to the size and complexity of POCITYF, the consortium has decided to undergo with IP1, while removing the subsequent internal reports.

At this point, and after concluding one internal reporting and one official one, it was agreed that the consortium has acquired the needed expertise to successfully work out the periodic reports.

The final report to the EC will enclose more information than previous RPs. For this final report, Project Coordinator and Technical Coordinator will be collecting the following information:

- Technical final report;
- Achieved outcomes' overview and respective exploitation and dissemination of results;
- Project activities' conclusions;
- Social and economic impact of actions that were carried out;
- Financial final report;
- Financial statement final summary;
- Audits: Certificates on the Financial Statements (CFSs), for partners with more than 325.000 k€ in personnel costs.

As for other RPs, consortium will have 60 days to submit the above reporting document. Costs associated to conduct this report are eligible.

#### 4.1.1 Payment periods

Project Coordinator has already proceeded with the pre-financing to remaining consortium, totalising a transferred amount of 7.999.310,14 €.

As stipulated by Article 22.1 of the Grant Agreement, an amount of 999.913,77 €, representing 5% of the maximum grant amount, was retained by EC Agency (INEA) and transferred into the "Guarantee Fund". This amount will be released at the payment of the balance, as described in Article 21.4 of the Grant Agreement.

As for the other - interim - payments, the reimbursement will be in accordance with the eligible costs that were incurred for the implementation of the Description of Action activities that were performed during the corresponding RPs, so as defined in Grant Agreement's Article 21.3.

The payment of balance, subject to the approval of the final report, will reimburse remaining eligible costs incurred by the consortium. Article 21.4 sets the rationale underlying this payment.

## 4.2 Deliverables' creation and submission

As mentioned in Section 3.1.5, WP leaders are responsible for the timely execution of deliverables in accordance to their expected quality, together with task leaders.

In terms of format, POCITYF will always use MS Office, more concretely: doc and docx will be the most used ones. Before officially submitting deliverables in the H2020 portal, the



Project Coordinator will convert the documents into pdf. Templates were already provided to consortium and they will be strictly used.

To ensure effective deliverables' peer-review, POCITYF has assigned two reviewers per deliverable:

- First reviewer: someone involved in the task under which deliverable is being written and with right expertise to provide content-wise evaluation;
- Second reviewer: partner not involved or not deeply involved in task and respective WP, so as to provide more high-level revision.

The reviewers were assigned as follows:

Table 11: List of deliverables peer-review.

Deliverable number- name	WP	Reviewer 1	Reviewer 2
D1.1 - End-User and Stakeholders Requirements Definition	1	RUG	SONAE
D1.2 - Building & Grid Retrofit Regulatory Framework	1	GA	PACT
D1.3 - City Vision and Master Plan for ETT#1 Solutions	1	UEVORA	APEGR
D1.4 - City Vision and Master Plan for ETT#2 Solutions	1	Connexion	VTT
D1.5 - City Vision and Master Plan for ETT#3 Solutions	1	RINA-C	ALI
D1.6 - City Vision and Master Plan for ETT#4 Solutions	1	UNINOVA	Energis
D1.7 - Holistic Smart City Vision and Master Planning for Demonstration and Replication	1	ONYX	EDPL
D2.1 - EET-centric KPIs definition, with all evaluation metrics and formulas derived	2	EDPL	RINA-C
D2.2 - Test and Evaluation Plans	2	E@W	SONAE
D2.3 - Monitoring Data & Infrastructure Definition, expanding to Cultural Heritage cases	2	INESC TEC	EDPL
D2.4 - Functionally Extended City Information Platforms	2	CERTH	Tegola
D2.5 - Continuous Progress & Performance Monitoring in LH Cities	2	INESC TEC	AMPS
D2.6 - Social Engagement Monitoring Plan and Continuous Progress	2	AIT	ICONS
D3.1 - Performance Benchmarking and Evaluation	3	SE	RUG
D3.2 - Cost Benefit Analysis	3	RINA-C	UW
D3.3 - Environmental Analysis	3	CERTH	DECSIS
D3.4 - Social Impact Assessment of EET#4 related activities	3	EDPL	SE
D3.5 - Guidelines for Smart Cities Energy Transition	3	Van Alckmaer	DBL
D4.1 - POCITYF Citizen Engagement Plan	4	CME	CERTH
D4.2 - POCITYF Smart Cities Training Sessions on Citizen Engagement	4	Van Alckmaer	UEVORA
D4.3 - POCITYF Citizen Engagement Tools & Hubs (incl. video clip on digital co-creation activities)	4	SEV	CIRCE
D4.4 - POCITYF Open Innovation Contests Launch, Documentation and Review	4	DBL	CME
D5.1 - POCITYF Urban Socio-Energy-Economic modelling environment	5	CME	CIRCE
D5.2 - Generic POCITYF Business models	5	Kimatica	GA
D5.3 - Business models to promote POCITYF innovation replication in public and private buildings	5	SONAE	INESC TEC
D5.4 - Business models to promote POCITYF P2P and solutions to alleviate energy poverty, for both standard and CH districts	5	DBL	Inholland
D5.5 - POCITYF Innovative investing, crowdfunding and crowdfunding business schemes	5	EDPL	HVC
D6.1 - Updating Evora's Vision and Master Planning	6	CERTH	GA



Deliverable number- name	WP	Reviewer 1	Reviewer 2
D6.2 - Coordination of Evora integration and demonstration activities	6	GA	CERTH
D6.3 - Transition Track #1 Activities for Evora	6	TNO	Inholland
D6.4 - Transition Track #2 Activities for Evora	6	DBL	TNO
D6.5 - Transition Track #3 Activities for Evora	6	Neroa	Woonwaard
D6.6 - Transition Track #4 Activities for Evora	6	Woonwaard	Van Alckmaer
D6.7 - Report on Evora Replication and City Bold Vision Plans	6	GA	DBL
D7.1 - Updating Alkmaar's Vision and Master Planning	7	CERTH	EDPL
D7.2 - Coordination of Alkmaar integration and demonstration activities	7	CME	UNINOVA
D7.3 - Transition Track #1 Activities for Alkmaar	7	EDPL	CME
D7.4 - Transition Track #2 Activities for Alkmaar	7	UNINOVA	UW
D7.5 - Transition Track #3 Activities for Alkmaar	7	AMPS	DECSIS
D7.6 - Transition Track #4 Activities for Alkmaar	7	E@W	SE
D7.7 - Report on Alkmaar Replication and City Bold Vision Plans	7	CME	ONYX
D8.1 - Replication and City-Vision Strategy for FCs	8	EGC	CERTH
D8.2 - Knowledge Transfer Tools for FCs Replication	8	AIT	ONYX
D8.3 - Granada Replication Plans and City-Vision for 2050	8	ZAG	Tegola
D8.4 - Bari Replication Plans and City-Vision for 2050	8	EMI	INESC TEC
D8.5 - Celje Replication Plans and City-Vision for 2050	8	UJP	TNO
D8.6 - Ujpest Replication Plans and City-Vision for 2050	8	Bari	Woonwaard
D8.7 - Ioannina Replication Plans and City-Vision for 2050	8	HVK	MOC
D8.8 - Hvidovre Replication Plans and City-Vision for 2050	8	Mol	DBL
D9.1 - POCITYF Clustering Action Plan	9	ICONS	Tegola
D9.2 - Contribution to European smart city initiatives and partnerships	9	VTT	INESC TEC
D9.3 - Collaboration with smart cities community for cultural heritage areas	9	GA	Woonwaard
D9.4 - Sustainability Plan of POCITYF within the SCC-01 joint vision	9	SEV	Van Alckmaer
D9.5 - Collaboration with BRIDGE initiative	9	SEV	ALI
D10.1 - POCITYF Communication and Dissemination Plan	10	ITeC	EDPL
D10.2 - POCITYF Multi-Dissemination material	10	GA	CME
D10.3 - POCITYF Periodic Report on Communication and Dissemination activities	10	Tegola	ITeC
D10.4 - POCITYF Best Practices Book	10	EURADA	CERTH
D10.5 - POCITYF Digital and Physical Events	10	UW	ZAG
D10.6 - POCITYF IPR Management and Library of Exploitable Results	10	DECSIS	EMI
D10.7 - POCITYF Market analysis	10	DBL	Mol
D10.8 - POCITYF Business and sustainability plan	10	AIT	HVK
D10.9 - POCITYF Scale-Up within EU	10	Woonwaard	EGC
D10.10 - Report of regulatory and normative requirements relevant to exploitation of each solution	10	EDPL	UJP
D10.11 - Action Plan to obtain the CE marking for each solution, including the standardization routes	10	ONYX	Neroa
D11.1 - Project Management Roadmap	11	ICONS	GA
D11.2 - Quality Assessment, Risk Assessment and Contingency Plans	11	INESC TEC	GA
D11.3 - Technical and Innovation Management Plans	11	Neroa	VTT
D11.4 - Data Management Plan	11	UNINOVA	VTT



Deliverable number- name	WP	Reviewer 1	Reviewer 2
D11.5 - Ethical Monitoring and GDPR Conformation Plans	11	TNO	ICONS
D11.6 - Cyber Data Security Management Plans	11	Enerisis	CIRCE
D12.1 - H - Requirement No. 1	12	N/A	N/A
D12.2 - POPD - Requirement No. 2	12	N/A	N/A
D12.3 - NEC - Requirement No. 3	12	N/A	N/A

In order to facilitate this process, POCITYF consortium will proceed with the following steps, considering MX as deliverable deadline:

- 12 weeks to MX: main author concludes deliverable Table of Contents;
- 10 weeks to MX: main author identify partners' needed contributions and facilitate this process by creating easy-to-use templates shared online in Teams;
- 8 weeks to MX: main author provides deliverable to WP leader, outlining its status in terms of major missing contributions;
- 6 weeks to MX: all missing contributions solved together by WP and deliverable author. Content is ready to be polished-up and integrated in its final version;
- 4 weeks to MX: main author concludes deliverable and send it back to first reviewer
- 2 weeks to MX: main authors integrates first reviewer inputs and send it back to second reviewer;
- 1 week to MX: main author integrates second reviewer inputs and share final version with Project Coordinator and Technical Coordinator;
- MX: Project Coordinator submits final deliverable in H2020 portal, integrating comments from himself and the Technical Coordinator.

**Update:** the above process was updated by times of D11.4 writing, as show in the following figure.

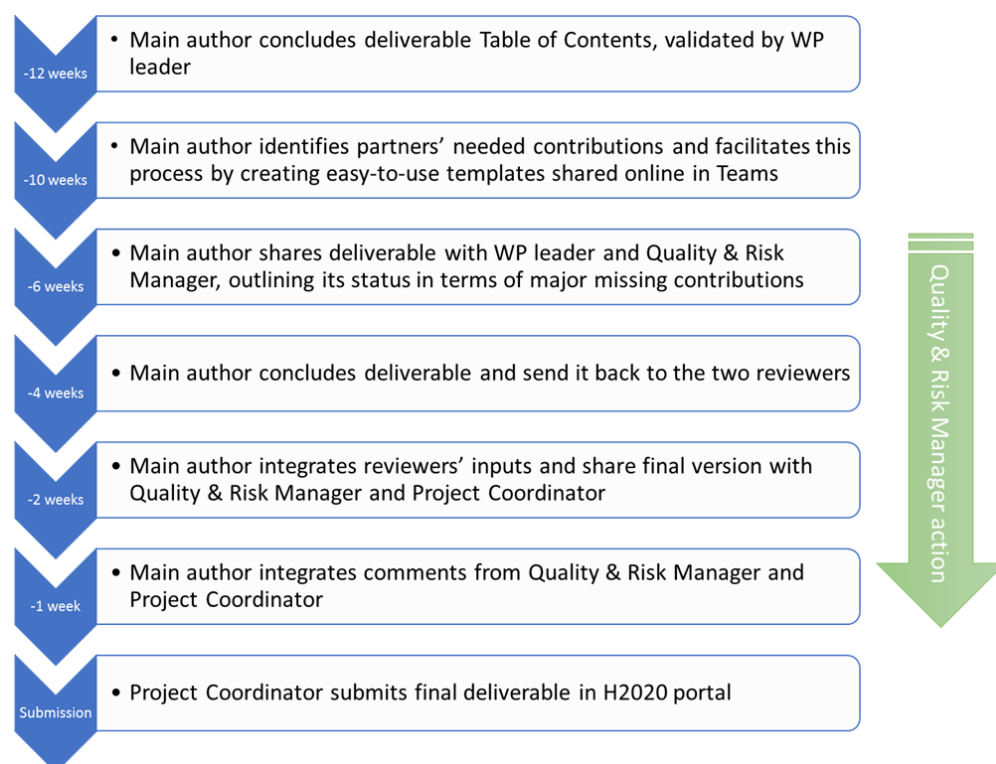


Figure 7 - Quality control process for POCITYF deliverables





## 5 Communication and Dissemination Procedures

### 5.1 Internal Communication Procedures

This section refers to general communication at project level, the wider communication and dissemination activities are detailed in deliverable D10.1 “Communication and Dissemination Plan” developed by ICONS.

The focus of the communication procedures is to list the tools put at disposal of the beneficiaries to grant a smooth communication allowing the whole consortium not only to correctly team working, but also to report on the progress of the actions in duly time so that corrective measures can be undertaken duly in time.

The methods are:

- Collaborative tool;
- Mails;
- Meetings.

#### 5.1.1 Collaborative Tool

EDPL, in the role of POCITYF Project Coordinator, has created a specific Microsoft Teams’ workspace for the consortium, providing access to all project’s members. This workspace is, by default, the tool that the consortium will use to share documents to optimise collaboration amongst its partners.

POCITYF Teams’ workspace is composed by 18 folders that should not be altered without Project Coordinator consent, to prevent loss of information or difficult navigation throughout the tool.

The 18 folders are depicted in the following image:

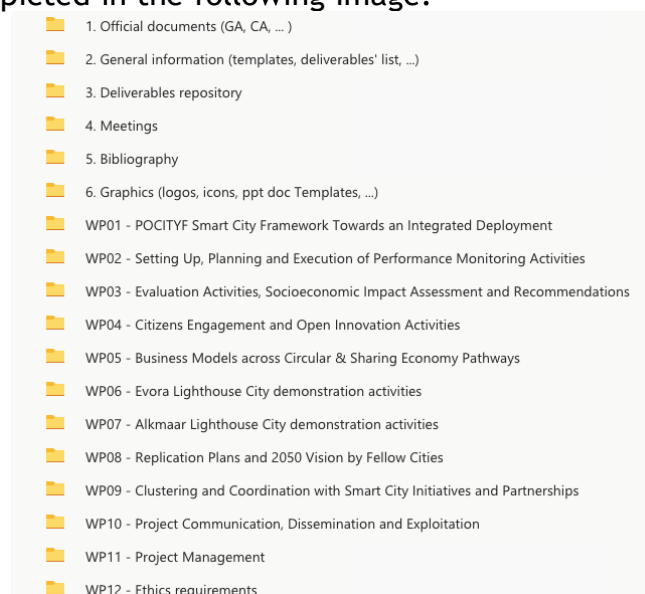


Figure 8: POCITYF Teams’ workspace folders.



Besides this overall management by the Project Coordinator, each WP leader is responsible to manage the repository of information within its own folder, which encompasses a WP-specific mailing list that should be continuously updated by the WP leader against personnel changes that will occur during the 5 years of the project.

Three subfolders should be the maximum that each WP leader has in its own folder, in order to facilitate the search for documents in the workspace. For instance:

- Level 1: WP10;
- Level 2: T10.1;
- Level 3: Logos.

, without having any other subfolder behind level 3 if not strictly necessary.

### 5.1.2 Files management and upload

*Microsoft Teams* fulfils all security conditions so that all beneficiaries can share any kind of files needed for the day-to-day work, which includes:

- Draft versions of Deliverables allowing collaborative work;
- Final Versions of submitted Deliverables;
- Financial and Administrative documents related to the project;
- Internal progress reports;
- Any other doc providing information considered interesting for the consortium.

Folder number 4, where minutes of meetings shall be uploaded, deserves special attention, as it will allow all consortium to consult major discussed points throughout the universe of meetings that will be held. Meeting organisers, being WP or task leaders, are responsible to guarantee that the minutes and used presentations are uploaded in the correct folder.

The meetings' minutes should include the following information (see meeting minutes Template Annex II - Minutes Template):

- Participants;
- Agenda;
- Discussed topics;
- Next steps (with responsible partner(s) and deadline)

Meetings' folders inside folder number 4 should be named as follows: "YYYYMMDD\_POCITYF\_[MeetingInformation]". Example:

- "20200117\_POCITYF\_1st PSC"

### 5.1.3 Mails

Communication through emails is meant to be the main communication tool for collaboration among partners geographically dispersed. Its massive use, however, should be optimized to reduce avoidable bothers and to efficiently transmit the key figures of the communication.

For that purpose, these are main good practices to be respected in the communication by email are:

- Deadlines are to be clearly specified in any action request through email;





- Subject of the email must include “POCITYF WPX Task X.X - Subject” to facilitate the identification and mails searches;
- Start a new email thread for each new subject. Don't start a new subject in the middle of a mail about another subject;
- In case of absence or poor access to internet connection, it is highly recommended to configure an automatic replay, which should include alternative contacts for urgent matters;
- Attachments of big size should be avoided. Documents' sharing is preferably done through the document repository of the project;
- Don't use “reply all” if it is not exactly necessary.

All people involved in POCITYF must have an email account. Each beneficiary must inform the coordinator about the contact persons for each task in which they are involved. Each partner must inform the WP leaders about the contact persons for each WP in which they are involved. For each WP a contact list is available in the corresponding Teams' folder. WP leaders will be in charge of updating the file according to beneficiaries' request.

To facilitate effective and efficient communication within the consortium, distribution lists for each WP have been set up by CERTH as follows:

[Pocityf-wpXmail@iti.gr](mailto:Pocityf-wpXmail@iti.gr) (where X is the number of the WP)

#### 5.1.4 Meetings

The project considers two kinds of meetings:

- Face-to-face meetings
- Virtual meetings

##### Face-to-face meetings

As previously mentioned, POCITYF consortium will gather under different meeting and board settings: for the PSC, meetings will be held with a 3 months periodicity, where for the CPB physical meetings the periodicity will be from 6 to 9 months - this flexibility allows for the scheduling of POCITYF CPB physical meetings back-to-back with EC review meetings, enabling travelling budget optimisation and emissions' reduction. Another advantage of this procedure is that EC reviewers will have the opportunity to know POCITYF field solutions. The Project Steering Committee meetings will be matched with the CPB physical meetings when possible.

As for now, POCITYF CPB meetings are scheduled as follows:

Month	Location	Kind of Meeting
M1	Evora	KoM
M9, June 2020	Bari	CPB
M15, December 2020	Brussels	CPB + review
M21, June 2021	Ujpest	CPB
M27, December 2021	Ioannina	CPB
M33, June 2022	Alkmaar	CPB + review
M39, December 2022	Celje	CPB
M45, June 2023	Hvidovre	CPB



Month	Location	Kind of Meeting
M51, December 2023	Granada	CPB + review
M60, September 2024	Évora	Final meeting

Table 12 - Face-to-face meetings

**Update:** as show in Figure 2, the consortium had the need to reformulate the mapping of meetings due to COVID-19.

Participation in face-to-face meetings is compulsory for every partner, who will be represented with more than one representative if needed in order to be able to contribute to all kinds of planned session.

For each face-to-face meeting, a specific subfolder will be created in repository structured the following way:

- Agenda, Logistics, Participant Lists
- Minutes
- Pictures
- Presentations

### Virtual meetings

Between two face-to-face meetings, meetings of any Consortium Body should preferably be held by teleconference or other telecommunication means: then we call them virtual meetings. Virtual meetings are especially suitable when the number of participants is not very high and the time needed for the meeting can be limited to a maximum of 90 minutes.

Related good practices are:

- Complex virtual meetings can be broken down to few sessions with more focused schedule that allow to reduce the number of participants and /or the duration of each session
- In any case, if virtual meeting lasts longer than 90 minutes, a short break should be planned in the schedule of the meeting.
- The schedule of the meeting should be designed in a way that people that need to stay for specific topics can leave as soon as those topics are closed.

Table 13 - POCITYF Meetings

Meeting	Type of meeting	Frequency	Participants
CPB meetings	Face-to-face	Every 6/9 months	All Beneficiaries
PSC meetings	Virtual or face-to-face	Every 3 months	WP leaders + coordinator
WP meetings	Virtual	Monthly	WP members
EAB meetings	Virtual + 2 face-to-face	Yearly	EAB + CPB
LHCs and FCs ecosystem meetings	Virtual or face-to-face	To be decided by cities' Site Managers	Demo site members

**Update:** WP meetings frequency is just indicative. Each WP leader is responsible to establish meetings accordingly to their own time plan.



## 5.2 Dissemination Procedures

POCITYF has adhered, during the Grant Agreement Preparation stage, to the EC Open Research Data Pilot, which promotes open access of research created within H2020 projects. As stipulated in [OpenAIRE website](#), POCITYF had to guarantee that the project will:

- Develop (and keep up-to-date) a Data Management Plan (DMP);
- Deposit its data in a research data repository;
- Ensure third parties can freely access, mine, exploit, reproduce and disseminate its data;
- Provide related information and identify (or provide) the tools needed to use the raw data to validate its research.

Dissemination guidelines are set in POCITYF Consortium Agreement's article 8.4 and Grant Agreement's article 29.1.

All project presentations and published papers shall include the following sentence: *"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 864400"*.

Article 29.2 of project's Grant Agreement sets the rules for *Open access to scientific publications*:

- "Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results."

For the moment being, POCITYF has already two scientific papers published in rather recognized journals, namely:

- Giourka, P.; Apostolopoulos, V.; Angelakoglou, K.; Kourtzanidis, K.; Nikolopoulos, N.; Sougkakis, V.; Fuligni, F.; Barberis, S.; Verbeek, K.; Costa, J.M.; Formiga, J. *"The Nexus between Market Needs and Value Attributes of Smart City Solutions towards Energy Transition. An Empirical Evidence of Two European Union (EU) Smart Cities, Evora and Alkmaar"*. Smart Cities 2020, 3, 604-641. Link [here](#);
- Angelakoglou, K.; Kourtzanidis, K.; Giourka, P.; Apostolopoulos, V.; Nikolopoulos, N.; Kantorovitch, J. *"From a Comprehensive Pool to a Project-Specific List of Key Performance Indicators for Monitoring the Positive Energy Transition of Smart Cities—An Experience-Based Approach"*. Smart Cities 2020, 3, 705-735. Link [here](#).



## 6 References

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- [1] Grant Agreement number: 864400 — POCITYF — H2020-LC-SC3-2018-2019-2020/H2020-LC-SC3-2019-ES-SCC
  
- [2] POCITYF Consortium Agreement, Amended version 28/10/2019



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 864400.





# POCITYF

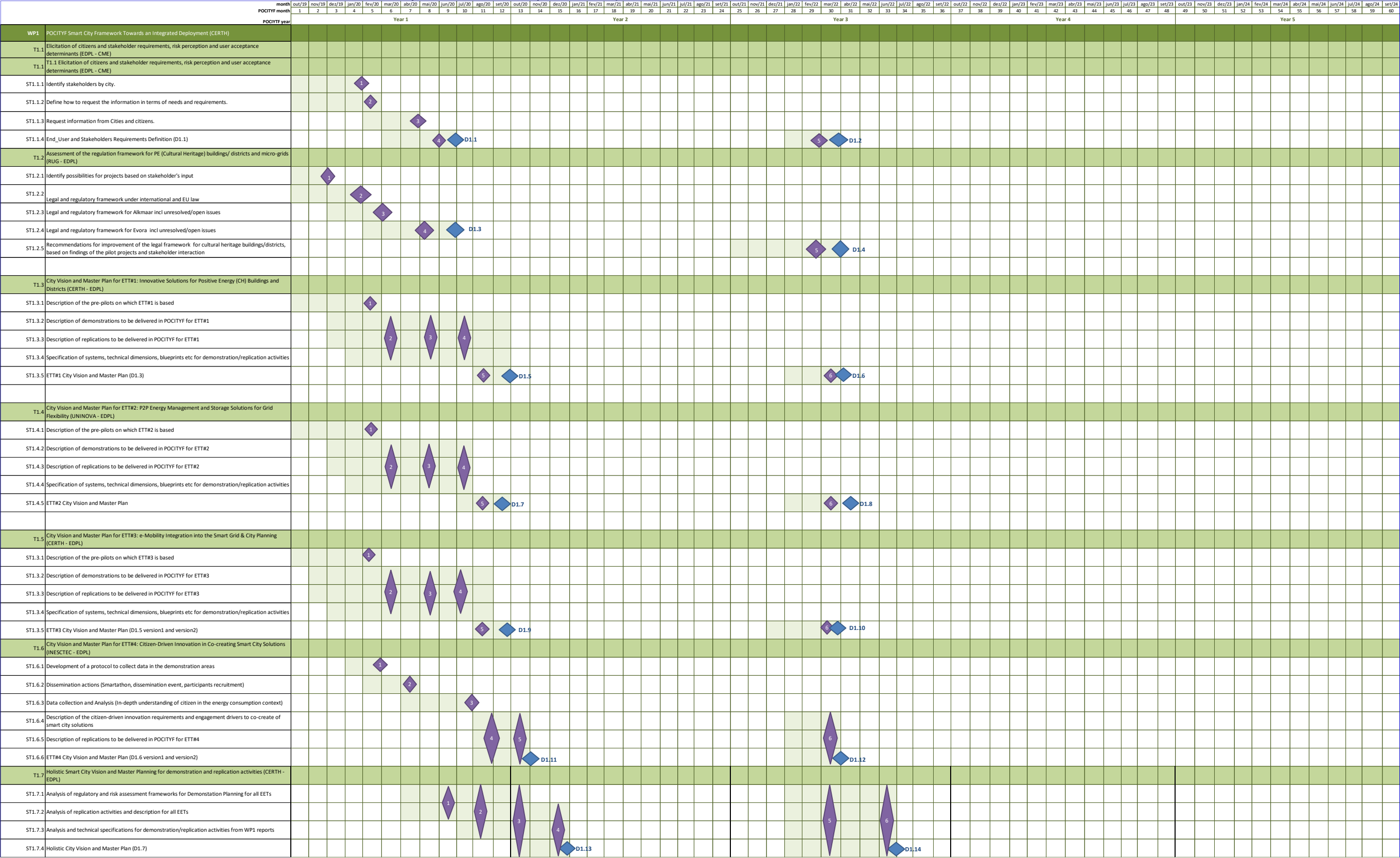
D11.1 ANNEX





This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 864400.

# Annex I - Work Structure Breakdown

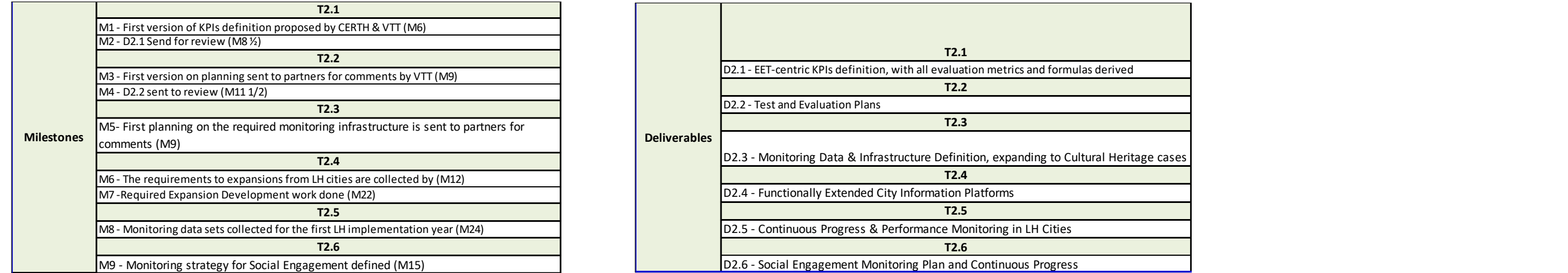
Within this Annex, POCITYF WP structure breakdown is presented, so as provided by WP leaders.

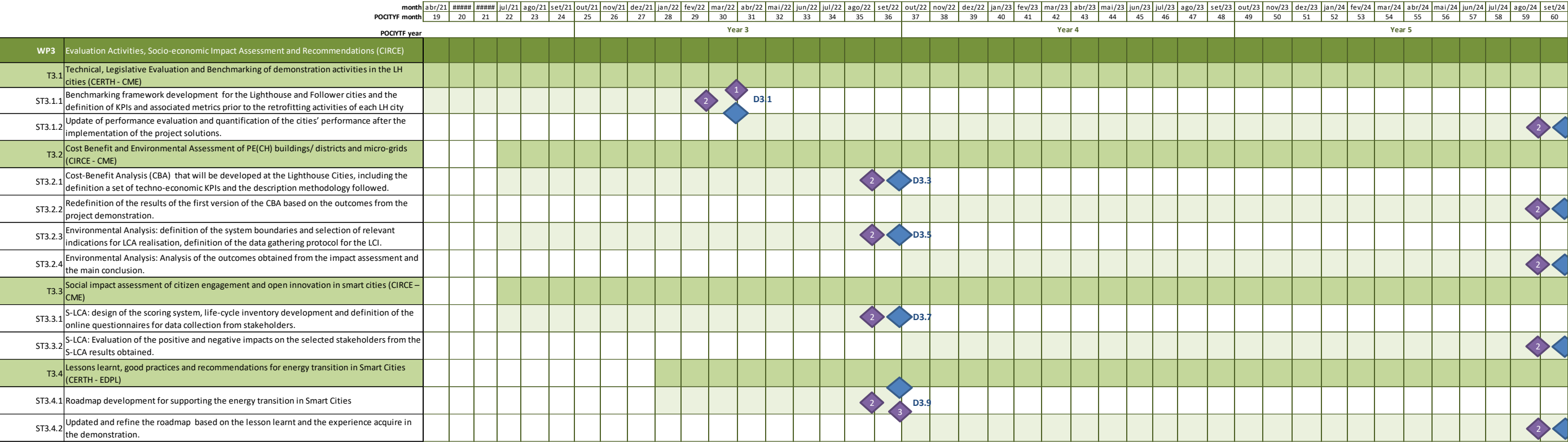


<div></div> <div>Milestones</div>	T1.1
	M1- Identify and group the stakeholders involved in the project..
	M2- Method and information to be collected defined.
	M3- Get all the information needed.
	M4 - Deliverable version 1 sent to reviewers
	M5 - Deliverable version 2 sent to reviewers
	T1.2
	M1 - Identify possibilities for projects based on stakeholder's input
	M2 - Legal and regulatory framework under international and EU law
	M3 - Legal and regulatory framework for Alkmaar incl unresolved/open issues
	M4 - Legal and regulatory framework for Evora incl unresolved/open issues
	M5- Recommendations for improvement of the legal framework for cultural heritage buildings/districts, based on findings of the pilot projects and stakeholder interaction
	T1.3
	M1 - Final version of pre-pilots description
	M2 - 1st iteration of demonstration/replication activities along with technical data
	M3 - 2nd iteration of demonstration/replication activities along with technical data
	M4 - Final version of demonstration/replication activities along with technical data
	M5 - Deliverable version 1 complete
	M6 - City vision and Master plan complete - Deliverable v2 sent to reviewers
	T1.4
	M1 - Final version of pre-pilots description
	M2 - 1st iteration of demonstration/replication activities along with technical data
	M3 - 2nd iteration of demonstration/replication activities along with technical data
	M4 - Final version of demonstration/replication activities along with technical data
	M5 - 1st version of "City vision and Master Plan for ETT#2 Solutions" (Deliverable D1.7 ready for internal review)
	M6 - 2nd version of "City vision and Master Plan for ETT#2 Solutions" (Deliverable D1.8 ready for internal review)
	T1.5
	M1 - Final version of pre-pilots description
	M2 - 1st iteration of demonstration/replication activities along with technical data
	M3 - 2nd iteration of demonstration/replication activities along with technical data
	M4 - Final version of demonstration/replication activities along with technical data
	M5 - First version of City Vision and Master Plan complete
	M6 - Final version of City Vision and Master Plan complete
	T1.6
	M1 - Final version of pre-pilots description
	M2 - Dissemination Actions and Events
	M3 - End of Data Collection and Analysis
	M4 - First version of City Vision and Master Plan ETT#4 - Deliverable v1 sent to reviewers
	M5 - Final version of City Vision and Master Plan ETT#4 - Deliverable v1
	M6 - Final version of City Vision and Master Plan ETT4# - Deliverable v2
	T1.7
	M1 - 2nd iteration of demonstration/replication activities along with technical data
	M2 - Final version of demonstration/replication activities along with technical data
	M3 - Deliverables 1.2, 1.3, 1.4, 1.5 and 1.6 v1 completed and submitted
	M4 - Holistic City vision and Master plan complete - Deliverable v1 sent to reviewers
	M5 - Deliverables 1.2, 1.3, 1.4, 1.5 and 1.6 v2 completed and submitted
	M6 - Holistic City vision and Master plan complete - Deliverable v2 sent to reviewers

<div></div> <div>Deliverables</div>	T1.1
	D1.1: End-User and Stakeholders Requirements DefinitionEnd-User and Stakeholders Requirements Definition v1
	D1.2: End-User and Stakeholders Requirements DefinitionEnd-User and Stakeholders Requirements Definition v2
	T1.2
	D1.3: Building & Grid Retrofit Regulatory Framework v1
	D1.4: Building & Grid Retrofit Regulatory Framework v2
	T1.3
	D1.5: City Vision and Master Plan for ETT#1 Solutions v1
	D1.6: City Vision and Master Plan for ETT#1 Solutions v2
	T1.4
	D1.7: City Vision and Master Plan for ETT#2 Solutions - version 1
	D1.8: City Vision and Master Plan for ETT#2 Solutions - version 2
	T1.5
	D1.9: City Vision and Master Plan for ETT#3 Solutions v1
	D1.10: City Vision and Master Plan for ETT#3 Solutions v2
	T1.6
	D1.11: City Vision and Master Plan for ETT#4 Solutions v1
	D1.12: City Vision and Master Plan for ETT#4 Solutions v2
	T1.7
	D1.13: Holistic Smart City Vision and Master Planning for Demonstration and Replication v1
	D1.14: Holistic Smart City Vision and Master Planning for Demonstration and Replication v2

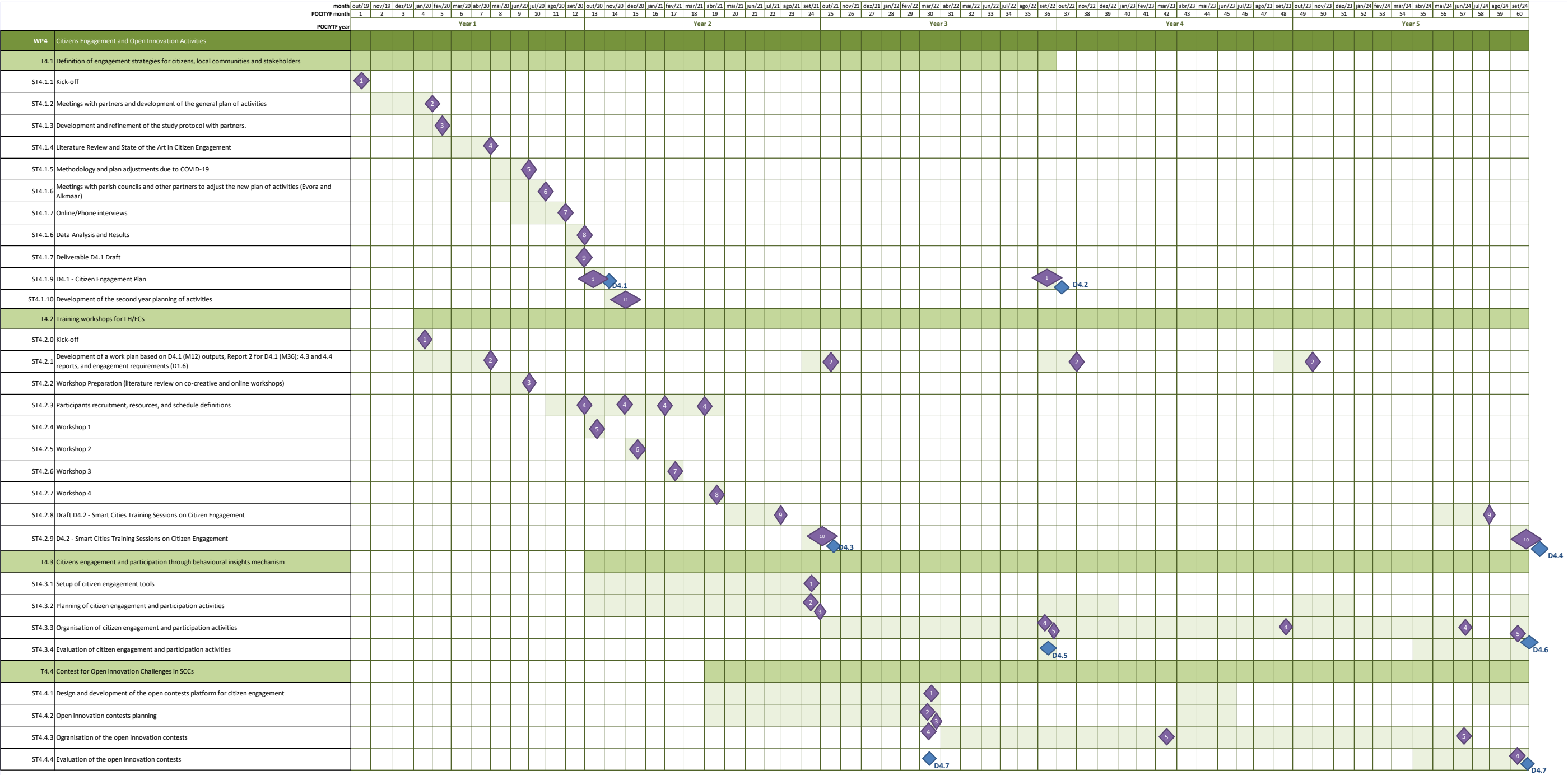







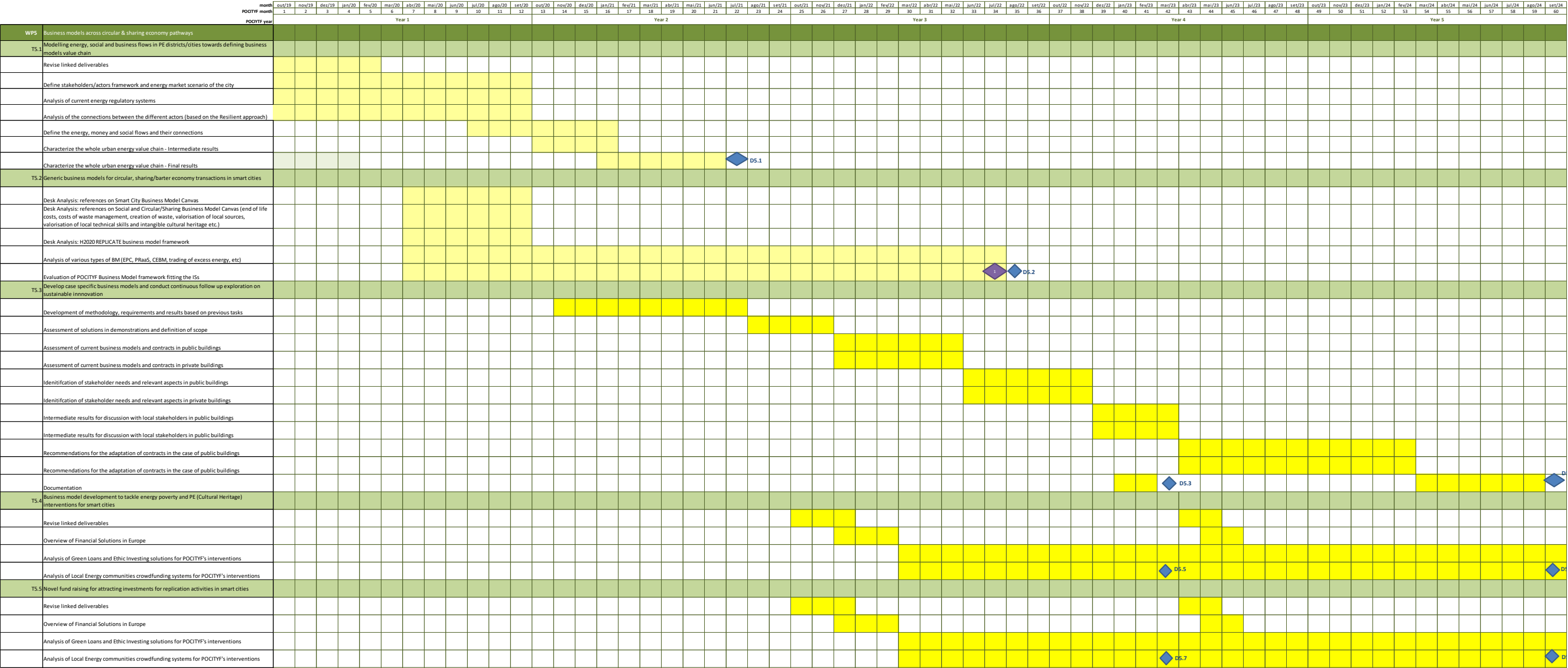
<div>Milestones</div> <div></div>	T3.1
	M1 - Initial performance assessment and evaluation of results from the LH implementation
	M2 - Deliverable sent to reviewers
	T3.2
	M2 - Deliverable sent to reviewers
	T3.3
	M2 - Deliverable sent to reviewers
	T3.4
	M3 - Guidelines and lessons learnt from the LH implementation activities for energy transition in smart cities
	M2 - Deliverable sent to reviewers


<div>Deliverables</div> <div></div>	T3.1
	D3.1 and D3.2 Performance Benchmarking and Evaluation V1 and V2
	T3.2
	D3.3 and D3.4 Cost Benefit Analysis V1 and V2
	D3.5 and D3.6 Environmental Analysis V1 and V2
	T3.3
	D3.7 and D3.8 Social Impact Assessment of EET#4 related activities V1 and V2
	T3.4
	D3.9 and D3.10 Guidelines for Smart Cities Energy Transition V1 and V2




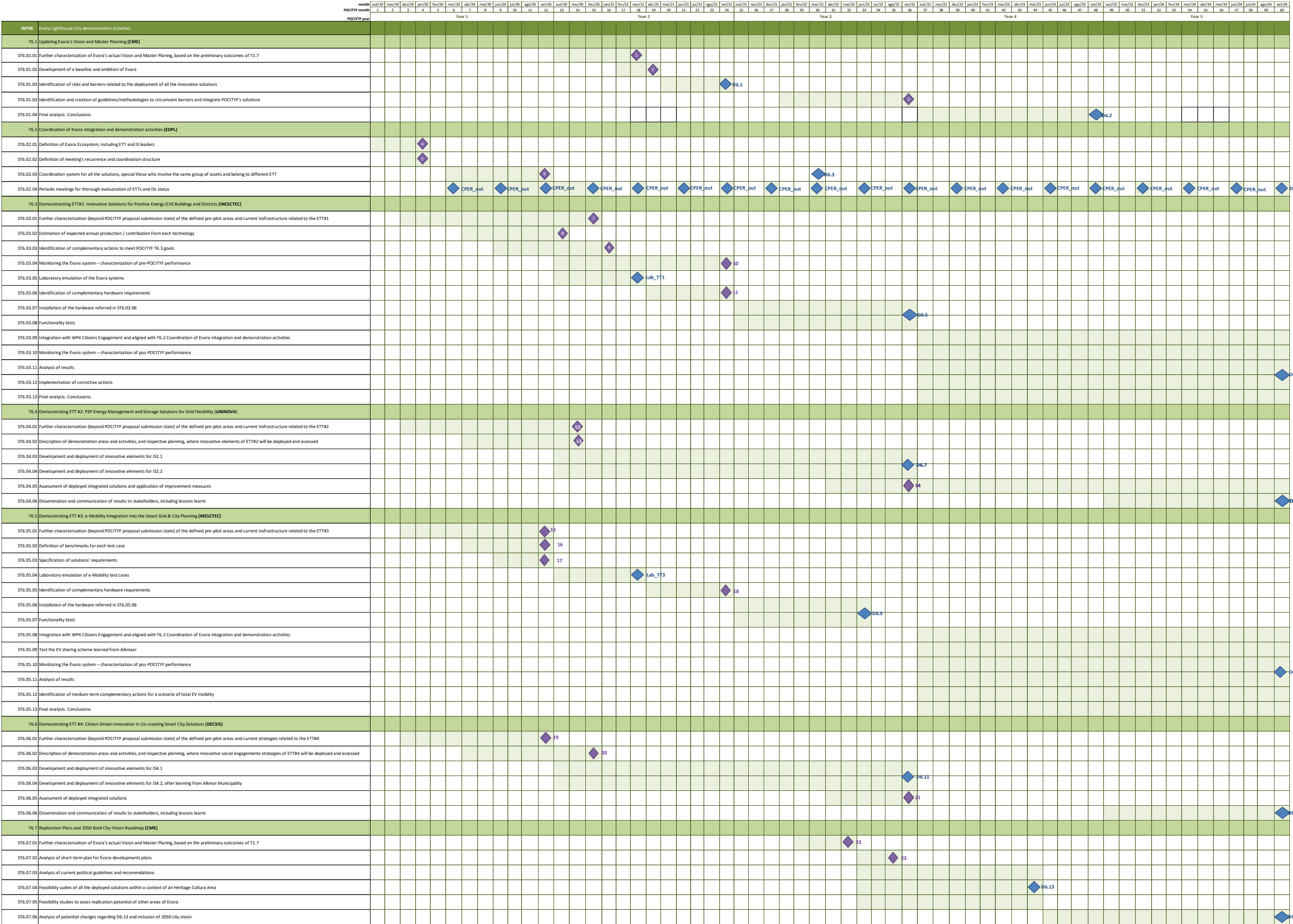
<div><div>Milestones</div></div>	T4.1
	M1- Kick-off - Task Start
	M2- General plan of activities
	M3- Study Protocol
	M4- State of the Art Review
	M5 - Plans refinement and adjustments (COVID-19 Impact)
	M6 - Meetings with partners to adjust the new plan of activities (Evora and Alkmaar)
	M7 - Interviews
	M8 - Data Analysis and Results
	M9 - Deliverable Draft
	M10 - D4.1 - Citizen Engagement Plan (Final Version 1, 2)
	M11 - 2nd year plan of activities
	T4.2
	M1- Kick-off - Task Start
	M2- Work plan for the workshops (Content).
	M3 - Workshop Preparation (literature review)
	M4 - Recruitment and Schedule
	M5 - Workshop 1
	M6 - Workshop 2
	M7 - Workshop 3
	M8 - Workshop 4
	M9 - Deliverable Draft
	M10 - D4.2 - Smart Cities Training Sessions on Citizen Engagement (Version 1, 2)
	T4.3
	M1 - Citizen engagement tools and hub in place
	M2 - Citizen engagement activities plan
	M3 - Citizen engagement activities evaluation methodology
	M4 - A round of citizen engagement activities successfully organised
	M5 - Deliverable submitted
	T4.4
	M1 - Open contests platform for citizen engagement up and running
	M2 - Open innovation contests documentation and plan
	M3 - Open innovation contests evaluation methodology
	M4 - Deliverable submitted
	M5 - A round of open innovation challenges successfully organised

Deliverables	T4.1
	D4.1 - Citizen Engagement Plan (version 1)
	D4.2 - Citizen Engagement Plan (version 2)
	T4.2
	D4.3 - Smart Cities Training Sessions on Citizen Engagement (version 1)
	D4.4 - Smart Cities Training Sessions on Citizen Engagement (version 2)
	T4.3
	D4.5 - Citizen Engagement Tools & Hubs (version 1)
	D4.6 - Citizen Engagement Tools & Hubs (version 2)
	T4.4
	D4.7 Open Innovation Contests Launch, Documentation and Review (version 1)
	D4.8 Open Innovation Contests Launch, Documentation and Review (version 2)




 Milestones	T5.2
	M10- Generic business models driven by the evaluation of results available


 Deliverables	T5.1
	D5.1 POCITYF Urban socio energy economic modelling environment
	T5.2
	D5.2 Generic POCITYF business models
	T5.3
	D5.3 Business models to promote POCITYF innovation replication in public and private buildings
	D5.4 Business models to promote POCITYF innovation replication in public and private buildings - version 2
	T5.4
	D5.5 Business models to promote POCITYF P2P and solutions to alleviate energy poverty, for both standar and CH districts
	D5.6 Business models to promote POCITYF P2P and solutions to alleviate energy poverty, for both standar and CH districts - version 2
	T5.5
	D5.7 POCITYF innovative investing crowdfunding business schemes
	D5.8 POCITYF innovative investing crowdfunding business schemes - version 2



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 864400.

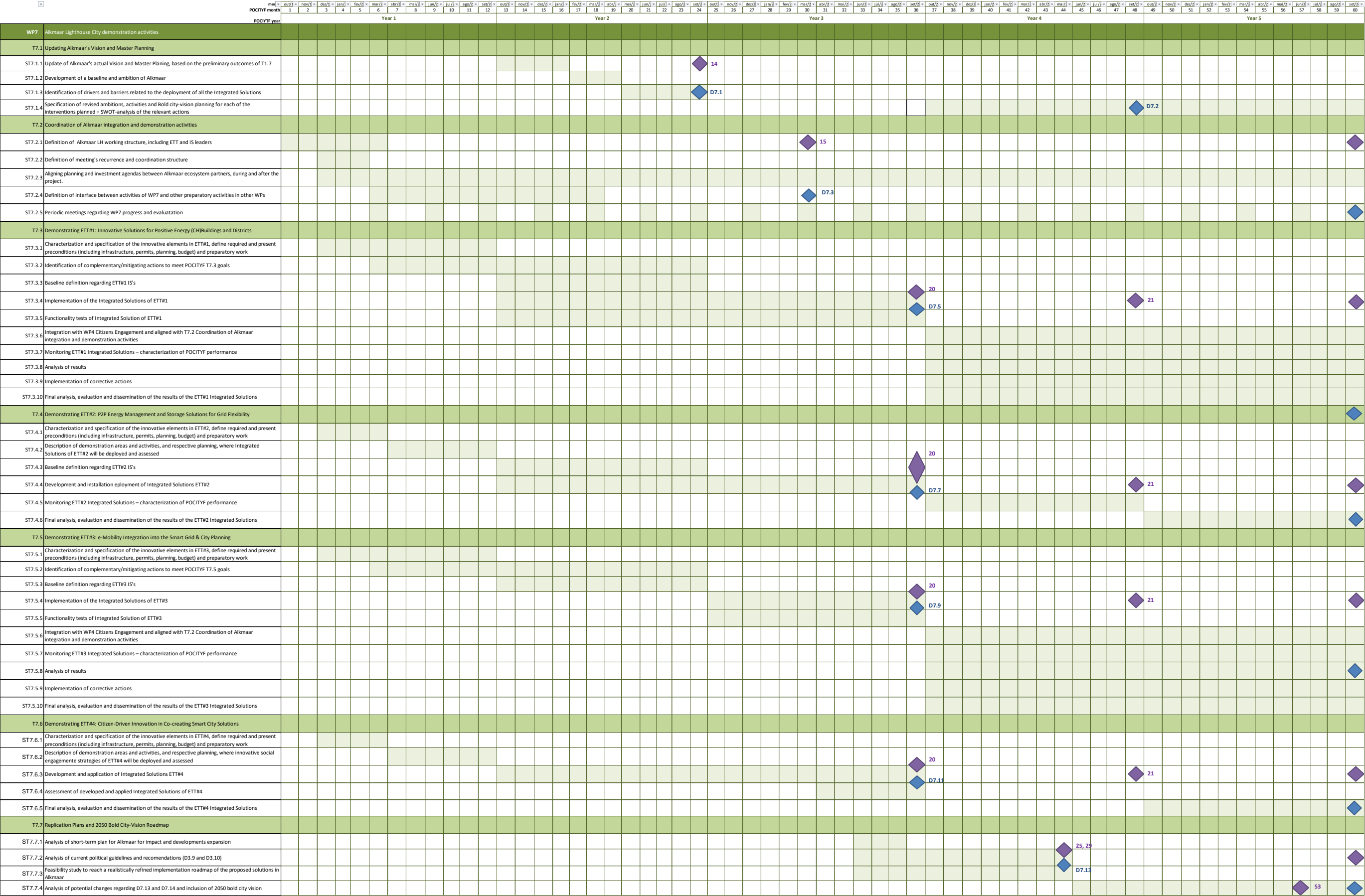



<div><div>Milestones</div></div>	T6.1
	M1 - Further characterization of Evora's actual Vision and Master Planing, based on the preliminary outcomes of T1.7
	M2 - Development of a baseline and ambition of Evora
	M3 - Identification and creation of guidelines/methodologies to circumvent barriers and integrate POCITYF's solutions
	T6.2
	M4: Definition of Evora Ecosystem, including ETT and IS leaders
	M5: Definition of meeting's recurrence and coordination structure
	M6: Coordination system for all the solutions, special those who involve the same group of assets and belong to different ETT
	T6.3
	M7: Further characterization (beyond POCITYF proposal submission state) of the defined pre-pilot areas and current infrastructure related to the ETT#1
	M8: Estimation of expected annual production / contribution from each technology
	M9: Identification of complementary actions to meet POCITYF T6.3 goals
	M10: Monitoring the Evora system – characterization of pre-POCITYF performance
	M11: Identification of complementary hardware requirements
	M12: Further characterization (beyond POCITYF proposal submission state) of the defined pre-pilot areas and current infrastructure related to the ETT#2
	M13: Description of demonstration areas and activities, and respective planning, where innovative elements of ETT#2 will be deployed and assessed
	M14: Assessment of deployed integrated solutions
	T6.5
	M15: Further characterization (beyond POCITYF proposal submission state) of the defined pre-pilot areas and current infrastructure related to the ETT#3
	M16: Definition of benchmarks for each test case
	M17: Specification of solutions' requirements
	M18: Identification of complementary hardware requirements
	T6.6
	M19: Further characterization (beyond POCITYF proposal submission state) of the defined pre-pilot areas and current strategies related to the ETT#4
	M20: Description of demonstration areas and activities, and respective planning, where innovative social engagement strategies of ETT#4 will be deployed and assessed
	M21: Assessment of deployed integrated solutions
	T6.7
	M22: Further characterization of Evora's actual Vision and Master Planing, based on the preliminary outcomes of T1.7
	M23: Analysis of short-term plan for Evora developments plans


<div><div>Deliverables</div></div>	T6.1
	D6.1; D6.2
	T6.2
	D6.3; D6.4
	CPER_out: Periodic meetings outcomes of ETTs and ISs status
	T6.3
	Lab_TT1: Report on laboratory emulation of ETT#1 systems
	D6.5; D6.6
	T6.4
	D6.7; D6.8
	T6.5
	Lab_TT3: Report on laboratory emulation of ETT#3 systems
	D6.9; D6.10
	T6.6
	D6.11; D6.12
	T6.7
	D6.13; D6.14



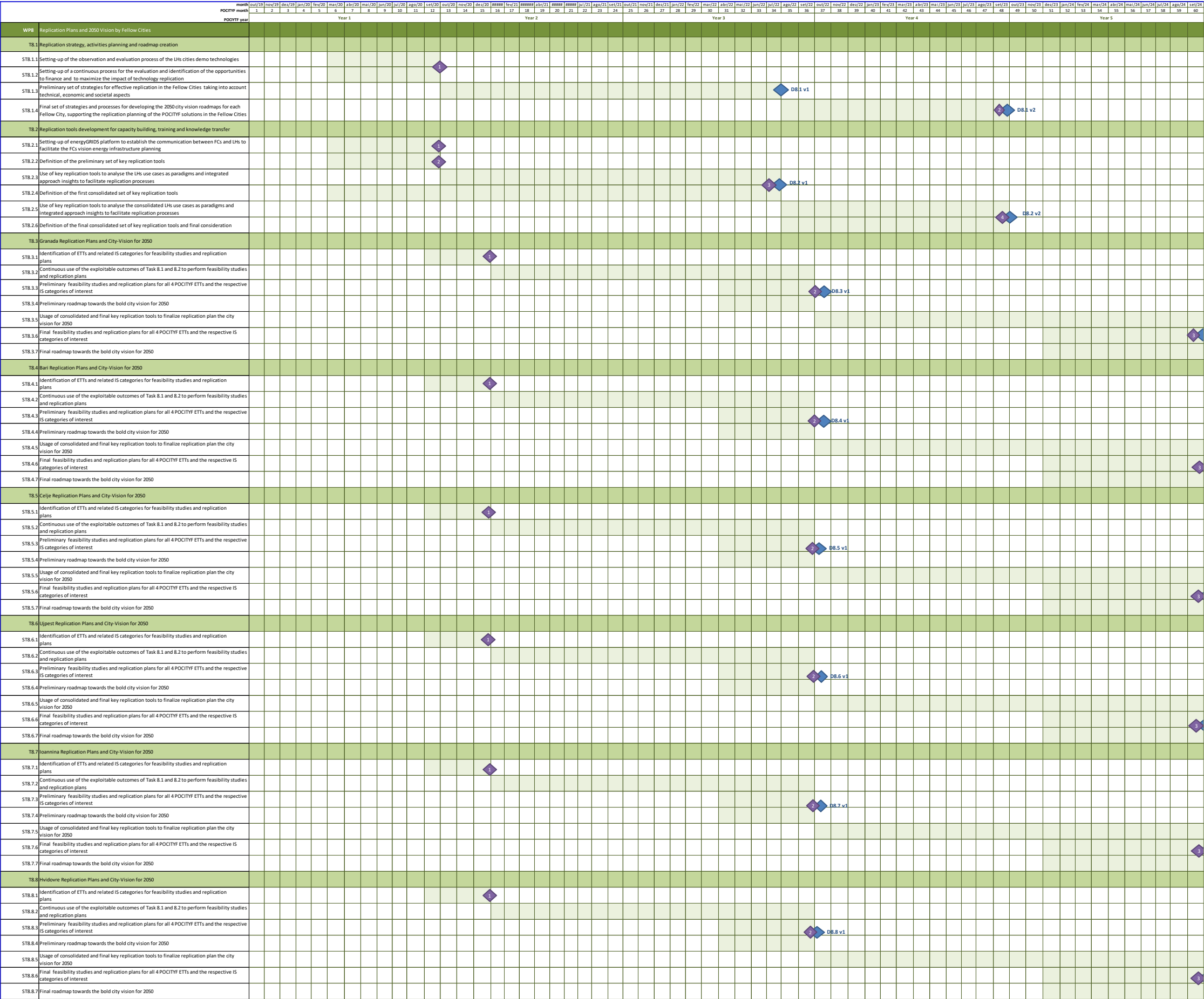






	<b>T7.1</b>
	MS14 Update of Alkmaar's Vision and Master Plan
	<b>T7.2</b>
	MS15 Coordination of planned implementation activities for the LH case of Alkmaar
	MS16 Coordination of planned implementation activities for the LH case of Alkmaar - version 2
	<b>T7.3</b>
	MS20 Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar
	MS21 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 2
	MS22 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 3
	<b>T7.4</b>
	MS20 Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar
	MS21 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 2
	MS22 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 3
	<b>T7.5</b>
	MS20 Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar
	MS21 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 2
	MS22 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 3
	<b>T7.6</b>
	MS20 Large scale deployments and monitoring of demonstration across all 4 energy transition tracks in the LH city case of Alkmaar
	MS21 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 2
	MS22 Large scale deployments and monitoring of demonstration across all 4 energy transitio tracks in the LH city case of Alkmaar - version 3
	<b>T7.7</b>
	MS25 Feasibility Analyses and plans for LH replication set of activities in Alkmaar
	MS26 Feasibility Analyses and plans for LH replication set of activities in Alkmaar - version 2
	MS29 Bold Alkmaar LH city vision and ambitions for 2050
	MS29 Bold Alkmaar LH city vision and ambitions for 2050 - version 2
	MS53 Gathering of final data from Alkmaar for last reports

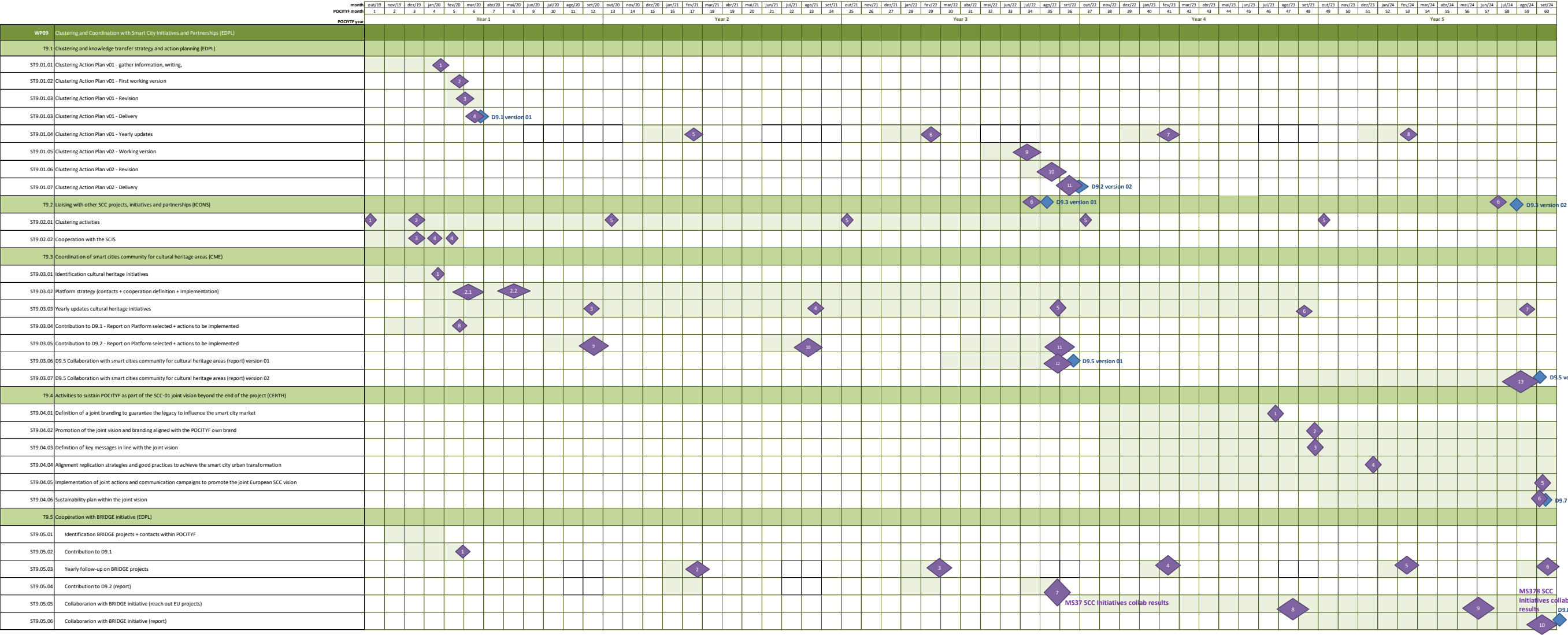
 <b>Deliverables</b>	<b>T7.1</b>
	D7.1 Updating Alkmaar's Vision and Master Planning
	D7.2 Updating Alkmaar's Vision and Master Planning - version 2
	<b>T7.2</b>
	D7.3 Coordination of Alkmaar integration and demonstration activities
	D7.4 Coordination of Alkmaar integration and demonstration activities - version 2
	<b>T7.3</b>
	D7.5 Transition Track #1 Activities for Alkmaar
	D7.6 Transition Track #1 Activities for Alkmaar - version 2
	<b>T7.4</b>
	D7.7 Transition Track #2 Activities for Alkmaar
	D7.8 Transition Track #2 Activities for Alkmaar - version 2
	<b>T7.5</b>
	D7.9 Transition Track #3 Activities for Alkmaar
	D7.10 Transition Track #3 Activities for Alkmaar - version 2
	<b>T7.6</b>
	D7.11 Transition Track #4 Activities for Alkmaar
	D7.12 Transition Track #4 Activities for Alkmaar - version 2
	<b>T7.7</b>
	D7.13 Report on Alkmaar Replication and City Bold Vision Plans
	D7.14 Report on Alkmaar Replication and City Bold Vision Plans - version 2







<div><div>Milestones</div></div>	T8.1
	M1: Setting-up of effective processes to define replication plan taking into account technical, economic and societal aspects - done
	M2: FC Replication framework (designed strategy and selected tools) outlined - version 2
	T8.2
	M1: Communication between FCs and LHs established through energyGRIDS platform
	M2: Preliminary set of key replication tools defined and ready to be used
	M3: Preliminary FC Replication framework (designed strategy and selected tools) outlined - version 1
	M4: FC Replication framework (designed strategy and selected tools) outlined - version 2
	T8.3
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2
	T8.4
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2
	T8.5
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2
	T8.6
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2
	T8.7
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2
	T8.8
	M1: Consolidated identification of the ETTs and related IS categories to be replicated
	M2: Replication plans and bold cities' vision for 2050 available - version 1
	M3: Replication plans and bold cities' vision for 2050 available - version 2

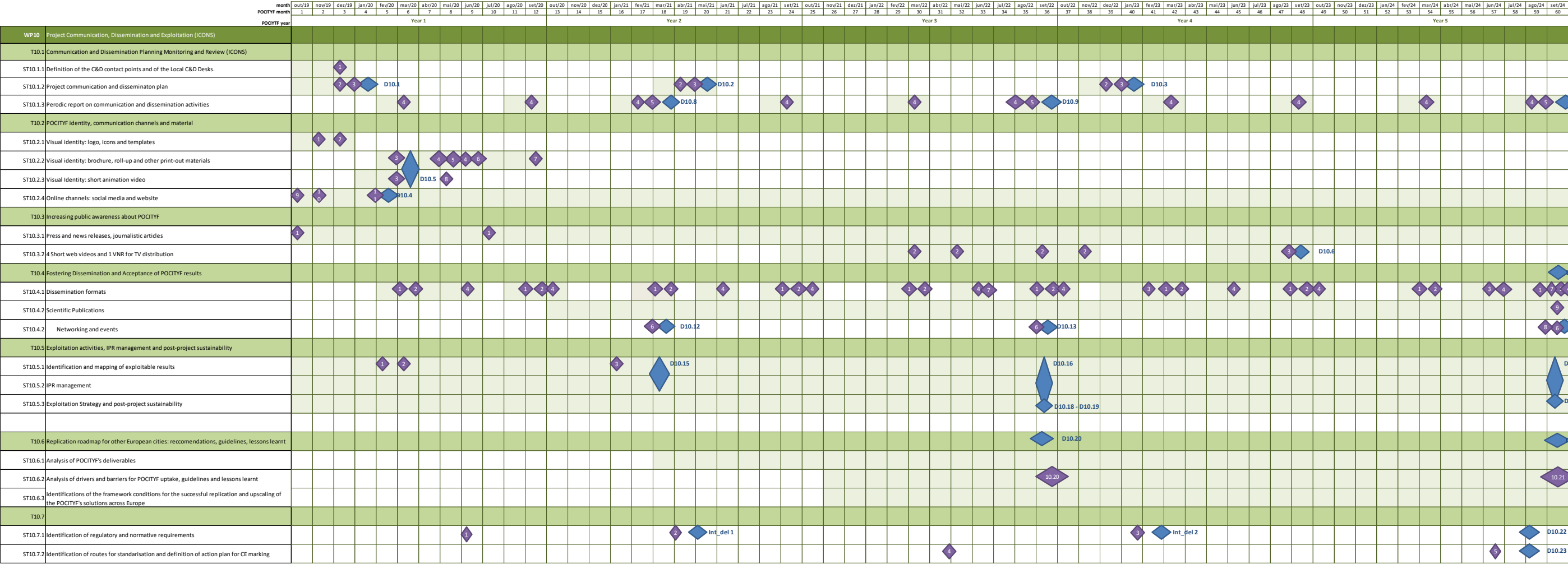
<div><div>Deliverables</div></div>	T8.1
	D8.1 v1: Replication and City-Vision Strategy for FCs V1
	D8.1 v2: Replication and City-Vision Strategy for FCs V2
	T8.2
	D8.2 v1: Knowledge Transfer Tools for FCs Replication V1
	D8.2v2: Knowledge Transfer Tools for FCs Replication V2
	T8.3
	D8.3 v1: Granada Replication Plans and City-Vision for 2050 V1
	D8.3 v2: Granada Replication Plans and City-Vision for 2050 V2
	T8.4
	D8.4 v1: Bari Replication Plans and City-Vision for 2050 V1
	D8.4 v2: Bari Replication Plans and City-Vision for 2050 V2
	T8.5
	D8.5 v1: Celje Replication Plans and City-Vision for 2050 V1
	D8.5 v2: Celje Replication Plans and City-Vision for 2050 V2
	T8.6
	D8.6 v1: Ujpest Replication Plans and City-Vision for 2050 V1
	D8.6 v2: Ujpest Replication Plans and City-Vision for 2050 V2
	T8.7
	D8.7 v1: Ioannina Replication Plans and City-Vision for 2050 V1
	D8.7 v2: Ionnnina Replication Plans and City-Vision for 2050 V2
	,
	D8.8 v1: Hvidovre Replication Plans and City-Vision for 2050 V1
	D8.8 v2: Hvidovre Replication Plans and City-Vision for 2050 V2



<div><div>Milestones</div></div>	<b>T9.1</b>
	MS35 Clustering action plan - version 1 - Information gathering (EDPL - M4) [1]
	MS35 Clustering action plan - version 1 - Working version (EDPL - M5.5) [2]
	MS35 Clustering action plan - version 1 -Revision (EDPL - M5.5) [3]
	MS35 Clustering action plan - version 1 -END (EDPL - M6) [4]
	Yearly updates - year 01 (EDPL M17) [5]
	Yearly updates - year 02 (EDPL M29) [6]
	Yearly updates - year 03 (EDPL M41) [7]
	Yearly updates - year 04 (EDPL M53) [8]
	MS36 Clustering action plan - version 2 - Working version (EDPL - M34) [9]
	MS36 Clustering action plan - version 2 -Revision (EDPL - M35) [10]
	MS36 Clustering action plan - version 2 -END (EDPL - M36) [11]
	<b>T9.2</b>
	MS1 POCITYF presented during the SCC-1 Communication Task Force Group at the Barcelona Expo
	MS2 contact persons to represent POCITYF in the SCC-1 Task Force Groups defined
	MS3 Information on POCITYF to be included in the SCIS website sent
	MS4 SCIS self reporting tool instruction webinar
	MS5 SCC-1 clustering event at the Barcelona Smart City World Congress
	MS6 Deliverable sent to reviewers
	<b>T9.3</b>
	Identification cultural heritage initiatives (CME- M4)
	Platform strategy (contacts) (CME- M5)
	Platform strategy (cooperation definition) (CME- M8)
	Yearly updates cultural heritage initiatives - year 01 (CME-M12)
	Yearly updates cultural heritage initiatives - year 02 (CME-M24)
	Yearly updates cultural heritage initiatives - year 03 (CME-M36)
	Yearly updates cultural heritage initiatives - year 04 (CME-M48)
	Yearly updates cultural heritage initiatives - year 05 (CME-M60)
	Contribution to D9.1 - Report on Platform selected + actions to be implemented (CME-M5)
	Contribution to D9.2 - (CME-M12)
	Contribution to D9.2 - (CME-M23)
	Contribution to D9.2 - (CME-M35)
	D9.5 Collaboration with scc 4 cultural heritage areas (report) version 01 (CME-M36)
	D9.5 Collaboration with scc 4 cultural heritage areas (report) version 02 (CME-M60)
	<b>T9.4</b>
	Definition of a joint branding to guarantee the legacy to influence the smart city market (CERTH-M46)
	Promotion of the joint vision and branding aligned with the POCITYF own brand (CERTH-M48)
	Definition of key messages in line with the joint vision (CERTH-M48)
	Alignment replication strategies & good practices to achieve the SC urban transformation (CERTH-M51)
	Implementation of joint actions & communic campaigns to promote the joint European SCC vision (CERTH-M60)
	D9.7 Sustainability plan within the joint vision (CERTH-M60)
	<b>T9.5</b>
	Contribution to D9.1 (EDPL-M5) [1]
	Yearly follow-up on BRIDGE projects - (EDPL-M17) [2]
	Yearly follow-up on BRIDGE projects - (EDPL-M29)[3]
	Yearly follow-up on BRIDGE projects - (EDPL-M41)[4]
	Yearly follow-up on BRIDGE projects - (EDPL-M53)[5]
	Final follow-up on BRIDGE projects - (EDPL-M60)[6]
	MS37 SCC Initiatives collaboration results - version 01 - Contribution to D9.2 (report) (EDPL-M36)[7]
	Collaborarion with BRIDGE initiative (reach out EU projects) (EDPL-M48)[8]
	Collaborarion with BRIDGE initiative (reach out EU projects) (EDPL-M52)[9]
	MS38 SCC Initiatives collaboration results - version 02 - Collaborarion with BRIDGE initiative (report) (EDPL-M60)[10]

<div><div>Deliverables</div></div>	<b>T9.1</b>
	D9.1 - POCITYF Clustering Action Plan version 1 (EDPL) - M6 -Report(R) - Public (P)
	D9.2 - POCITYF Clustering Action Plan version 2 (EDPL) - M36 - R - P
	<b>T9.2</b>
	D9.3 - POCITYF Contribution to european smart city initiatives and partnerships - version 1 - (ICONS) - M34 -R - P
	D9.4 - POCITYF Contribution to european smart city initiatives and partnerships - version 2 - (ICONS) - M60 -R - P
	<b>T9.3</b>
	D9.5 - POCITYF Collaboration with smart cities community for cultural heritage areas - version 1 - (CME) - M36 -R - P
	D9.6 - POCITYF Collaboration with smart cities community for cultural heritage areas - version 2 - (CME) - M60 -R - P
	<b>T9.4</b>
	D9.7 - Sustainabiliy plan of POCITYF within the SCC-01 joint vision - (CERTH) - M60 -R - P
	<b>T9.5</b>
	D9.8 - Collaboration with the BRIDGE initiative - (EDPL) - M60 -R - P





<div><div></div><div>Milestones</div></div>	<b>T10.1</b>
	M1 - Definition of the partner's C&D contact persons and of the local C&D Desks for the cities completed.
	M2 - All inputs on partner's C&D tools, channels and activities for the C&D plan received
	M3 - Deliverable sent to reviewers
	M4 - Collection of partner's report on C&D activities completed
	M5 - Deliverable sent to reviewers
	<b>T10.2</b>
	M1 - project's logo and visual identity defined
	M2 - city emblems, ETT icons and templates for ppt presentations and for .doc deliverables ready
	M3 - Deliverable sent to reviewers
	M4 - Translations of texts of the borchure in the 6 languages of the project's Fellow cities received and local-language versions of the brochure released
	M5 - Roll-up ready
	M6 - Inputs received for LHCs local brochures
	M7 - Digital Delivery of the LHCs brochures
	M8 - Subtitles in the 8 languages of the cities added to the video
	M9 - Social media strategy defined and project's social accounts set up
	M10 - splash page online
	M11 - Deliverable sent to reviewers
	<b>T10.3</b>
	M51 press release distributed
	M52 short web video distributed
	M53 deliverable sent to reviewers
	<b>T10.4</b>
	M1 - inputs for Newsletter collected from partners and SCC-1 projects
	M2 - Newsletter sent
	M3 - Pageflow published
	M4 - webinars
	M6 - Deliverable sent to reviewers
	M7 - Physical training sessions (during project meetings in Lighthouse cities)
	M5 - Final Conferences in Alkmaar
	M8 - Final Conference in Evora
	M9 - At least 10 Scientific publications in peer reviewed scientific journals, conference proceedings and sector magazines and online repositories delivered
	<b>T10.6</b>
	POCITYF Replication Roadmap for other European Cities (M36), (M60 updated)
	<b>T10.7</b>
	M1- Preliminary study of normative requirements at European and Spanish level (depending
	M2- Study and revision of normative collected for expertise partners in each LHC [partial
	M3- Study and revision of normative collected for expertise partners in each FC [partial
	M4 - Definition of action plan for CE marking after knowing normative requirements at
	M5 - Amend, when necessary, of action plan for CE marking after knowing local normative

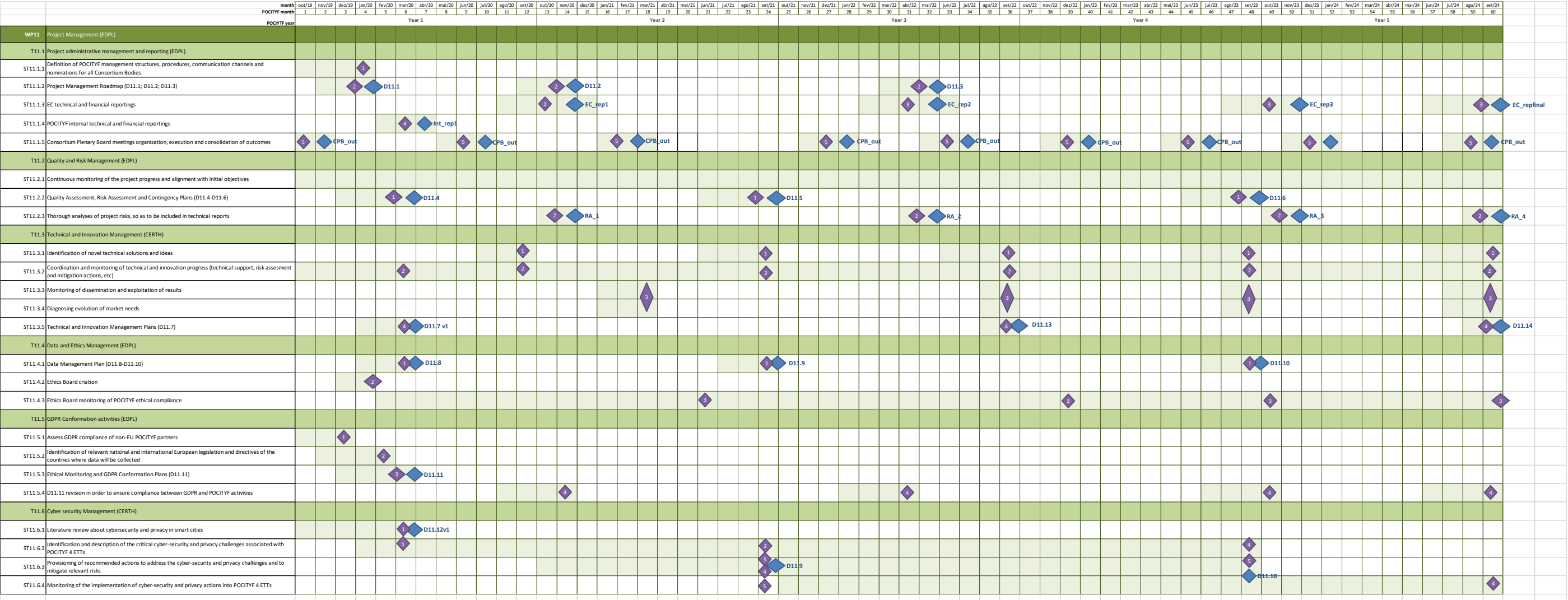
<div><div></div><div>Deliverables</div></div>	<b>T8.1</b>
	D8.1 v1: Replication and City-Vision Strategy for FCs V1
	D8.1 v2:Replication and City-Vision Strategy for FCs V2
	<b>T8.2</b>
	D8.2 v1: Knowledge Transfer Tools for FCs Replication V1
	D8.2v2: Knowledge Transfer Tools for FCs Replication V2
	<b>T8.3</b>
	D8.3 v1: Granada Replication Plans and City-Vision for 2050 V1
	D8.3 v2: Granada Replication Plans and City-Vision for 2050 V2
	<b>T8.4</b>
	D8.4 v1: Bari Replication Plans and City-Vision for 2050 V1
	D8.4 v2: Bari Replication Plans and City-Vision for 2050 V2
	<b>T8.5</b>
	D8.5 v1: Celje Replication Plans and City-Vision for 2050 V1
	D8.5 v2: Celje Replication Plans and City-Vision for 2050 V2
	<b>T8.6</b>
	D8.6 v1: Ujpest Replication Plans and City-Vision for 2050 V1
	D8.6 v2: Ujpest Replication Plans and City-Vision for 2050 V2
	<b>T8.7</b>
	D8.7 v1: Ioannina Replication Plans and City-Vision for 2050 V1
	D8.7 v2: Ionnina Replication Plans and City-Vision for 2050 V2
	,
	D8.8 v1: Hvidovre Replication Plans and City-Vision for 2050 V1
	D8.8 v2: Hvidovre Replication Plans and City-Vision for 2050 V2





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<div><div>Milestones</div></div>	T11.1
	M1 - POCITYF management structures, procedures, communication channels, consortium bodies and meetings scheduling concluded
	M2 - Deliverable sent to reviewers
	M3 - All required technical and financial partners' contributes received
	M4 - All required technical and financial partners' contributes received
	M5 - Meeting occurence
	T11.2
	M1 - Deliverable sent to reviewers
	M2 - Quality Manager, together with WP leaders, initiates thorough risk analysis before submission of EC reporting documents
	T11.3
	M1 : Novel solutions and ideas identified
	M2 : Technical contributions received - risks assesed
	M3 : Dissemination and exploitation results gathered - market needs evaluated
	M4 : Deliverable sent to reviewers
	T11.4
	M1 - Deliverable sent to reviewers
	M2 - Ethics Board establishment
	M3 - Thorough Ethical compliance analysis, preecind submission of reports to EC
	T11.6
	M1: Best practices on cyber-security and privacy in smart cities
	M2:POCITYF critical cyber-security and privacy challenges identified
	M3:Framework for the implementation of cyber-security and privacy into a Smart City
	M4: Cyber-secure and GDPR compliant infrastructure
	M5: Deliverable sent to reviewers

<div><div>Deliverables</div></div>	T11.1
	D11.1, D11.2, D11.3: Project Management Roadmap v1, v2 and v3
	EC_rep: Technical and Financial report sent to EC
	Int_rep: POCITYF internal Technical and Financial report, sent to project coordinator
	CPB_out: Consortium Plenary Board consolidated outcomes
	T11.2
	D11.4, D11.5, D11.6: Quality Assessment, Risk Assessment and Contingency Plans v1, v2 and v3
	RA_[Number]: risk analysis for the reporting period [number]
	T11.3
	D11.7: Technical and Innovation Managenement Plans v1
	D11.13: Technical and Innovation Managenement Plans v2
	D11.14: Technical and Innovation Managenement Plans v3
	T11.4
	D11.8, D11.9, D11.10: Data Management Plan v1, v2 and v3
	T11.5
	D11.11: Ethical Monitoring and GDPR Conformation Plans (following versions to be included in the Data Management Plans)
	T11.6
	D11.12: Cyber Data Security Management Plans (following versions to be included in the Data Management Plans)



# Annex II - Minutes Template



WPX-AUDIO MEETING					
DATE: DD/MM/202Y					
Timing: 11h00 CET					
ATTENDEES					
EDPL	Name-1, name-2, ...	Unlabeled		UIP	
CME		HVC		EMI	
UNINOVA		TNO		Mel	
UEVORA		Wageningen		HVK	
UW		Van		EGC	
DECSIS		Alkmaar		CERTH	
SE		DBL		VTT	
PACT		Cooperation		ICONS	
SONAE		ALI		RINA-C	
ONYX		Noroo		CIRCE	
TEGOLA		GRACITY		AIT	
AMPS Power		AMEGR		EURADA	
Kimatica		UeC		Coerals	
INESC TEC		BARI		RUG	
GA		E@W			
SEV		MOC			
		ZAG			

- Agenda:
- Topic-1
  - Topic-2
  - ...

Task Leader	AGENDA	MINUTES
	Description Task-XX.XX	



Next-steps	Responsible	Due-date

## Annex III – COVID-19 risks and mitigation plans

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
1.1	Tasks entail the need of direct contact with involved citizens, due to envisioned citizen engagement activities and collection of 1st impression on project solutions	Task leaders were planning to have field activities, together with communities, throughout April and May, which is not possible anymore	Very High	Low	EDPL, INESC, CME, GA, TNO	D1.1	1) EV - Organise remote sessions, with a suitable level of interaction (INESC & EDPL - throughout May) 2) EV - Condensate all activities, in order to not fatigate citizens with online questionnaires (INESC & EDPL - N/A) 3) GA - The city's platform and media are filled with information related to COVID-19, with the possibility of disclosing the survey only in early June. 4) FC - It would be difficult for cities to disseminate the citizen-focused survey, and it is preferable for them to focus on the "Following Cities Innovative Element" and "Stakeholder Power and Interest levels" surveys We think about shifting such survey in the second stage of the Task, in 2022.	1 or 2 months (case consortia opts to not organise online sessions), otherwise plan will not be affected	D1.1 submitted (31/07/2020). Updates to be included in the 2nd version of the deliverable (D1.2)
1.2	Task is not expected to be affected by the Corona crisis. The deliverable (due June 2020) is written on the basis of desktop research combined with insights gained from project partners in the cities. Both can be done digitally.	n/a	n/a	n/a	n/a	None	None	No delay expected.	No deviations identified
1.3	Task entails the collection of specifications and technical roadmaps for each of ETT#1 solutions under LH managers coordination	LH managers and related partners face delays in the data collection process and characterization of solutions per PEB due to remote working, reduced working hours and slow administration procedures (especially for Alkmaar LH). Additional delays may be introduced by indefinities in some demonstration activities whose resolution is being impacted by COVID-19 context. In Alkmaar LH, additional delays are expected due to the replacement procedure of GasFreeWorks building which is also impacted from COVID (meetings with municipality etc) and reduced working hours dedicated to POCITYF among all consortium partners of the LH.	Very High	High	EDPL, GA, DBL, CETH, tech providers	D1.5	1) Accelerate on desk-work for the characterization of mature solutions through Questionnaire formats prepared by CETH (GA, EDPL - May 2020) 2) Resolve PEB related issues (see WP7 and WP6 associated risks for more details) in Alkmaar/Evora LH through virtual meetings (GA - through May/June), in addition to several already performed up to now 3) Extend deliverable submission deadline	If all information is provided complete in following months after May (initial deadline set), an equivalent delay will be registered (e.g June: 1 month, August: 3 months).	Postpone D1.5, D1.7 and D1.9 to M14
1.4	Task entails the collection of specifications and technical roadmaps for each of ETT#2 solutions under LH managers coordination.	LH managers and related partners face delays in the data collection process and characterization of solutions per PEB due to remote working, reduced working hours and slow administration procedures (especially for Alkmaar LH). Additional delays may be introduced by indefinities in some demonstration activities whose resolution is being impacted by COVID-19 context. In Alkmaar LH, additional delays are expected due to the replacement procedure of GasFreeWorks building which is also impacted from COVID (meetings with municipality etc) and reduced working hours dedicated to POCITYF among all consortium partners of the LH.	Very high	High	EDPL, GA, UNINOVA, IE providers	D1.7	1) Accelerate on desk-work for the characterization of mature solutions through Questionnaire formats prepared by CETH. // GA and EDPL. // May 15 to have completed questionnaires. 2) Resolve PEB related issues (see WP7 and WP6 associated risks for more details) in Alkmaar LH and Evora LH through virtual meetings (GA - through May/June), in addition to several already performed up to now. 3) Extend deliverable submission deadline	If all information is provided complete in following months after May (initial deadline set), an equivalent delay will be registered (e.g June: 1 month, August: 3 months).	
1.5	Task entails the collection of specifications and technical roadmaps for each of ETT#3 solutions under LH managers coordination.	LH managers and related partners face delays in the data collection process and characterization of solutions per PEB due to remote working, reduced working hours and slow administration procedures (especially for Alkmaar LH). Additional delays may be introduced by indefinities in some demonstration activities whose resolution is being impacted by COVID-19 context. In Alkmaar LH, additional delays are expected due to the replacement procedure of GasFreeWorks building which is also impacted from COVID (meetings with municipality etc) and reduced working hours dedicated to POCITYF among all consortium partners of the LH.	Very High	High	EDPL, GA, CETH, IE provides	D1.9	1) Accelerate on desk-work for the characterization of mature solutions through Questionnaire formats prepared by CETH. // GA and EDPL. // May 15 to have completed questionnaires. 2) Resolve PEB related issues (see WP7 and WP6 associated risks for more details) in Alkmaar LH and Evora LH through virtual meetings (GA - through May/June), in addition to several already performed up to now. 3) Extend deliverable submission deadline	If all information is provided complete in following months after May (initial deadline set), an equivalent delay will be registered (e.g June: 1 month, August: 3 months).	
1.6, 4.1	Tasks entail the need of direct contact with involved citizens, due to envisioned citizen engagement activities and the collection of the 1st impression on project solutions.	Task leaders were planning to contact and interview the citizens in the field throughout April and May, which is not possible anymore due to Covid-19 pandemic	Very High	High	INESC TEC, CETH, EDPL, CME, GA	D1.11; D4.1	(sample selection) Efficient plan of dissemination actions to invite citizens to participate of the interviews if there is no possibility to promote face to face events or meetings.  (data collection) Organise remote sessions, with a suitable level of interaction throughout May.  Extend deliverable submission deadline	2 or 3 months (case consortia opts to not organise online sessions), otherwise plan will not be affected	-
1.7	Task entails the formalized consolidation of specifications and technical roadmaps for cities master planning relevant to all ETTs; under LH managers coordination. This task depends strongly on the timely execution of tasks 1.1-1.6.	Tasks 1.1-1.6 outcomes and activities are delayed as detailed above which accumulatively propagates down and affects the execution of Task 1.7.	Very High	Low	CETH, EDPL, RINA-C, BARI	D1.13	Support and closely follow-up the progress in Tasks 1.1-1.6 to exploit the respective active information exchange channels for Task 1.7 purposes.	Maximum delay observed in the previous WP1 tasks	Postpone D1.13 to M16



Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
WP2 T2.5	Tasks aim collecting monitoring data to support other WPs in assesemnt of POCITYF solutions and PED performance	There can be possibly delay in the development of demonstration solutions in LH cities and consequently this may affect with delay the deployment of monitoring infrastructure and provision of monitoring data due to Covid-19 pandemic.	Medium	Medium	WP2 partners	D2.4; D2.5; D2.6; D2.7	Following the development of LH demonstrations to adjust the monitoring activities of the project accordingly.	To be assessed later on	Ongoing - mitigation measures to be applied (if needed) in the next reporting period
WP2 T2.4	Task aims at the provision of analytics services to support the extension of CIPs platforms of LHs and thus facilitating the monitoring and assessment activities of LHs	There can be possibly delay in the development of demonstration solutions and the delivery of respective datasets to support the development of analytics services	Medium	Medium	WP2 partners	D2.4; D2.5	Following the development of LH demonstrations to adjust the data collection activities of the project accordingly.	To be assessed later on	Ongoing - mitigation measures to be applied (if needed) in the next reporting period

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
3.1; 3.2; 3.3; 3.4	WP3 starts on M19. Risk related to COVID-19 impacts in a very low manner in all tasks and Deliverables from WP3. At this moment we don't foresee delays in relevance with the monitoring phase of POCITYF	None at this stage	Low	Very Low	Task Leaders: CERTH, CIRCE,	None	Even if it's difficult to evaluate the impact by M19, a re-evaluation and adaptation of the first activities will be done near that date with WP leaders and task participants.	None	Risk related to COVID-19 impacts are low in all tasks and Deliverables from WP3 at this point - mitigation measures to be applied (if needed) in the next reporting period

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
4.1	Task entails the need for direct contact with involved citizens due to envisioned citizen engagement activities and analysis of the engagement levels.	The task is grounded on the contact with citizens in the field along with the task duration. One of the proposed citizen engagement strategies includes a physical hub to discuss, consult and co-create with the community. Due to Covid-19 pandemic, such activities may not be feasible.	Very High	Very High	INESC TEC, CERTH, EDPL, CME, GA	D4.2	(sample selection) Efficient plan of dissemination actions to invite citizens to participate in the activities if there is no possibility to promote face to face events or meetings.  (data collection) Organise remote sessions, with a suitable level of interaction.	none	Due to the current pandemic situation, the mitigation measures were included in the second year task planning to avoid delays or lack of significant results.
4.2	The task involves regular participatory workshops with partners, citizens and other stakeholders. The sessions involve a high level of interaction and synergy between participants to generate new ideas and co-create.	Ideally, the citizen engagement strategies workshop should be face-to-face. However, due to Covid-19 pandemic, such activities may not be feasible.	High	Medium	INESC TEC, EDPL, representatives from LH/FC ecosystems (CME, GA, among others)	D4.3	Organise remote sessions (online), with a suitable level of interaction.	none	Due to the current pandemic situation, the mitigation measures were included in the first year task planning to avoid the lack of significant results.



Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
T5.3 and T5.4	Delays from the IS providers (development, providing information to the partners), overload of the staff involved in the LH cities of Evora and Alkmaar and problems with the PEBs can hinder the preparation of the specific BM which require specific inputs from those partners	Task leaders were planning to have field activities, together with communities, throughout April and May, which is not possible anymore	Very High	Low	EDPL, INESC, CME, GA, TNO	D1.1; D1.11	1) WP5 Task leaders will attend the relevant telcos across the different WPs to evaluate the situation without overloading the local staff & duplicating efforts 2) Distribute activities across all the available timeframe (from M7 until M60) to avoid last minute issues	None	Mitigation measures being applied

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
T6.3; T6.5	As these tasks are related to the Demonstration in Évora, the delays in the availability and installation of the various IEs related to ETT#1 and ETT#3, can consequently result in a task delay.	Because the technical partners need to receive different equipments for the execution of tasks related to their IEs, the current delay in the reception of this equipment, it may lead to a delay in developments, thus delaying the installation in Évora.	Low	Low	UBIWHERE, INESCTEC, UNINOVA	D6.5; D6.7	As mitigation action, the technical partners will try to increase the effort in the following months in order to recover the possible delays.	~2 months. So it is expected that soon the suppliers will all be close to full operation and thus send the necessary equipment.	Although delays have occurred, no deviation from the timeline is envisioned
T6.4	Tasks requiring the installation of equipment will be affected (i.e. delayed). Tasks associated with the deployment of software solutions can be affected by delays in the installation of equipment.	The installation of equipment is foreseen to be affected (i.e. delayed) due to i) restrictions to contact users and access respective buildings; ii) delays in the supply of components. The deployment of some software solutions will be affected (i.e. delayed) due to the impacts on the installation of equipment. This is the case of the "Flexibility Control Algorithms" since this solution can only be deployed after the installation of the controllable devices .	Very High	Medium	WP6 partners	D6.7	Close contact with WP6 partners has been increased with regular (online) meetings where deadlines are established and all partners cooperate to solve existing issues.	Higher than one month	Although delays have occurred, no deviation from the timeline is envisioned
T6.3	Possible problems with raw material providers could lead to delays in manufacturing ONYX solutions	Delay in deploying BIPV solutions will impact also the directly dependent solutions, namely: deploying of Energy Routers, BMS and bidirectional smart inverters	Medium	Low	ONYX, UNINOVA, INESCTEC, SE	D6.5; D6.7	As mitigation action, ONYX will try to increase the effort in the following months in order to recover the possible delays.	~2 months. So it is expected that soon the suppliers will all be close to full operation and thus send the necessary equipment.	Although delays have occurred, no deviation from the timeline is envisioned
T6.3, T6.4 and T6.5	INESCTEC Innovative Elements: -Restricted access to laboratorial infrastructures; -Delay in the reception of laboratorial equipment already ordered	INESCTEC needs to receive different equipments for the execution of tasks related to their IEs, therefore the current delay in the reception of this equipment may lead to a delay in developments, thus delaying the installation in Évora. In addition, the current Pandemic situation doesn't allow free access to the laboratories, which leads to a stalled situation in terms of technical developments	Very High	Medium	INESCTEC	D6.5; D6.7; D6.9	As mitigation action, INESCTEC will try to increase the effort in the following months in order to recover the possible delays.	~2 months. Nevertheless, it is not clear when will the suppliers send the equipments, neither will the laboratories get back to normal work	Although delays have occurred, no deviation from the timeline is envisioned
T6.3; T6.4; T6.5	Expected issues for visiting the demosite might cause delay in the development phase	Some partners (UNINOVA, SE, and possible others) were planning to visit Évora to better understand the topology of installations. This work is particularly relevant for the Energy Routers (UNINOVA), BMS (SE), Wi-fi Data acquisition Systems (UNINOVA).	High	Medium	UNINOVA, SE	D6.5; D6.11	Close contact with WP6 partners has been increased with regular (online) meetings to better grasp the technical requirements of each building.	~2 months. The technical partners will schedule the site visit as soon as travels are allowed	The site visit occurred in late September, with 2/3 months of delay; Possible delays to be assessed in the future
T6.3, T6.4 and T6.5	H2020 Project InteGrid delays (swollen by the COVID-19 pandemic) lead to uncertainties regarding PEB2.	The uncertainty regarding the equipments that are being deployed within InteGrid project (PV, HEMS, batteries & other smart devices) leads to a delay in the dimension of the following systems: - 2nd life batteries (Batteries) - Bidirectional smart inverters (INESCTEC) - Flexibility Control Algorithm (UNINOVA) - Operation of LV and MV-connected storage systems (EDPL)	Very High	High	INESCTEC, Batteries, UNINOVA, EDPL	D6.5; D6.7	Close contact between Batteries, INESCTEC, UNINOVA and EDPL has been increased with regular (online) meetings to better grasp the technical requirements of each household, following the developments in H2020 project InteGrid	~2 months, but dependent on InteGrid developments	InteGrid ended in Oct/2020; Risk #9 combined with risk #17 have lead to a constant postponement of PEB2 clients' engagement
T6.3 and T6.4	Schneider Electric colleagues, providers of BMS units, are currently working partially from home, which may affect BMS' development stage.	Delays during the development stage may lead to delays in the deployment, which could undermine the 3 years of monitoring	Medium	Low	SE	D6.5; D6.7	As mitigation action, SE will try to increase the effort in the following months in order to recover the possible delays.	~1 month.	Although delays have occurred, no deviation from the timeline is envisioned
T6.3	Hardwarde providers for Ubiwhere's Smart Lampposts and PAYT are facing constraints/limitations due to COVID-19	Delays during the development stage may lead to delays in the deployment, which could undermine the 3 years of monitoring	Low	Low	UW	D6.5; D6.7	As mitigation action, UW will try to increase the effort in the following months in order to recover the possible delays.	~2 months	Although delays have occurred, no deviation from the timeline is envisioned
T6.3, T6.4, T6.5 and T6.6	The work related to use cases' definition, buildings' characterization and decision-making process will not develop so smoothly due to travel restrictions (even for small distances) and impact on daily life due to lockdown.	In PEB1, there are 11 commercial/residential buildings that need a thorough analysis in order to implement the bidirectional smart inverters. The buildings' description is ver hard to pursue at this stage due to lockdown restrictions. Other solutions, such as the Smart Lampposts (UW), V2G chargers or Wi-fi data aquisiton systems are also pending for the location to start the developments	Very High	Medium	WP6 partners	D6.5; D6.7; D6.9; D6.11	Close contact with WP6 partners has been increased with regular (online) meetings where deadlines are established and all partners cooperate to solve existing issues.	~ 2 months	Although being mitigated with several online meetings, the collaboration streamline has been affected due to several factors: lockdown measueres decreased the overall availability (schools closed, etc); On-site meetings would, many times, decrease the needed time to solve many of the identified issue. Consortium is on hold to restart this work since a 2nd round of COVID-19 is now impacting severely Portugal
T6.3	Tegola, one of the BIPV providers faced very harsh lockdown restrictions (were totally closed ~2 months). In addition, during the lockdown, Tegola's PV providers closed (definitely, not temporarily) which led to a process of finding new providers. This two situations, are leading to a delay in the definition of the final solution for the BIPV solutions	Delays in defining the BIPV solutions will impact also the directly dependent solutions, namely: definition and development of Energy Routers, BMS and bidirectional smart inverters	Very High	Very High	Tegola, UNINOVA, INESCTEC, SE	D6.5	Close contact between the involved partners with several meeting to solve the pending issues; EDPL has been helping Tegola in finding new PV providers Extra effort from Tegola side after the end of the lockdown (about 2 weeks ago);	~3 months, but still under determination	~3 months of delay; Still tacking and recovering from this risk (monitor requirements still not in danger)
T6.2, T6.3, T6.4, T6.5, T6.6	Tasks related to the demonstration activities may imply local visits to the buildings either for buildings assessment, work preparation, solution deplyment or maintenance / thoubleshooting. Traveling restrictions / social distancing imposed due to the pandemic situation may impact this. Delays from third parties, namely regarding equipment delivery may also impact / delay demonstration activities.	Delays can occur depending on the restrictions imposed and stage of the pilot.	High	High	Sonae, UNINOVA, SE, INESC TEC	D6.5 and D6.7	We are trying to anticipate as possible the assessment of the building so partners can prepare in advance some of the tasks - minimizing the need for traveling.	No defined yet, depends on restrictions from now on	Mitigation measures to be assessed and applied (if needed) in the future
T6.3, T6.4	Task related to the demonstration and test of the first 3 modules at UEvora of 2nd life lithium ion bateries, initial technical characterization tests and use-cases scenario testing.	Confinement periods and/or national citizen mobility restrictions don't allow free access to the laboratories, which leads to a stop regarging initial tests of the Batteries solution and use-case testing schedule delay.	Very High	High	UEvora, Batteries	-	UEvora is trying to speed up the scheduled tests in order to avoid potencial restrictions.	To be defined according to the Covid evolution and national Portuguese restrictions.	Mitigation measures to be assessed and applied (if needed) in the future
T6.3	Difficulty to travel and supervise jobsite (Tegola solutions' deployment) due to COVID-19	-	high	Medium	Tegola, CME, EDPL	D6.5	Management of coordination activities for roof installations to be done with technological devices (video call, video recorded during installation and live interactions)	-	Mitigation measures to be assessed and applied (if needed) in the future
T6.2, T6.3, T6.4, T6.5, T6.6	Liaising and engagement of the 11 PEB1 clients/residential customers and PEB2 36 clients, is being delayed, as a result of the harsh restrictive measures applied by the Portuguese government. Furthermore, the current situation has led the Portuguese population, especially the elderly (bulk of PEB2 population), to be consciousness and conservative in public interactions, as the needed door-to-door interactions;	The fact that the customers are not yet engaged, is endagering PEB2 goals. Moreover, the solutions' characterization for the mentioned clients is delayed, which may lead to na overall delay in the solutions' deployment	Very High	Very High	WP6 partners	D6.5; D6.7; D6.9; D6.11	PEB1 clients - 4 customers have already been engaged; The invitation for the remaining ones are pending from less restrictive and risky times; PEB2 clients - a first characterization of the houses' equipment has been made by EDPL, leveraging from the past H2020 project occurred in Valverde; Official invites are pending from less restrictive and risky times;	-	Mitigation measures to be assessed and applied (if needed) in the future

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
All (future) tasks and documents to be filled in	All activities and documents related to the several WP's	Due to Covid-19 virus there is a delay of tasks as all consortium partners of lighthouse city Alkmaar have less time to work on the Pocityf project.	Very High	high	Deliverables responsible partners	all deliverables	longer deadline	3 months	WP1 deliverables delayed (D1.1, D1.5 and D1.7)
WP1	Questionnaires	Delay of the tasks as all consortium partners of lighthouse city Alkmaar have less time to work on the Pocityf project. Also the retrival of technical information from other (external) sources takes more time.	Very High	medium	WP1 task leaders	WP1	longer deadline	2/3 months	WP1 deliverables delayed (D1.1, D1.5 and D1.7)
WP7	PED1-B4 The GasFreeWorks / building: DBL has formally withdrawn from POCITYF. Partly, due to COVID-19. Their business case was not feasible. The sizing of the office of DBL is reduced, as more employees will work from home in the future due to COVID-19.	GasFreeWorks is out of POCITYF: new partner is being searched!	Very High	very high	Alkmaar ecosystem	WP7	longer deadline	depending the willingness and schedule of the new company Investa to join POCITYF.	Consortium in talks with Investa to assess possibility of replacing DBL demo building
WP7	Realisation of PED1-B3: The 55 houses of Bloemwijk area	Due to Covid-19 (personal) communication with the citizens of Bloemwijk is limited, meetings are very important for acceptance of the technology in their houses. Schedule for realisation of PED1_B3 by consortium partner van Alckmaer is +12 months longer.	Very High	High	Alkmaar ecosystem	WP7	Alkmaar ecosystem closely following plan. Case a delay is expected (one that endangers the two years monitoring requirements), detailed mitigation plans will be elaborated	none	Mitigation plans (if needed) to be assessed during 2nd reporting period
WP7	All activities and documents related to the several WP's	Many consortium partners from LC Alkmaar are affected by COVID-19, some partners are forced to reorganisations to reduce their costs. Risk that the persons (resources) directly involved at POCITYF are affected, must leave the project and their knowledge is gone. Second risk is that small consortium partners will become bankrupt due to lack of income by COVID-19 and are forced to leave the POCITYF project; their knowledge and involvement will be missed. (e.g. Neroa)	Low	High	Deliverables responsible partners	several deliverable, depending.		not schedule related	WP1 deliverables delayed (D1.1, D1.5 and D1.7)
WP7	PED1_B1: Innovative Element 2.2.3/2.2.5 low temperature waste heat grid: implementation of this IE is under pressure by limited budget and lack of consumers.	Realisation of PEB1-B1 De Meent: due to COVID-19 no additional budget for the realisation of the PEB1_B1 shall be given. Municipality of Alkmaar (GA) needs to support local entrepreneurs and public facilities with 10 million euro. Current budget from GA for POCITYF is 1.8 million euro in total. De Meent is owned by the municipality and is by far the largest energy consumer at the district Olympiapark: essential to have this building efficient and implement maximum renewable energy to become a PEB. This is first priority and will cost a lot of money. Current installation is not efficient (which was not known during the writing of the GA), this also will costs additional money. Risk there is little of no budget available for the implementation of an expensive (external) waste heat grid. Secondly: Due to COVID-19, negihboring plots next to De Meent have not been sold, most propably the plots will not be developed with new buildings during the time schedule of POCITYF. There is no feasible business case to implement a waste heat grid without (large) existing consumers attached to this grid.	High	Medium	Alkmaar ecosystem	IE 2.2.3 and 2.2.5	To consider the several installations within PEB1 De Meent as individual consumers and the interconnecting piping within De Meent as a heat grid. De Meent is so complex and large building, there are 4 seperate installations present which will be connected by a low temperature (internal) grid.	budget related	Mitigation plans (if needed) to be applied during 2nd reporting period
1.1; 1.6	Check of the content and set up of the questionnaires to the citizens of Alkmaar, the actual survey from the citizens of Alkmaar.	Delay in the check of the questionnaires, delay in the field activities (questionnaires to be filled in by the citizens).	Very High	Low	EDPL, INESC, CME, GA, TNO	D1.1; D1.11	1) longer deadline. 2) Condensate all activities, in order to not fatigue citizens with several online questionnaires 3) questionnaires to be sent by electronic way (email or social media) to the citizens of Alkmaar.	2 months	WP1 deliverables delayed (D1.1, D1.5 and D1.7)

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
T8.2; T8.3; T8.4; T8.5; T8.6; T8.7; T8.8;	For T8.2: Knowledge transfer approaches For T8.3-T8.8: Involvement of the ecosystem partners and local stakeholders	COVID-19 is causing troubles in the implementation of the mentioned tasks, which at the moment are being carried out only through remotely activities. More specifically, for T8.2, knowledge transfer is taking place only through remote tools. Moreover, due to the possibility in some territories to perform only web conferences, also the local meetings between FCs and their ecosystem partners are having reduced effect than expected.	High	Medium	EatW, RINA-C, AIT, BARI, GRACITY, ITeC, CME, UNINOVA, EDPL, MOC, GA, UJP, EMI, INHOLLAND, MOI, CERTH, RUG, HVK, SEV, EGC, ENERSIS, ZAG,UEVORA	D8.3, D8.4; D8.5-D8.16	1) Reinforce the WP and Tasks coordination, and check, every 3 months, for each task, the overall status of the work, to eventually include specific actions to put the work on the right way. Keep working with remote interactive sessions in this phase and start with the physical presence as soon as it will be possible to organize these events. 2) Provide a template for Technology providers to provide to the FCs information useful to facilitate knowledge transfer.	At this stage it is not possible to forecast any delay.	Both mitigation measures are ongoing. EatW will deliver point 2 until the end of 2020

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T9.1	This Task will coordinate and manage the POCITYF Clustering activities and collaboration with SCC initiatives and projects.	The work will not develop so smoothly due to travel restrictions, impact on daily life due to lockdown.	High	medium	EDPL - CME; UNINOVA; PACT; GA; INHOLLAND; UJP; MoI; CErTH; ICONS	D9.1	All meetings have been moved to virtual channels. All collaboration activities - such as meetings, workshops, sessions - are prepared dually - allowing for a presently and virtual occurrence.	None. All effort is made to guarantee that the deadlines are met, and the work is delivered.	The mitigation measures were implemented, no delays on the submission of the reporting documents were verified.
T9.2	POCITYF cities and partners will actively participate in the matchmaking events with investors and financiers to scale up replication and innovative solutions within the European Innovation Partnership on Smart Cities and Communities (EIP-SCC) Marketplace.	Participation in physical events Many events may be cancelled, postponed or transformed into digital events.	High	Low	all	D9.2	We can organise and join more virtual activities and events	None. All effort is made to guarantee that the deadlines are met, and the work is delivered.	The mitigation measures were implemented, no delays on the submission of the reporting documents were verified.
T9.3	Collaboration with existing cultural heritage projects involving urban areas as well as related non-technical activities such as living labs, co-design between citizens and stakeholders	The work will not develop so smoothly due to travel restrictions, impact on daily life due to lockdown. There is a competition on the resource's allocation due to the COVID-19 emergence. There might also be investments restrictions due to the budget allocation to fight the pandemic impact at the municipal level.	High	medium	CME - EDPL; UNINOVA; GA; UJP; MoI; HVK	D9.3	All work is developed remotely. There is redundancy of technical expertise to guarantee the availability of personnel to support the activity.	None. All effort is made to guarantee that the deadlines are met, and the work is delivered.	The mitigation measures were implemented, no delays on the submission of the reporting documents were verified.
T9.4	Activities to sustain POCITYF as part of the SCC-01 joint vision beyond the end of the project Task starts on M37 and no activities can be identified as affected at this stage by the current situation.	None at this stage	Very High	Very Low	CERTH - EDPL; CME; GA; UJP; EMI; MoI; EGC; VTT; ICONS; RINA-C; CIRCE; AIT; EURADA	D9.7	All activities will be developed virtually. It is difficult to evaluate the COVID impact by month 37, so a revaluation will be done nearer that date.	None	The mitigation measures will be implemented (if needed) later on, as T9.4 has not started yet
T9.5	Cooperation with BRIDGE initiative Task starts on M37 and it is very early to identify the activities that might be affected by the COVID	It must be done nearer the M37. Too early to evaluate.	Medium	medium	EDPL - UEVORA; UW; TNO; CErTH; ICONS; RINA-C; CIRCE	D9.8	All meetings have been moved to virtual channels. All collaboration activities - such as meetings, workshops, sessions - are prepared dually - allowing for a presently and virtual occurrence.	None	The mitigation measures will be implemented (if needed) later on, as T9.4 has not started yet

Task(s) affected by COVID-19	Description of task's components/activities that will be affected	Description of the impact on the planned task's components/activities	Likelihood	Impact	Affected partners	Affected deliverables (from the Grant Agreement)	Mitigation measures // RESPONSIBLE // DEADLINE (if applicable)	Expected delay (in months)	Status
10.4	1) Delay in the activities of the other workpackages and in the implementation of the solutions may impact the project's communicatin and dissemination activities 2) Many physical events may be cancelled/postponed or converted into virtual events.	1) There may be less results from the project to be communicated and disseminated. 2) Partners may not be able to reach the participation into 30 events in the first year of the project. POCITYF may not be phisically presented in two major events.	High	Medium	ICONS, all partners	-	Attendance and organization of virtual events/workshops.	N/A	Mitigation measure being applied - consortium has been participating/organising digital events
10,5	Identification of all key project exploitable results and assessment of exploitation pathways and IP strategy.	-Delay in the realisation/implementation at demo sites of results and actions may hamper and have an impact on the mapping of company's exploitable results and as such on their plans for exploitation (the demonstration phase is instrumental to the future exploitation of results); -Uncertainty on the pandemic evolution can also impact companies' investment decisions and priorities; -Calls to discuss and identify exploitable results could be delayed/postponed due to limited partners' availability; -Plan to have face to face workshops to discuss exploitable results with city partners may not take place.	High	Medium	ICONS, all partners	D10.15	-Contingency actions depends directly on partners corrective actions towards the results, not under ICONS control; interviews with project partners on specific topics can be difficult to set up giving the increase amount of calls needed and can lead to delays and less efficacy. Corrective actions can be scheduling of calls and checking partners availability in advance; -Exploitation-related workshops will be held online or postponed.	The overall plan won't be affected	Mitigation measures to be applied (if needed) later on

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T11.1	Reporting documents	COVID-19 may cause delays at times of the first reporting period, concerning the filling of both technical and administrative reports by our universe of 46 partners	Low	High	All	Reporting documents	1) Process will be kicked-off in due time by the coordinator 2) Technical coordinator will assist coordinator concerning the technical reports 3) Consortium is currently conducting an internal reporting process, which will train partners for the 1st EC reporting and prevent the occurrence of time-consuming errors	None	The mitigation measures were implemented, no delays on the submission of the reporting documents were verified.