



# D7.1 Project Management Handbook

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## **Executive summary**

The Project Handbook is a foundational document that outlines the framework for collaboration within the project and defines all essential elements required to ensure efficient and coherent project management. It provides a brief overview of the project, describes its objectives, scope, and work plan, and details the roles and responsibilities of all actors involved in project management. The document also includes guidelines and recommendations for GOLIA's communication activities, instructions for reporting, and relevant templates.

The purpose of this document is to present the Work Breakdown Structure (WBS) of the GOLIA project, along with a comprehensive description of the activities to be carried out. For each Work Package (WP), the specific contributions of each participating partner are clearly defined on a task-by-task basis. The timeline for each task, the interdependencies between tasks, the expected inputs, and the resulting outputs are all described in detail. Particular attention is given to the synchronization of activities to allow for updates to the Gantt chart and to identify any discrepancies that may arise. Furthermore, the document outlines the governance structure and the procedures to be followed to ensure the effective implementation of the project.

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## Glossary of Terms and Acronyms

Table 1 - Glossary of acronyms and terms

| Acronym / Term | Description                           |
|----------------|---------------------------------------|
| CA             | Consortium Agreement                  |
| CT             | Coordination team                     |
| DCM            | Dissemination & Communication Manager |
| DPEM           | Data Protection & Ethics Manager      |
| EC             | European Commission                   |
| EM             | Exploitation Manager                  |
| FLM            | Financial and Legal Manager           |
| GA             | General Assembly                      |
| ICB            | Impact Creation Board                 |
| IM             | Innovation Manager                    |
| KER            | Key Exploitable Results               |
| KPI            | Key Performance Indicator             |
| M              | Month                                 |
| MoM            | Minutes of the meeting                |
| OM             | Office Manager                        |
| PC             | Project Coordinator                   |
| PGB            | Project Governing Board               |
| PM             | Person months                         |
| PU             | Dissemination level: Public           |
| QRM            | Quality & Risk Manager                |
| SOMI           | Social Optimum Mobility Index         |
| T              | Task                                  |
| TL             | Task Leader                           |
| TPM            | Technical Project Manager             |
| TRL            | Technology Readiness Level            |
| WBS            | Work Breakdown Structure              |
| WP             | Work Package                          |
| WPL            | Work Package Leaders                  |

Table 2 – GOLIA partners

| Short Name | Partners mentioned in the deliverable                                          |
|------------|--------------------------------------------------------------------------------|
| FIT        | FIT CONSULTING SRL                                                             |
| BAX        | BAX INNOVATION CONSULTING SL                                                   |
| TT         | Fondazione Transform Transport ETS                                             |
| PAN        | PANTEIA BV                                                                     |
| CERTH      | ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS                             |
| IDSA       | INTERNATIONAL DATA SPACE E. V.                                                 |
| INLE       | INLECOM INNOVATION ASTIKI MI KERGOSKOPIKI ETAREIA                              |
| MPACT      | Mpact vzw                                                                      |
| TTS        | TTS Italia                                                                     |
| UITP       | UNION INTERNATIONALE DES TRANSPORTS PUBLICS                                    |
| PAVE       | Partners for Automated Vehicle Education Europe Aisbl                          |
| ALICE      | Alliance for Logistics Innovation through Collaboration in Europe, ALICE AISBL |
| EPA        | EUROPEAN PARKING ASSOCIATION aisbl                                             |
| POLIS      | POLIS AISBL                                                                    |
| IDIT       | Institut Du Droit International Des Transport Et De La Logistique              |
| SINTEF     | SINTEF AS                                                                      |
| EUR        | EUROCITIES ASBL                                                                |
| UKEP       | Útvar Koordinace Evropských projektů města Plzně, p.o.                         |
| FLO        | Comune di Firenze                                                              |
| ANTWERP    | Stad Antwerpen                                                                 |
| SUPSI      | SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA                     |

# 1. Introduction

The present document constitutes Deliverable D7.1, titled “Project Management Handbook”, developed within the framework of WP7. Its primary objective is to present, in the first part, the Work Breakdown Structure (WBS), along with a detailed description of the activities to be carried out. The schedule for each task is outlined, including task dependencies, expected inputs, and resulting outputs. Particular attention has been given to the synchronization of activities to allow for updates to the Gantt chart and to identify any potential discrepancies.

The second part of the document outlines the Governance Structure and the procedures to be followed to ensure the effective implementation of the project. It also introduces the various consortium bodies involved.

The final chapters address the technical reporting process, the organization of meetings and reviews, and the project’s collaborative workspace. It is important to note that GOLIA is a Lump Sum project and, as such, is not subject to financial reporting. The document also illustrates the project templates (for reports, presentations, etc.) and the internal communication flow.

In detail, this deliverable is structured as follows:

- Chapter 2 – Work Breakdown Structure: This chapter provides a detailed overview of all activities to be performed within each task of every Work Package (WP). It also includes task dependencies, expected inputs, and outputs.
- Chapter 3 – GOLIA Governance Structure & Decision-making Processes: This section describes each consortium body and identifies the responsible contact for each role. It also explains the decision-making procedures and conflict resolution mechanisms.
- Chapter 4 – Communication Channels and Methods: This chapter outlines the internal communication tools, including the shared repository.
- Chapter 5 – Reporting Process: This chapter describes both the official and intermediate reporting procedures.
- Chapter 6 – Project-Wide Meetings and Reviews: This final chapter details the timing, agenda, and documentation (such as meeting minutes) related to official consortium meetings.

## 2. Work Breakdown Structure

GOLIA's workplan spans over 36 months and is organised in eight work packages (WPs). WP1 establishes the knowledge base and strategic foundations of GOLIA. It defines the state-of-the-art in user-centric transport planning, identifies innovative and inclusive mobility solutions, and provides the legal and socio-technical requirements for WP2. It also sets the “rules of the game” for meaningful stakeholder engagement in policy-making and explores the societal trade-offs behind Mobility as a Right, using modelling techniques to maximize social welfare. Building on WP1, WP2 develops the GO-X modules by systematizing existing digital assets and public consultation tools in pioneering cities. These modules' structure urban data inspired by the DIKW pyramid and enable dynamic, data-driven, and SOMI (Social Optimum Mobility Index)-oriented mobility governance—leveraging AI and dataspace opportunities where relevant. The WP provides technological enablers to interpret and assess asset performance, scalability, and impact, promoting efficient reuse of urban data infrastructures. WP2 validates the GO-X modules through three real-life use cases—Antwerp, Florence, and Pilsen—focusing on SSH-led stakeholder engagement. It assesses the usability of GO-DATA, GO-INFO, GO-KNOW, and GO-WISDOM modules and their effectiveness in shaping just and inclusive mobility policies. The WP also delivers Mobility Transition Plans for each partner city. WP4 distils lessons learned and translates them into strategic guidelines for both follower cities and policy-makers. Outputs include the *Smart and Inclusive Mobility Governance Handbook*—a reference for EU-wide uptake—and city-tailored Mobility Transition Plans. It fosters replication through the Community of Practice and supports the embedding of MaaR principles across diverse governance levels. WP5 initiates capacity-building and targeted stakeholder engagement, guided by the ENGAGEMOVE methodology. It strengthens GOLIA's communication, dissemination, and exploitation strategy, while collecting multi-sectoral insights on project outcomes. It also contributes to EU-wide visibility actions and coordinated dissemination efforts. WP6 expands GOLIA's reach by transferring methodologies and modules to at least three Follower Cities, engaging a wider ecosystem of practitioners. It drives cross-fertilisation through EU partnerships and promotes project results across local, national, and European scales, ensuring synergies with other relevant initiatives. WP7 oversees project coordination during the first 18 months, ensuring compliance with EU rules, resource planning, ethics standards, and risk management. It also establishes the Data Management Plan and ensures alignment with GOLIA's objectives and quality targets. WP8 ensures final coordination and successful project closure, maintaining scientific excellence and administrative rigor. It continues ethical oversight, monitors progress across WPs, and supports communication and alignment with EU initiatives—particularly in synergy with WP6. In the following chapters, considering the continuity of project management and coordination activities between WP7 and WP8—referring respectively to the first (M1–M18) and second (M19–M36) project periods—the two work packages are addressed jointly.

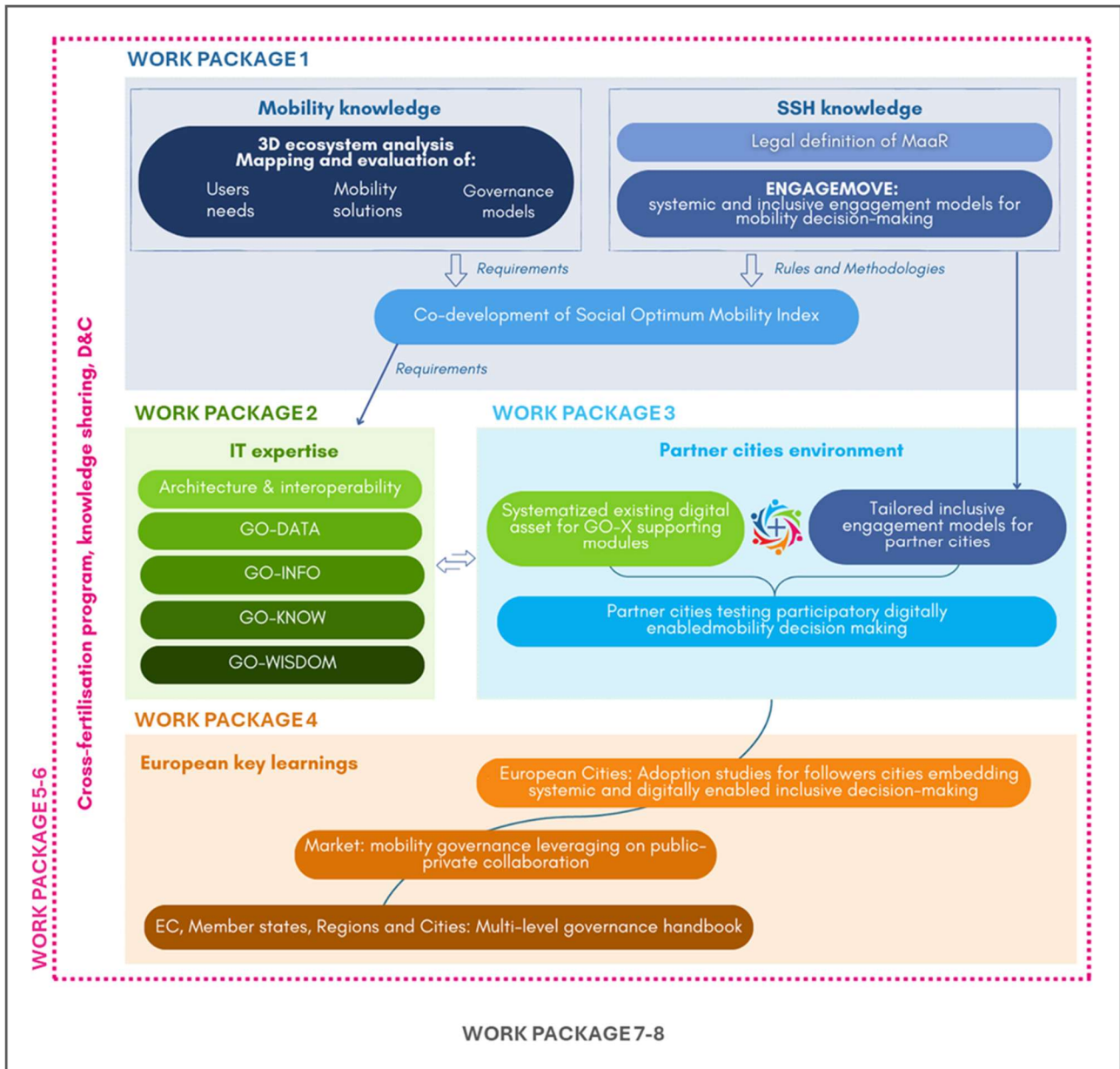


Figure 1 – Project Work packages

## 2.1 WP1 – Setting the scene for a novel approach to mobility policy making and planning

The main objectives of WP1 are:

1. Define a comprehensive mobility ecosystem analysis to (1) create the knowledge base for the evaluation framework to be used in the living labs and (2) identify the SOMI determinants
2. Identify and evaluate stakeholder engagement methodologies and their effectiveness
3. Establish a legal-based definition of MaaR
4. Validate SOMI determinants and reach a definition of SOMI

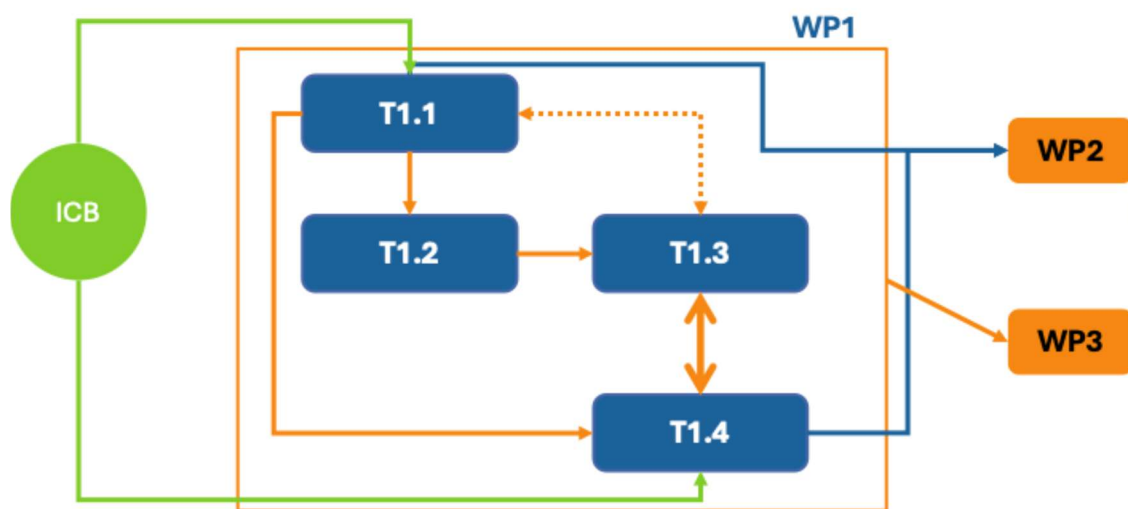


Figure 2 - Internal and external interactions of the WP1

### 2.1.1 Task 1.1 – Three-dimensional ecosystem analysis and requirements elicitation

## Overview

**Task leader: BAX. Duration: M1-M12.**

The GOLIA Three-dimensional ecosystem analysis aims to create a comprehensive overview of the mobility ecosystem, divided into three pillars: behavioural considerations, actual mobility practices and solutions, and governance models.

The task is organized in the following sub-tasks:

- **ST1.1.1:** Quantifies behavioural indicators related to mobility practices, solutions, and governance models. It involves a segmentation of city users based on factors such as gender, age, location, education, income, historical heritage, and cultural background for citizens, and specific supply chain requirements, type of product and/or activity, location, dedicated spaces for sales/warehousing, and replenishment needs for firms. The analysis will identify user

preferences, effective nudges, and incentives, and will feed into the Social Optimum Mobility Initiative (SOMI) in Task 1.4.

- ST1.1.2: Maps and assesses existing and emerging transport and mobility practices and solutions. It evaluates their contribution to local, regional, and national objectives such as CO2 reduction, increased accessibility, public health, cohesion, safety, security, and environmental awareness. Additionally, it assesses the potential to foster inclusivity and equity, overall acceptance and popularity among users and politicians, and financial viability and implications for both users and providers.
- ST1.1.3: Maps and evaluates the readiness and compliance of regulatory frameworks, governance approaches (including public-private collaboration schemes), policies, and incentives. It elaborates and updates the Compliance Map developed in previous projects like GECKO and CREATE, considering effective experiences from other fields such as energy, healthcare, tourism, and education. It also evaluates the competition among different mobility service providers in various mobility markets and formulates approaches to enable cities, regions, and countries to benefit from this competition. Furthermore, it analyses the influence of politicians on transport policies, paying particular attention to controversies among different governance levels, structures, and entities, and identifies requirements for policy-making processes resilient to political instability.

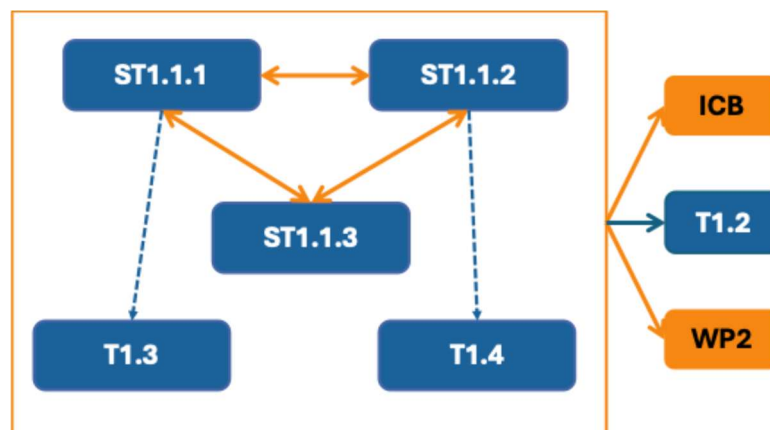


Figure 3 – Subtasks of the T1.1

## Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                  |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BAX     | <ul style="list-style-type: none"> <li>Ensures liaison across tasks within the WP and with other WPs</li> <li>Coordinates the mapping and evaluation activities, ensuring synergies between SSH and STEM (6PMs)</li> <li>Sets up the three dimensional ecosystem mapping framework</li> <li>Leads Subtask 1.1.2, mapping and evaluation of mobility practices and solutions</li> </ul> |
| FIT     | <ul style="list-style-type: none"> <li>Contributes to Subtask 1.1.3 by conducting extensive mapping of governance and regulatory frameworks (1PM)</li> </ul>                                                                                                                                                                                                                           |
| PAN     | <ul style="list-style-type: none"> <li>Leads the user's genome decoding in Subtask 1.1.2 (2PM)</li> </ul>                                                                                                                                                                                                                                                                              |
| CERTH   | <ul style="list-style-type: none"> <li>Coordinates with PAN in Subtask 1.1.1 to align definition and model of ABM, developed in T1.4</li> </ul>                                                                                                                                                                                                                                        |

|       |                                                                                                                                                                                                                           |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | <ul style="list-style-type: none"> <li>Identifies the SOMI requirements (1PM)</li> </ul>                                                                                                                                  |
| PAVE  | <ul style="list-style-type: none"> <li>Contributes to Subtask 1.1.2 by providing specific knowledge on CCAM practices and solutions, focusing on acceptance</li> </ul>                                                    |
| SUPSI | <ul style="list-style-type: none"> <li>Aligns with BAX, PAN and FIT for the minimum requirements to evaluate the pilots, considering the</li> </ul>                                                                       |
| EPA   | <ul style="list-style-type: none"> <li>Contributes to the assessment of mobility practices and solutions of Subtask 1.1.2 bringing specific knowledge on the use of urban space</li> </ul>                                |
| EUR   | <ul style="list-style-type: none"> <li>Coordinates together with BAX the contacts with ICB</li> <li>Provides best practices and examples from EUR network on multi-level governance models, supporting ST1.1.3</li> </ul> |

## Related Tasks

### Inputs:

- ST1.1.2 and T1.3 will need to utilise the same definition of MaaR, to allow for T1.1.2 to run appropriate inclusivity and equity of current and future mobility practices and solutions

### Outputs:

- The different ABM in transport which will be consolidated in T1.1.1 will provide the unified framework for the application of ABM in modelling the social optimum in T1.4
- The mobility practices and solutions mapped in T1.1.2 and their potential to foster inclusivity

## Detailed schedule

The three subtasks of WP1 will be executed in parallel from M1 to M12.

## Related Deliverables

- D1.1 - Concepts and solutions for socially optimised mobility systems **M12**

## 2.1.2 Task 1.2 - Setting framework and rules for systemic and digitally enabled engagement models of city users in mobility policymaking

### Overview

**Task leader: SINTEF. Duration: M4-M12.**

The GOLIA T1.2;

The task is organized in the following sub-tasks:

- ST1.2.1 Maps available methodologies for engaging stakeholders in an inclusive way. The mapping will be based on the toolbox for engagement methods for climate, energy, and mobility transitions (SSH Centre) and existing methodologies used by the cities that are members of POLIS and EUR. Available engagement methods will be evaluated according to their suitability concerning problem framing, inclusivity, suitable target groups (expert and/or non-expert groups), number of participants, time, and resources.

- ST1.2.2: Develops the evaluation framework for the Living Labs of T3.1. It will rely on the CIVITAS MUSE evaluation framework, and will have two main dimensions: (1) The evaluation of the perceived effectiveness of the engagement process and the perceived usefulness and effectiveness of the supporting GO-X digital modules; (2) The evaluation of the specific topic of discussion, which will be supported by the GO-X modules, in compliance with MaaR (impact evaluation).

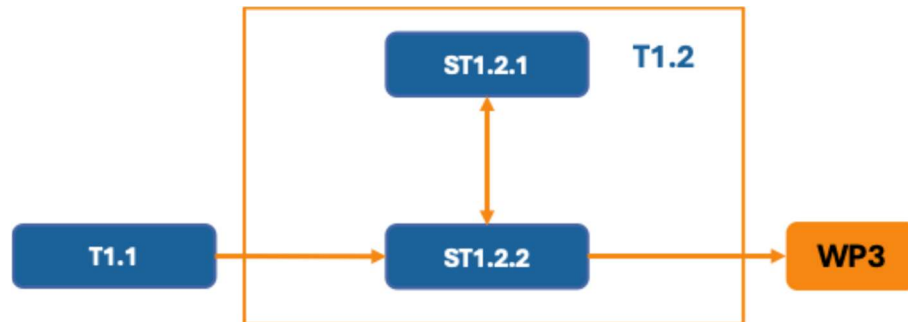


Figure 4 – Subtasks of the T1.2

### Task Activities

| Partner | Specific Contribution                                                                                                                                                  |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SINTEF  | <ul style="list-style-type: none"> <li>Leads the development of ENGAGEMOVE, mapping methodologies to involve stakeholders (4PMs)</li> </ul>                            |
| BAX     | <ul style="list-style-type: none"> <li>Leads the development of the evaluation framework to evaluate the Living Labs (3PMs)</li> </ul>                                 |
| POLIS   | <ul style="list-style-type: none"> <li>Brings insights from members and EGUM to ST1.2.1 and ST1.2.2 (2PMs)</li> </ul>                                                  |
| IDIT    | <ul style="list-style-type: none"> <li>Supports in the definition of the evaluation framework of ST1.2.2 in line with the definition of MaaR of T1.3 (2PMs)</li> </ul> |
| EUR     | <ul style="list-style-type: none"> <li>Supports the mapping of ST1.2.1 collecting methodologies used by the cities in EUR network (1PM)</li> </ul>                     |

### Related Tasks

#### Inputs:

- The development of the evaluation framework requires the definition of the MaaR from T1.3
- The development of the evaluation framework depends on the minimum requirements identified in the three-dimensional mobility ecosystem analysis of T1.1

#### Outputs:

- The evaluation framework will be fundamental for the evaluation of the living labs of T3.1

### Detailed schedule

A detailed timeline at the subtask level is presented below

|               | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---------------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|
| Task 1.2      |    |    |    |    |    |    |    |    |    |    |     |     |     |
| Subtask 1.2.1 |    |    |    |    |    |    |    |    |    |    |     |     |     |
| Subtask 1.2.2 |    |    |    |    |    |    |    |    |    |    |     |     |     |

Figure 5 Time plan of Task 1.2

## Related Deliverables

- D1.2 Roadmap of stakeholder engagement methodologies **M12**

## 2.1.3 Task 1.3 – Embedding equity, diversity, inclusive requirements: toward a new definition of Mobility as a Right

### Overview

**Task leader: IDIT. Duration: M1-M9.**

This task defines Mobility from a legal perspective to understand MaaR and its implications, obligations, and impacts on society. It analyses socio-cultural, societal, political, economic, and sustainable influences to set the baseline for GOLIA. It also compares European legislation with national and local legal frameworks, organises legal norms hierarchically, and validates findings with the Impact Creation Board.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                             |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IDIT    | <ul style="list-style-type: none"> <li>Leads the legal definition of MaaR analysing main regulatory trends and solutions deployed in the EU legislations and living labs' regions and countries (6PMs)</li> </ul> |
| TT      | <ul style="list-style-type: none"> <li>Maps existing rights frameworks used in mobility and transport and benchmarks relevant use cases (1PM)</li> </ul>                                                          |
| PAN     | <ul style="list-style-type: none"> <li>Supports the definition of MaaR integrating results from previous studies (1PM)</li> </ul>                                                                                 |
| CERTH   | <ul style="list-style-type: none"> <li>Validates SOMI determinants (1PM)</li> </ul>                                                                                                                               |
| MPACT   | <ul style="list-style-type: none"> <li>Using examples from North America and the world, contributes to the definition of MaaR, focusing on equity (2PMs)</li> </ul>                                               |
| UITP    | <ul style="list-style-type: none"> <li>Leverages other projects and initiatives on MaaR, focusing on accessibility and the role of public transport in the legal definition of MaaR (3PMs)</li> </ul>             |

### Related Tasks

**Inputs:** T1.3 doesn't rely on other tasks. However, it requires continuous coordination with T1.4.

**Outputs:**

- T1.3 will provide input to T1.4, providing additional SOMI determinants focused on equity and diversity

### Related Deliverables

D1.3 Mobility as a Right definition **M9**

## 2.1.4 Task 1.4 – Modelling Social Optimum Mobility Index

### Overview

**Task leader: CERTH. Duration: M1-M13.**

This task will develop the Social Optimum Mobility Planning Index and a new generation transportation model by considering the UN’s National Happiness Index and the Sustainable Development Index, adapted to transport and mobility contexts. It defines core dimensions of MaaR, such as Accessibility, Sustainability, Efficiency, Equity, and Safety, with specific measurable indicators. These indicators are normalised and weighted based on stakeholder consultations using techniques like the Analytic Hierarchy Process (AHP). The development process includes stakeholder engagement and iterative refinement through online consultations and pilot testing in living labs.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                           |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CERTH   | <ul style="list-style-type: none"> <li>• Uses the SOMI requirements previously identified to developed SOMI (5PMs)</li> </ul>                                                                                                                   |
| FIT     | <ul style="list-style-type: none"> <li>• FIT performs the mapping and analysis of datasets from different fields performed in GECKO (previous project) that will be used by FIT to provide relevant “determinant” to the SOMI (4PMs)</li> </ul> |
| BAX     | <ul style="list-style-type: none"> <li>• Informs the SOMI regarding the impact of different mobility and logistics practices and solutions (1PM)</li> </ul>                                                                                     |
| TT      | <ul style="list-style-type: none"> <li>• Quantitatively assess the impact of sustainable mobility solutions on the SOMI determinants (3PMs).</li> </ul>                                                                                         |
| PAN     | <ul style="list-style-type: none"> <li>• Supports the definition of SOMI by providing insights and methodologies from Triple Access Planning (1PM)</li> </ul>                                                                                   |
| TTS     | <ul style="list-style-type: none"> <li>• Supports the validation and adoption of the SOMI leveraging its own expertise in the promotion of new and disruptive urban mobility planning policies to foster the SOMI (1PM).</li> </ul>             |

### Related Tasks

#### **Inputs:**

- T1.1 will identify the SOMI requirements
- T1.3 will be used to validate SOMI

**Outputs:**

- T1.4 output will be integrated in T2.5 GO-WISDOM module

**Related Deliverables**

- D1.4 SOMI and atlas of Accessibility **M13**

## 2.2 WP2 – Technological enablers and data for social driven governance

The primary aim of WP2 is to establish the robust technical infrastructure and data management frameworks necessary to support the project's innovative governance model for future-proof mobility systems.

In detail, its objectives are the following:

- **Modularization of Digital Assets:** WP2 focuses on breaking down and structuring the strategic digital assets available in the partner cities into modular components. This approach ensures that various data sources, tools, and platforms can be integrated efficiently, promoting reusability and scalability within the project's ecosystem. In this WP, partner cities will be actively involved in the study and definition of the architectural model to support their assets.
- **Development of Overall Architecture:** design and implement the comprehensive technical architecture for the GOLIA project. This includes defining data flows, storage solutions, processing mechanisms, and the interfaces that will connect different project modules and external systems. The architecture is designed to be adaptable and capable of handling diverse data types related to mobility, urban planning, and social behaviours, with direct and indirect data.
- **Data management and Interoperability:** WP2 also addresses crucial aspects of data management, including the creation of secure and trusted data spaces. This ensures effective and secure data sharing among various stakeholders, which is vital for enabling a truly data-driven and socially oriented governance model. The focus is on making data accessible and interoperable while maintaining privacy and security.
- **Enabling Data-Driven Policy Making:** The **technological enablers** and **data frameworks** developed in WP2 and provided by the GO-DATA module are designed to communicate with the other GO-X modules, allowing access to the aggregated and processed data pool, empowering policymakers with insights and tools for informed decision-making.

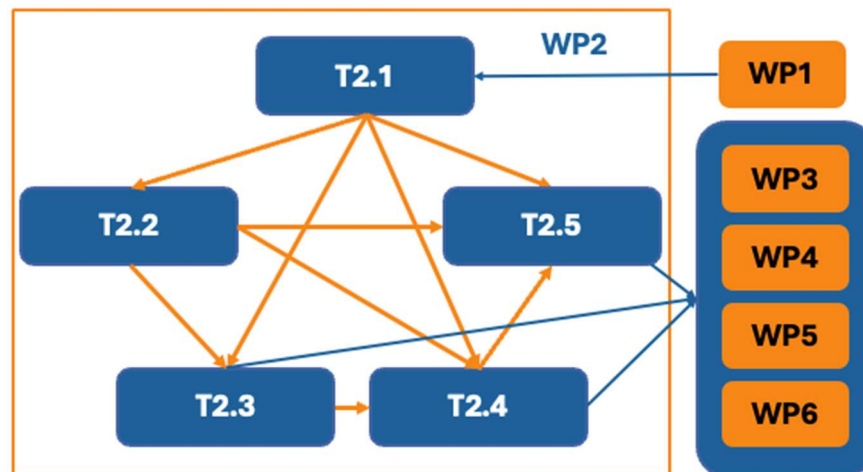


Figure 6 - Internal and external interactions of the WP2

## 2.2.1 Task 2.1 – Design of GOLIA modules interaction

### Overview

**Task leader: SUPSI. Duration: M1-M6.**

The purpose of this task is to design and define the architecture to support the four GO-X modules: GO-DATA, GO-INFO, GO-KNOW, and GO-WISDOM. The final output will be a complete architecture, including supporting technological definitions and communication protocols.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                       |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SUPSI   | <ul style="list-style-type: none"> <li>Task leader</li> <li>Collects information on assets selected by partner cities.</li> <li>Collects the requirements from the WP2 task leaders regarding the type and format of data necessary for their respective modules.</li> <li>Design and validate an infrastructure architecture.</li> <li>Defines a communication protocol shared among all tasks.</li> </ul> |
| DHM     | <ul style="list-style-type: none"> <li>Contributes on the definition of the functional requirements of the GO-X Modules.</li> <li>Defines the interoperability and data sharing mechanisms and policies, based on the IDS (International Data Spaces) reference architecture.</li> </ul>                                                                                                                    |
| CERTH   | <ul style="list-style-type: none"> <li>Contributes on the definition of the functional requirements of the GO-X modules, focusing on: <ul style="list-style-type: none"> <li>Development of the Social Optimum Mobility Index (SOMI)</li> <li>Development of the Policy Advisor Tool</li> </ul> </li> </ul>                                                                                                 |

|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <ul style="list-style-type: none"> <li>Will ensure that the data collected and analyzed through the GO-X modules are aligned with SOMI.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| INLE   | <ul style="list-style-type: none"> <li>Contributes on the definition of the functional requirements of the GO-X modules, focusing on: <ul style="list-style-type: none"> <li>The semantic interoperability layer.</li> <li>The integration with external data sources.</li> </ul> </li> <li>Will ensure that the data collected and analyzed through the GO-X modules are semantically harmonized and integrated with relevant external data sources, enhancing the quality and clarity of the information delivered through the mobility dashboard and the interactive survey tools..</li> </ul> |
| SINTEF | <ul style="list-style-type: none"> <li>Contributes by linking the SSH methodology and ethical requirements to the technical architecture of the GO-X modules.</li> <li>Ensures that the data collected and analyzed through the GO-X modules are ethically sound and respect privacy principles.</li> </ul>                                                                                                                                                                                                                                                                                       |

### Related Tasks

T2.2, T2.3, T2.4, T2.5

### Detailed schedule

|          | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 2.1 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 7 Time plan of Task 2.1

### Related Deliverables

D2.1 - GO-X Architecture (M6)

## 2.2.2 Task 2.2 – GO-DATA, qualitative and quantitative knowledge base and data space

### Overview

**Task leader: SUPSI. Duration: M2-M12.**

The goal of this task is to implement a solution for the GO-DATA module, and to support the developments within tasks T2.3, T2.4, and T2.5 for the definition of and access to the data space for the other GO-X modules.

List of subtasks:

- ST2.2.1: Gathering digital assets and datasets key information at the partner cities
- ST2.2.2: MetaData digital asset database and monitoring as a support to GO-X modules.

## Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                        |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SUPSI   | <ul style="list-style-type: none"> <li>Task leader</li> <li>Prepares and commission the cloud infrastructure.</li> <li>Implements the base structure of the GO-DATA module.</li> <li>Implements the drivers in collaboration with the cities' IT departments for data collection from the assets.</li> </ul> |
| TT      | <ul style="list-style-type: none"> <li>Support in validating data interfaces</li> </ul>                                                                                                                                                                                                                      |
| DHM     | <ul style="list-style-type: none"> <li>Support the implementation of interoperability layers compatible with the IDS (International Data Spaces) reference architecture.</li> </ul>                                                                                                                          |
| INLE    | <ul style="list-style-type: none"> <li>Support in validating data interfaces</li> </ul>                                                                                                                                                                                                                      |
| UKEP    | <ul style="list-style-type: none"> <li>Provides technical documentation on the asset.</li> <li>Provides support during the development phase of the connector for its asset.</li> </ul>                                                                                                                      |
| FLO     | <ul style="list-style-type: none"> <li>Provides technical documentation on the asset.</li> <li>Provides support during the development phase of the connector for its asset.</li> </ul>                                                                                                                      |
| ANTWERP | <ul style="list-style-type: none"> <li>Provides technical documentation on the asset.</li> <li>Provides support during the development phase of the connector for its asset.</li> </ul>                                                                                                                      |

## Related Tasks

**Inputs:** T2.1

**Outputs:** T2.3

## Detailed schedule

|            | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|------------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 2.2.1 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Task 2.2.2 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 8 Time plan of Task 2.2

## Related Deliverables

D2.2 GO-DATA Module & guide (M12)

## 2.2.3 Task 2.3 – GO-INFO, assets and data consultation and visualization services

### Overview

**Task leader:** INLE. **Duration:** M6-M18.

The task focuses on exploring digital assets and data managed by GO-DATA developed in T2.2. It will focus on city-specific use cases providing necessary guidelines and recommendations for further developments of additional use cases.

List of subtasks:

- ST2.3.1 Visualization, querying and communication
- ST2.3.2 Interactive Public Engagement Survey Tool

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                    |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INLE    | <ul style="list-style-type: none"> <li>• Task leader</li> <li>• Provides and implements the interactive public engagement survey tool</li> </ul>                                                                         |
| TT      | <ul style="list-style-type: none"> <li>• Implement data visualization tools</li> </ul>                                                                                                                                   |
| SUPSI   | <ul style="list-style-type: none"> <li>• Provides support for data access via the GO-DATA module.</li> <li>• Provides technical support for the deployment of the GO-INFO module in the cloud infrastructure.</li> </ul> |
| DHM     | <ul style="list-style-type: none"> <li>• Supports the development of data exploration interfaces and dashboards</li> </ul>                                                                                               |

### Related Tasks

**Inputs:** T2.1, D2.1

**Outputs:** T2.4

### Detailed schedule

A detailed timeline at the subtask level is presented below:

|          | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ST 2.3.1 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| ST 2.3.2 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 9 Time plan of Task 2.3

### Related Deliverables

D2.3 GO-INFO module & guide (M18)

## 2.2.4 Task 2.4 – GO-KNOW, target driven synergic solution exploration

### Overview

**Task leader: SINTEF. Duration: M6-M18.**

The task aims to develop a dashboard to provide knowledge on the most suitable digital tool for specific scenarios or policies and end-users. This dashboard will include information on data requirements and offer simple guidelines for use the digital tools, enhancing transferability of the existing digital tools.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SINTEF  | <ul style="list-style-type: none"> <li>Task leader</li> <li>Develops the dashboard for digital assets exploration</li> <li>Designs investigation methods for transferability</li> </ul>                              |
| SUPSI   | <ul style="list-style-type: none"> <li>Provides support for data access via the GO-DATA module.</li> <li>Provides technical support for the deployment of the GO-KNOW module in the cloud infrastructure.</li> </ul> |
| CERTH   | <ul style="list-style-type: none"> <li>Support and validation</li> </ul>                                                                                                                                             |

### Related Tasks

**Inputs:** T2.1, T2.4, D2.1

**Outputs:** T2.5

### Detailed schedule

|          | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 2.4 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 10 Time plan of Task 2.4

### Related Deliverables

D2.4 GO-KNOW module & guide (M18)

## 2.2.5 Task 2.5 – GO-WISDOM, decision support for collaborative mobility planning

### Overview

**Task leader: CERTH. Duration: M6-M18.**

The task develops GO-WISDOM, as decision-making tool designed to support collaborative Social Optimum-driven mobility planning. The tool exploits advanced simulation techniques and online data gathering from both direct and indirect data sources.

## Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                  |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CERTH   | <ul style="list-style-type: none"> <li>Task leader</li> <li>Design and implement computation of SOMI</li> <li>Leverage agent base modelling to assess impact of policies on SOMI</li> </ul>                            |
| SINTEF  | <ul style="list-style-type: none"> <li>Support and validation</li> </ul>                                                                                                                                               |
| SUPSI   | <ul style="list-style-type: none"> <li>Provides support for data access via the GO-DATA module.</li> <li>Provides technical support for the deployment of the GO-WISDOM module in the cloud infrastructure.</li> </ul> |

## Related Tasks

**Inputs:** T2.1, T2.4

## Detailed schedule

A detailed timeline at the subtask level is presented below:

|          | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 2.5 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 11 Time plan of Task 2.5

## Related Deliverables

D2.5 GO-Wisdom module & guide (M18)

# 2.3 WP3 – Testing and evaluation of Policy Making process and supporting tools with the 3 partner cities

The primary objective of WP3 is to:

- Develop and detail the planning, management and validation of the Partner Cities.
- Evaluate usability and usefulness of the GO-DATA, GO-INFO, GO-KNOW and GO-WISDOM modules and its impact in supporting the codesign of inclusive and just policy measures and their acceptance into policy.
- Evaluate the effectiveness of the stakeholder and citizens engagement processes in creating more societal awareness, acknowledgement and responsibility of the mobility policy making.
- Develop mobility transition plans for each partner city.

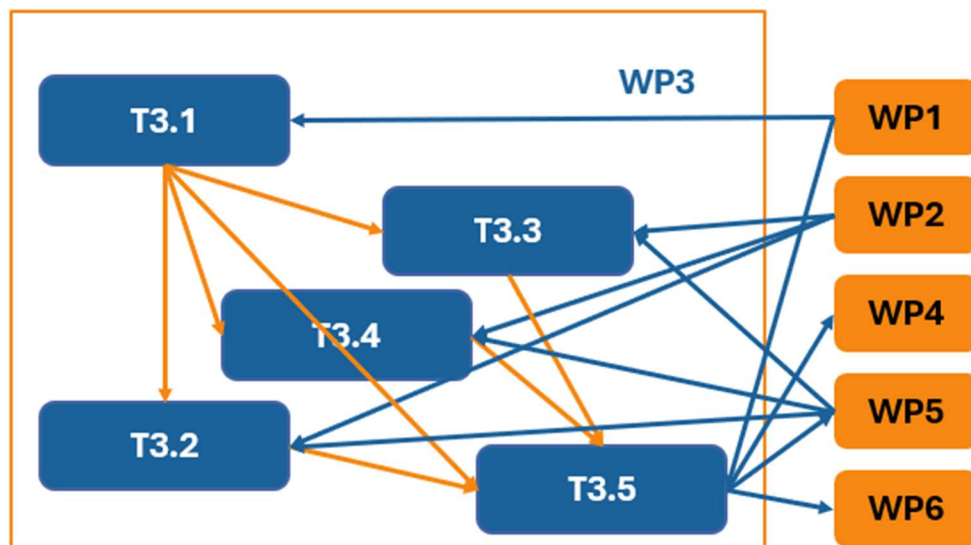


Figure 12 - Internal and external interactions of the WP3

The relationship between the tasks in WP3 and other WPs are explained in the following sections.

## 2.3.1 Task 3.1 - Cities Plan, Management and Validation

### Overview

**Task leader: BAX. Duration: M13-M29.**

The aim of this task is to develop a plan for fostering innovation in the partner cities for engagement processes, ensure a comprehensive evaluation and iterative improvement of the GO-X module, based on the framework developed in T1.2.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BAX     | <ul style="list-style-type: none"> <li>Task leader (7 PM)</li> <li>adopts a three-step collaborative approach</li> <li>applies the approach in the Living Labs <ul style="list-style-type: none"> <li>Develop a realistic timeline for testing and implementing the GO-X modules</li> <li>Identify a framework for data and feedback collection</li> </ul> </li> <li>Monitors the living lab implementation <ul style="list-style-type: none"> <li>Arranges regular review meetings and make necessary adjustments</li> <li>Gathers lessons learned and evaluate the engagement processes</li> </ul> </li> </ul> |
| SINTEF  | <ul style="list-style-type: none"> <li>contributes with the SSH expertise in stakeholder engagement methods (1 PM)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| EUR     | <ul style="list-style-type: none"> <li>provides methodological and practical support in the planning and execution and validation (3 PM)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| UKEP    | <ul style="list-style-type: none"> <li>Ensures the evaluation framework is in line with targeted stakeholder groups to be included (1,5 PM)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|         |                                                                                                                                                        |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| FLO     | <ul style="list-style-type: none"> <li>Ensures the evaluation framework is in line with targeted stakeholder groups to be included (1,5 PM)</li> </ul> |
| ANTWERP | <ul style="list-style-type: none"> <li>Ensures the evaluation framework is in line with targeted stakeholder groups to be included (1,5 PM)</li> </ul> |

### Related Tasks

**Inputs:** T1.2 / D1.2, in particular ENGAGEMOVE: Roadmap of stakeholder and engagement methodologies which will be used to plan and follow-up the implementation of GO-X module in partner cities.

**Outputs:** T3.2, T3.3, T3.4, T3.5

### Detailed schedule

|          | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 3.1 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 13 Time plan of Task 3.1

### Related Deliverables

D3.1: Partner cities plan: Framework to manage the Partner cities' activities for testing the GO-X modules. Initial report will be released before the experimental phase (Due date: M19)

## 2.3.2 Task 3.2 – City of Pilsen test through Co-design, Co-creation and Co-assessment activities

### Overview

**Task leader: UKEP. Duration: M19-M29.**

The aim of this task is to implement a comprehensive management strategy for technological and societal change in Pilsen's mobility sector through inclusive co-creation activities and stakeholder engagement, building on Transition Management approaches.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UKEP    | <ul style="list-style-type: none"> <li>Task leader (12 PMs)</li> <li>provides LLs real-world implementation and context for organising and testing the innovative stakeholders' engagement &amp; consultation activities supported by the GO-INFO module</li> <li>responsible for carrying out the engagement activities.</li> </ul> |

## Related Tasks

**Inputs:** ST5.2.2, ST5.3.2, T3.1

**Outputs:** T3.5

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 3.2 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 14 Time plan of Task 3.2

## Related Deliverables

D3.2: Partner cities tests & evaluation: Report on Partner cities experiment results and process & impact evaluation, detailing lessons learned from the implementation of stakeholder's engagement methodologies and GO-X modules testing (Due date: M32)

## 2.3.3 Task 3.3 – City of Florence test through Co-design, Co-creation and Co-assessment activities

### Overview

**Task leader: FLO. Duration: M19-M29.**

The aim of this task is to increase the mixed and flexible use of urban space in Florence to improve road safety and security, boost active/soft mobility, reduce emissions, and improve urban logistics, through Co-design, Co-creation and Co-assessment activities with citizens, stakeholders, and city authorities, using storytelling approaches and innovative solutions, building on the established citizens assembly.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                  |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FLO     | <ul style="list-style-type: none"> <li>Task leader (12 PMs)</li> <li>provides LLs real-world implementation and context for organising and testing the innovative stakeholders' engagement &amp; consultation activities supported by the GO-WISDOM module</li> <li>responsible for carrying out the engagement activities.</li> </ul> |

## Related Tasks

**Inputs:** ST5.2.2, ST5.3.2, T3.1

**Outputs:** T3.5

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 3.3 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 15 Time plan of Task 3.3

## Related Deliverables

D3.2: Partner cities tests & evaluation: Report on Partner cities experiment results and process & impact evaluation, detailing lessons learned from the implementation of stakeholder's engagement methodologies and GO-X modules testing (Due date: M32)

## 2.3.4 Task 3.4 – City Antwerp test through Co-design, Co-creation and Co-assessment activities

**Task leader: ANTWERP. Duration: M19-M29.**

The aim of this task is to co-design and co-create a strategy to scale up the multimodal route planner in Antwerp by enhancing participation, encouraging modal shift, and building societal acceptance—especially among non-users, surrounding communities, and public authorities—through serious games and participatory co-creation methods focused on mobility justice, fairness, and accessibility.

## Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                                                                                                                |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ANTWERP | <ul style="list-style-type: none"> <li>Task leader (12 PMs)</li> <li>provides LLs real-world implementation and context for organising and testing the innovative stakeholders' engagement &amp; consultation activities supported by the GO-KNOW module</li> <li>responsible for carrying out the engagement activities.</li> </ul> |

## Related Tasks

**Inputs:** ST5.2.2, ST5.3.2, T3.1

**Outputs:** T3.5

## Detailed schedule

A detailed timeline at the subtask level is presented below

|          | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 3.4 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 16 Time plan of Task 3.4

## Related Deliverables

D3.2: Partner cities tests & evaluation: Report on Partner cities experiment results and process & impact evaluation, detailing lessons learned from the implementation of stakeholder's engagement methodologies and GO-X modules testing (Due date: M32)

## 2.3.5 Task 3.5 – Embedding social optimum driven in developing mobility transition plans

**Task leader: SINTEF. Duration: M26-M34.**

The aim of this task is to embed principles of social optimum into the development of mobility transition plans by leveraging insights from previous tasks, engaging diverse stakeholders through participatory methods, and ensuring the resulting plans are efficient, sustainable, socially inclusive, and fair.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                               |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SINTEF  | <ul style="list-style-type: none"> <li>Task leader, coordinating work of other partners and the responsibility to develop a guideline for a successful mobility transition that could be used by several cities (6PMs).</li> </ul>  |
| FIT     | <ul style="list-style-type: none"> <li>FIT will coordinate BAX, PAN and CERTH in supporting cities with the embedding of GOLIA's outcomes and results in their SUMP and/or any other relevant strategic document (3PMs).</li> </ul> |
| BAX     | <ul style="list-style-type: none"> <li>support partner cities in embedding results of Mobility Transition Plans in local strategic documents with outcomes of GOLIA's tests (7PMs).</li> </ul>                                      |
| PAN     | <ul style="list-style-type: none"> <li>assist FIT in the embedding of GOLIA's outcomes and results in their SUMP and/or any other strategic document ensuring inclusiveness and fairness, addressing users' needs (1PM)</li> </ul>  |
| CERTH   | <ul style="list-style-type: none"> <li>assist FIT in the embedding of GOLIA's outcomes and results in SUMP (1PM).</li> </ul>                                                                                                        |
| EUR     | <ul style="list-style-type: none"> <li>contribute to the guidelines by identifying key political messages at institutional levels to ensure the implementation of the Mobility Transition Plans (2PMs).</li> </ul>                  |
| UKEP    | <ul style="list-style-type: none"> <li>Ensuring that the mobility transition plans for the city is relevant for the city and can be embedded into current policies and plans (1,5PMs).</li> </ul>                                   |
| FLO     | <ul style="list-style-type: none"> <li>Ensuring that the mobility transition plans for the city is relevant for the city and can be embedded into current policies and plans (1,5PMs).</li> </ul>                                   |
| ANTWERP | <ul style="list-style-type: none"> <li>Ensuring that the mobility transition plans for the city is relevant for the city and can be embedded into current policies and plans (1,5PMs).</li> </ul>                                   |

## Related Tasks

### Inputs:

- T1.4 / D1.4, in particular the definition of SOMI and current accessibility levels across pilot cities will be used to develop mobility transition plans for the city.
- T1.1 users' needs will be considered in Mobility transition Plans to ensure inclusiveness and fairness
- T3.2, T3.3, T3.4/D3.2 in particular the result of the evaluation process from living labs will also be used in this process.

**Outputs:** T4.1, ST4.3.1, T5.3, T6.1

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M36 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 3.5 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 17 Time plan of Task 3.5

## Related Deliverables

D3.3: Mobility transition plans: For each partner city, the mobility Transition Plan includes description and targeted key political messages on how local SUMP's should be updated to embed GOLIA's outcomes and social optimum driven approach to enable inclusive decision making and smart mobility governance (Due date: M34)

# 2.4 WP4 – Roadmaps and transferability

WP4 will analyse the lessons learned from partner cities, comparing them with the knowledge base from WP1 to extract key learnings. This process will identify transferability requirements for Follower cities and create a multi-level governance model, benefiting from collaboration with private actors and generating key political messages addressing public authorities. The main objectives of this WP are to:

- Develop the Smart and Inclusive Mobility Governance Handbook, that will act as reference for EU communities wishing to set up a digital/smart and socially optimum driven mobility governance, providing recommendations to different jurisdiction levels.
- Develop effective mobility governance concept using public-private collaboration to work together on a digital/smart and socially.
- Facilitate the community of practice (and beyond) to spread solutions (i.e GOLIA tools) to better embed MaaR in mobility planning. These solutions are tailored to the specific needs of different cities

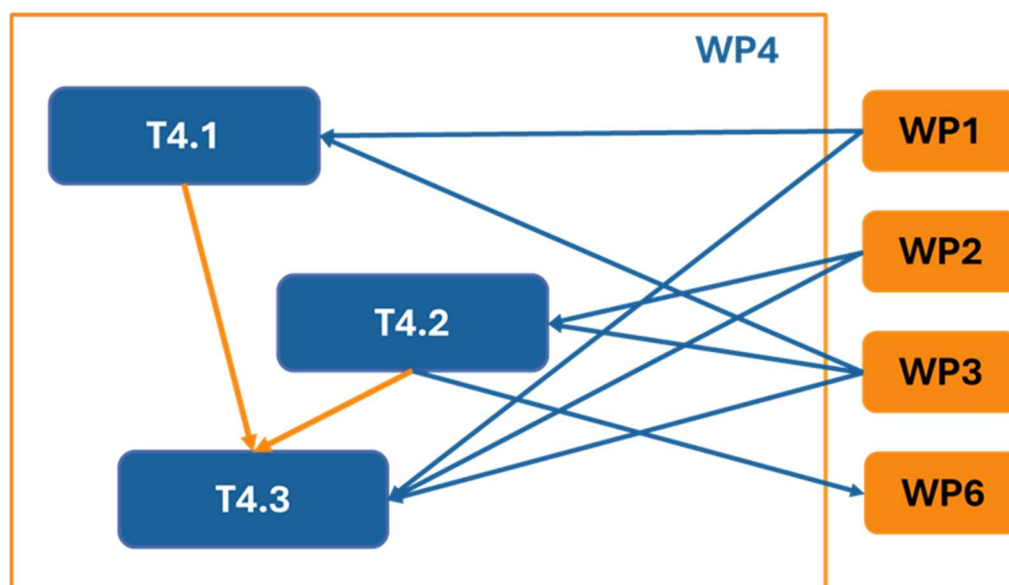


Figure 18 - Internal and external interactions of the WP4

## 2.4.1 Task 4.1 – Developing an effective mobility governance leveraging on public private collaboration

### Overview

**Task Leader: ALICE, Duration: M27-M34**

This task aims to strengthen public-private collaboration in mobility governance by integrating updated evaluations, analysing contractual and performance frameworks, and developing sustainable business models for each GO-X module, thereby informing the Smart Mobility Governance Handbook.

### Task Activities

| Partner        | Specific Contribution                                                                                                                                                                                                                                                                |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ALICE (3,5 PM) | <ul style="list-style-type: none"> <li>Task leader</li> <li>Coordinating partners contributions to co-develop a strategy to enhance public-private collaboration, leveraging on its knowledge of the private and industrial sectors, their transport &amp; mobility needs</li> </ul> |
| FIT (3PM)      | <ul style="list-style-type: none"> <li>Ensure the smooth continuation of the research work from WP1 and the embedding of results from WP3 on mobility governance, providing the framework for T4.1 activities</li> </ul>                                                             |
| PAN (1 PM)     | <ul style="list-style-type: none"> <li>Coordinate the BM activity</li> </ul>                                                                                                                                                                                                         |
| MPACT (1 PM)   | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own view: mobility service/innovation providers, parking and space, cities</li> </ul>                                                                                |
| TTS (1 PM)     | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own perspective</li> </ul>                                                                                                                                           |
| UITP (1 PM)    | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own perspective</li> </ul>                                                                                                                                           |

|              |                                                                                                                                                                                                       |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PAVE (1 PM)  | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own perspective</li> </ul>                                                            |
| EPA (1 PM)   | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own perspective</li> </ul>                                                            |
| POLIS (1 PM) | <ul style="list-style-type: none"> <li>Development of Public-Private collaboration schemes by bringing-in their own view: mobility service/innovation providers, parking and space, cities</li> </ul> |

### Related Tasks

**Inputs:** ST1.1.3 Mapping and evaluating Regulatory frameworks and innovative governance. Also, the results of WP3 (D3.1, D.3.2 and D.3.3) which is the result of all the test and evaluation in the pilot cities. These results will be used to do the different “tests” in relation to public private collaboration.

**Outputs:** T4.1

### Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 4.1 |     |     |     |     |     |     |     |     |

Figure 19 Time plan of Task 4.1

### Related Deliverables

D4.1. The GOLIA Tools Transferability Report will provide a clear set of guidelines outlining the steps and variations for transferring each tool, with potential links to the TAP Handbook

## 2.4.2 Task 4.2 – Transferability studies

### Overview

**Task Leader:** PAN, **Duration:** M29-M35

This task researches and identifies best practices for transferability focusing on MaaR in cities, compiling information on successful outreach strategies, inclusivity measures, and automated identification of under-represented groups.

### Task Activities

| Partner    | Specific Contribution                                                                                                                                                         |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PAN (6 PM) | <ul style="list-style-type: none"> <li>Task leader</li> <li>coordinate the development of the gap analysis and the clear guidelines on how to transfer GOLIA tools</li> </ul> |
| BAX (1 PM) | <ul style="list-style-type: none"> <li>develop a gap analysis based on the most promising practices from GOLIA</li> </ul>                                                     |
| EUR (1 PM) | <ul style="list-style-type: none"> <li>Give input in transferability assessment of GOLIA tools</li> </ul>                                                                     |

## Related Tasks

**Inputs:** T2.4. which developed the transferability dashboard. Also, the results of WP3 (D3.1, D.3.2 and D.3.3) which is the result of all the test and evaluation in the pilot cities. These results will be used to do the different “tests” in the follower cities and the respective handbook.

**Outputs:** T4.2. which will support the development of the governance handbook of T4.3. The output of this activity will be used for WP6.

## Detailed schedule

A detailed timeline at task level is presented below;

|          | M29 | M30 | M31 | M32 | M33 | M34 | M35 |
|----------|-----|-----|-----|-----|-----|-----|-----|
| Task 4.2 |     |     |     |     |     |     |     |

Figure 20 Time plan of Task 4.2

## Related Deliverables

D4.2. Multi-level Governance Handbook. Comprehensive Multi-level Governance Handbook for Smart, Inclusive, and Sustainable Mobility. Includes PP collaboration schemes and GO-X BMs (M36).

## 2.4.3 Task 4.3 – Developing the Smart Mobility Governance Handbook

### Overview

**Task Leader: SINTEF Duration: M29-M36**

The main aim of this task is the final development of the Smart Mobility Governance Handbook.

### Task Activities

| Partner | Specific Contribution                                                                                                                                                                                                                           |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SINTEF  | <ul style="list-style-type: none"> <li>Task leader</li> <li>Coordinate the development of the Handbook this includes monitoring outputs from WP1 and WP3 to ensure that the Handbook builds on relevant outputs</li> </ul>                      |
| PAN     | <ul style="list-style-type: none"> <li>Provide support to structure the Handbook and review to ensure that all tasks relevant outcomes are included</li> </ul>                                                                                  |
| CERTH   | <ul style="list-style-type: none"> <li>Include lessons learnt, key drivers and barriers to enable SOMI driven governance</li> </ul>                                                                                                             |
| IDSA    | <ul style="list-style-type: none"> <li>Include lessons learnt and key drivers and barriers to implementation of GO-DATA and GO-INFO modules to enable integration and interoperability of dataspace for data-driven decision making.</li> </ul> |
| TTS     | <ul style="list-style-type: none"> <li>Contribute to the drafting of the handbook</li> <li>Ensure harmonization of handbook contents</li> </ul>                                                                                                 |

|       |                                                                                                                                               |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| UITP  | <ul style="list-style-type: none"> <li>Contribute to the drafting of the handbook</li> </ul>                                                  |
| PAVE  | <ul style="list-style-type: none"> <li>Contribute to the drafting of the handbook</li> </ul>                                                  |
| ALICE | <ul style="list-style-type: none"> <li>Contribute to the drafting of the handbook</li> </ul>                                                  |
| EPA   | <ul style="list-style-type: none"> <li>Contribute to the drafting of the handbook</li> </ul>                                                  |
| IDIT  | <ul style="list-style-type: none"> <li>Include lessons learnt and key drivers and barriers to enable MaaR, highlighting legal gaps</li> </ul> |

### Related Tasks

**Inputs:** All deliverables from WP1, WP2, and WP3. Additionally the results of 4.1 and 4.2.

**Outputs:** T4.3

### Detailed schedule

A detailed timeline at the subtask level is presented below;

|         | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M35 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|
| ST4.3.1 |     |     |     |     |     |     |     |     |
| ST4.3.2 |     |     |     |     |     |     |     |     |
| ST4.3.3 |     |     |     |     |     |     |     |     |
| ST4.3.4 |     |     |     |     |     |     |     |     |
| ST4.3.5 |     |     |     |     |     |     |     |     |

Figure 21 Time plan of Task 4.3

### Related Deliverables

D4.2. Multi-level Governance Handbook. Comprehensive Multi-level Governance Handbook for Smart, Inclusive, and Sustainable Mobility. Includes PP collaboration schemes and GO-X BMs (M36).

## 2.5 WP5 – Building the GOLIA Community by leveraging complementarities

WP5 will:

- Use the outcomes from WP1 and WP2 to create targeted Stakeholder engagement plans for each of the three Partner cities (T5.1).
- Ensure leveraging the cross-sectoral expertise of the consortium through the activities of the Impact Creation Board; engage Partner cities in capacity building activities in the form of internal trainings and engage broader group of cities through the Community of Practice to both disseminate the project's finding for the benefit of any European city interested in the topics, and to enrich the project's results through feedback and additional input received from cities shaped by different geographical and cultural context and facing different challenges than the Partner cities (T5.2).
- Create a comprehensive Dissemination and Communication Plan; set up and maintain digital D&C channels; ensure effective communication and dissemination of the project intermediate results (T5.3)

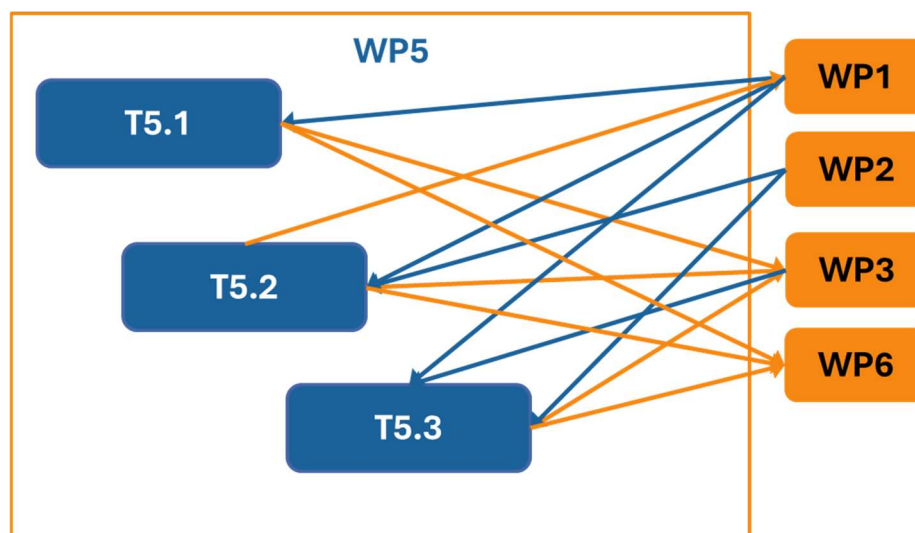


Figure 22 – Internal and external interactions of the WP5

### 2.5.1 Task 5.1 – Stakeholder engagement plans

#### Overview

**Task leader: EUR. Duration: M1-M13.**

The aim of this task is to assess the stakeholder landscape of the partner cities and create comprehensive stakeholders' engagement plans, in line with ENGAGEMOVE (T1.2) for successful stakeholder engagement in each use case.

The task is organized in the following sub-tasks:

- ST5.1.1: Stakeholder mapping
- ST5.1.2: Stakeholder engagement plans

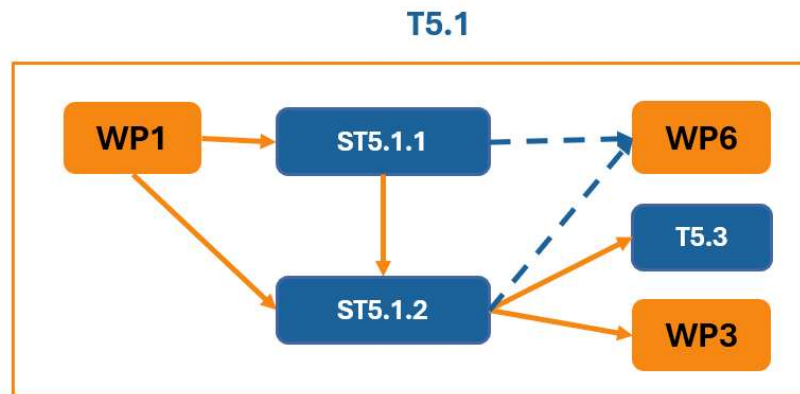


Figure 23 – Subtasks of the T5.1

### Task Activities

| Partner                          | Specific Contribution                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                       | <ul style="list-style-type: none"> <li>Task leader, coordinates work of the other involved partners</li> <li>Supports partner cities in stakeholder mapping and engagement</li> <li>Co-develops a local Communication plan for each city in ST5.1.2</li> <li>Contributes to Monitoring and Evaluation part of the Stakeholder engagement plans (ST5.1.2)</li> </ul> |
| BAX (1PM)                        | <ul style="list-style-type: none"> <li>Methodological support and guidance to cities in stakeholder mapping, identification of target groups and adequate methodologies for their engagement.</li> <li>BAX will use the outputs of T1.1 and T1.2 to define Strategies and methods for engagement of the identified stakeholder groups in ST5.1.2</li> </ul>         |
| UKEP, FLO, ANTWERP (0,5PMs/city) | <ul style="list-style-type: none"> <li>The cities will provide inputs and local knowledge for the stakeholder mapping (0,5PMs/city)</li> <li>Co-develop their local Communication plan and Monitoring and Evaluation plan (ST5.1.2)</li> </ul>                                                                                                                      |

### Related Tasks

**Inputs:** T1.1: The outputs of *ST1.1.1 Mapping and evaluating City users' attitudes* and *ST1.1.2 Mapping and evaluating new practices and solutions* will be used to inform the selection of target groups in the Stakeholder engagement plans in the Partner cities.

T1.2: The outputs of *ST1.2.1 Developing ENGAGEMOVE* will be used to inform the methodologies used in the cities' Stakeholder engagement plans. The outputs of *ST1.2.2 Developing evaluation framework for engagement processes and specific solutions supported by the GO-X modules* will be used to inform the Monitoring and Evaluation plan for each Partner city (part of the Stakeholder engagement plans).

**Outputs:** The task and in particular the Deliverable D5.1: Stakeholder engagement v1 will feed into the task T3.1 Cities test Plan, Management and Validation. The plans will be used for stakeholder

engagement activities in the Partner cities. The outcomes of the task will be used in ST6.1.2: Stakeholder engagement in Follower cities (WP6). Lastly, the outcomes of the task will be used as content for Dissemination & Communication in T5.3.

### **Detailed schedule**

A detailed timeline at the subtask level is presented below:

Subtask 5.1.1 will start upon completion of Subtask 1.1.1 (Mapping and evaluating City users' attitudes).

Subtask 5.1.2 will follow up on the Subtask 5.1.1. The Subtask will build upon the work done in T1.1 and T1.2 and the tasks will inform each other iteratively.

|               | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 |
|---------------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|
| Task 5.1      |    |    |    |    |    |    |    |    |    |    |     |     |     |     |
| Subtask 5.1.1 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |
| Subtask 5.1.2 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |

*Figure 24 Time plan of Task 5.1*

### **Related Deliverables**

D5.1 - Stakeholder engagement v1 – Month 13

## **2.5.2 Task 5.2 – Cross-fertilisation program for GOLIA Activities**

### **Overview**

**Task leader: EUR. Duration: M1-M18.**

The aim of this task is to gather multisector input and perspectives on key deliverables, project outcomes and recommendations and to enhance the capacities of Partner cities through internal trainings. The task is organized in the following sub-tasks:

- ST5.2.1: Cross-fertilisation to enrich GOLIA results (Impact Creation Board)
- ST5.2.2: Capacity building in Partner cities through internal trainings
- ST5.2.3: Community of Practice (CoP)

## T5.2

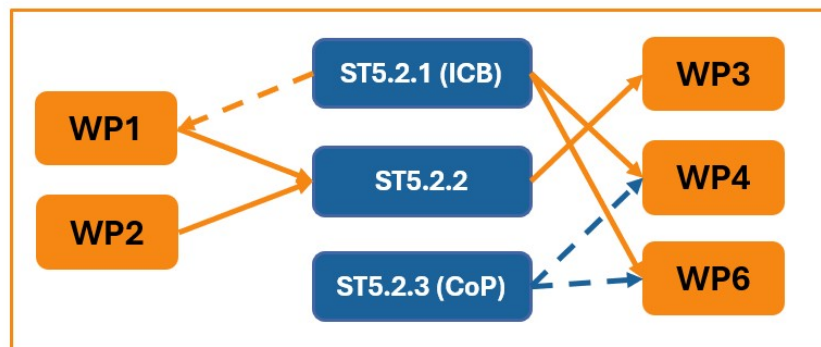


Figure 25 – Subtasks of the T5.2

### Task Activities

| Partner                                       | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                                    | <ul style="list-style-type: none"> <li>Task leader</li> <li>Coordinating the ICB activities in ST 5.2.1.</li> <li>Organising and moderating trainings, disseminating training material, contributing to or leading on trainings for cities on identified relevant topics in ST5.2.2</li> <li>Setting up and maintaining the Community of Practice, engaging interested cities from own network and networks of project partners, organising and leading CoP meetings and knowledge-sharing activities, facilitating exchanges between CoP members and project partners in ST5.2.3</li> </ul> |
| SUPSI (0,5PMs)                                | <ul style="list-style-type: none"> <li>Providing capacity building materials and trainings from the SSH expertise to the Partner cities in T5.2.2</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| MPACT, TTS (0,5PMs / partner)                 | <ul style="list-style-type: none"> <li>Preparing and actively contributing to ICB meetings and follow-up actions</li> <li>Providing inputs at the request of WP and task leaders (e.g. in WP1 and WP4 as described in the respective sections of this Handbook)</li> </ul>                                                                                                                                                                                                                                                                                                                   |
| UITP, PAVE, ALICE, EPA, POLIS (1PM / partner) | <ul style="list-style-type: none"> <li>Preparing and actively contributing to ICB meetings and follow-up actions</li> <li>Providing inputs at the request of WP and task leaders (e.g. in WP1 and WP4 as described in the respective sections of this Handbook)</li> <li>Contributing to and leading on trainings for cities on identified relevant topics in ST5.2.2</li> </ul>                                                                                                                                                                                                             |
| SINTEF (0,5PMs)                               | <ul style="list-style-type: none"> <li>Providing capacity building materials and trainings from the SSH expertise to the Partner cities in ST5.2.2</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                |

## Related Tasks

**Inputs:** The outputs of WP1 and WP2 and the expertise of the contributing horizontal partners will be used to feed the content of the capacity building trainings in ST5.2.2.

**Outputs:** The Impact Creation Board established in ST5.2.1 will provide input to task in WP1 and WP4 as described in the respective sections of this Handbook. The Community of Practice established in ST 5.2.3 will provide feedback and additional resources for WP4 as described in the respective sections of this Handbook. Both ST5.2.1 and ST5.2.3 will be followed up on in WP6 (T6.1 and T6.2 respectively).

## Detailed schedule

A detailed timeline at the subtask level is presented below:

|               | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|---------------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 5.2      |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Subtask 5.2.1 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Subtask 5.2.2 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Subtask 5.2.3 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 26 Time plan of Task 5.2

## 2.5.3 Task 5.3 – Dissemination & Communication (D&C) -part 1

### Overview

**Task leader: EUR. Duration: M1-M18.**

The aim of this task is to enhance the project's impact through communication, dissemination and awareness raising. The task is organized in the following sub-tasks:

- ST5.3.1 – Dissemination & Communication Plan
- ST5.3.2 - Setting Up and Maintaining Digital Channels and Media Engagement

### T5.3

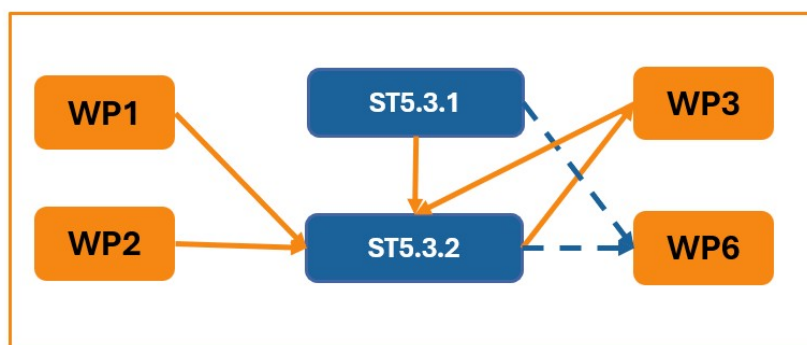


Figure 27 – Subtasks of the T5.3

## Task Activities

| Partner                                       | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                                    | <ul style="list-style-type: none"> <li>Task leader</li> <li>Coordinates the creation of the D&amp;C Plan and the implementation of the activities.</li> <li>Organises the set up and design of the communication channels (website, social media) and tools (leaflet, video, roll-up,...)</li> <li>Maintains the communication channels and monitors and coordinates project communication.</li> </ul> |
| FIT (1PM)                                     | <ul style="list-style-type: none"> <li>Participates to external events where to present GOLIA intermediate results.</li> </ul>                                                                                                                                                                                                                                                                         |
| UITP, PAVE, ALICE, EPA, POLIS (0,5PM/partner) | <ul style="list-style-type: none"> <li>Contribute to the D&amp;C Plan and its implementation through their own networks</li> </ul>                                                                                                                                                                                                                                                                     |
| UKEP, FLO, ANTWERP (0,5PM/city)               | <ul style="list-style-type: none"> <li>Implement the D&amp;C Plan on the local level: communicate about the project on local, regional and national level in local languages.</li> </ul>                                                                                                                                                                                                               |

## Related Tasks

**Inputs:** The outcomes of WP1 and WP2 will feed the content of the Dissemination and Communication activities in WP5. The activities in the first months of WP3 will also be communicated through the channels in WP5.

**Outputs:** The outcomes of ST5.3.2 will support cities in their local communication activities in WP3. Both Subtasks will be followed up on in WP6, specifically in T6.3: D&C&E (part 2)

## Detailed schedule

A detailed timeline at the subtask level is presented below:

|               | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|---------------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 5.3      |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Subtask 5.3.1 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |
| Subtask 5.3.2 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 28 Time plan of Task 5.3

## Related Deliverables

D5.2 - Communication and Dissemination Plan v1 – Month 3

## 2.6 WP6 – Empowering the GOLIA Community

WP6 will:

- Transfer the GOLIA modules and stakeholder engagement methodologies to a minimum of 3 Follower Cities.
- Engage a broader community of local practitioners and thematic experts to exchange knowledge and provide valuable feedback.
- Create synergies with relevant EU platforms and initiatives.
- Amplify and promote the project's activities, outcomes and results at local, national, and European levels.

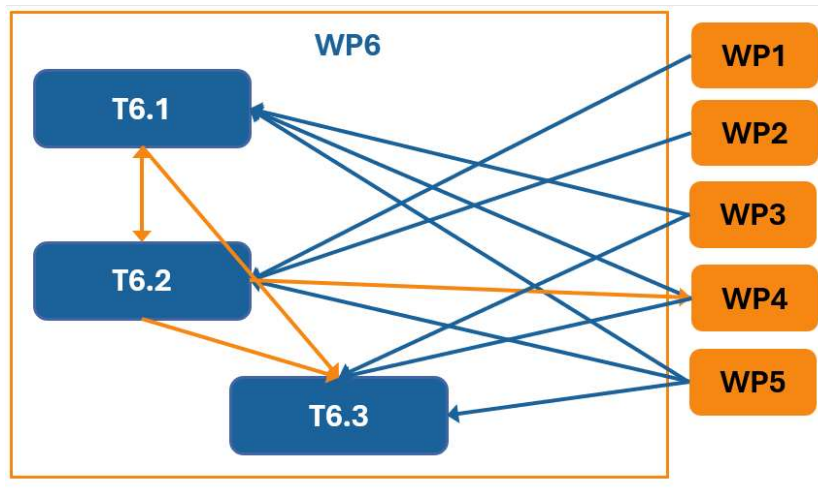


Figure 29 – Internal and external interactions of the WP6

### 2.6.1 Task 6.1 – Replication and mainstreaming

#### Overview

**Task leader: EUR. Duration: M19-M35.**

The aim of this task is to create synergies with relevant EU platforms and initiatives and to transfer the GOLIA modules and stakeholder engagement methodologies to the 3 Follower Cities (Riga, Metropole Aix-Marseille-Provence, Glasgow).

The task is organized in the following sub-tasks:

- ST6.1.1: Connecting to the European mobility landscape
- ST6.1.2: Stakeholder engagement in Follower cities

## T6.1

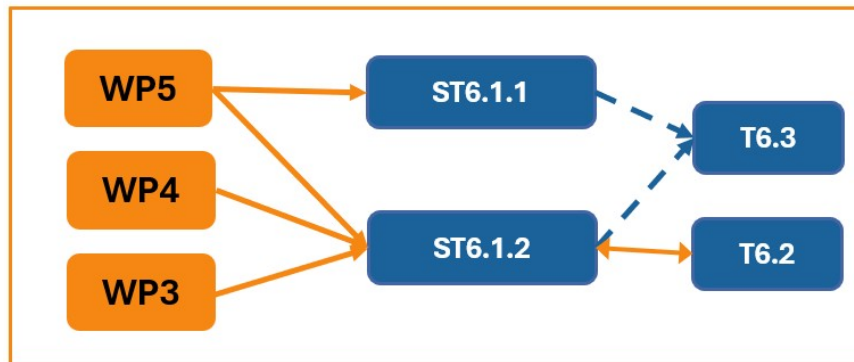


Figure 30 – Subtasks of the T6.1

### Task Activities

| Partner                                    | Specific Contribution                                                                                                                                                                                                                      |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                                 | <ul style="list-style-type: none"> <li>Task leader</li> <li>Maps EU initiatives creating synergies</li> <li>Facilitates stakeholder mapping in Follower cities</li> <li>Coordinates the activities of the Impact Creation Board</li> </ul> |
| BAX (1PM)                                  | <ul style="list-style-type: none"> <li>Leads the stakeholder mapping processes and provides advice and suggestions ENGAGEMOVE methodologies for stakeholder engagement for Follower cities in their local context.</li> </ul>              |
| DHM (0,5PM)                                | <ul style="list-style-type: none"> <li>Provides support to Follower cities in assessing the potential of GOLIA modules application in their local context.</li> </ul>                                                                      |
| MPACT, TTS (1 PM/each)                     | <ul style="list-style-type: none"> <li>The associations will actively contribute to the Impact Creation Board work, providing platforms and support for synergies with other EU initiatives and projects</li> </ul>                        |
| UITP, PAVE, ALICE, EPA, POLIS (0,5PM/each) | <ul style="list-style-type: none"> <li>The associations will actively contribute to the Impact Creation Board work, providing platforms and support for synergies with other EU initiatives and projects</li> </ul>                        |
| UKEP, FLO, ANTWERP (0,5PM/city)            | <ul style="list-style-type: none"> <li>Provide support Follower cities in developing their replication outlines</li> </ul>                                                                                                                 |

### Related Tasks

**Inputs:** The task will use the structure of the work of the Impact Creation Board, as set up in the task T5.2. ST6.1.2 will build on and complement the results of the gap analysis performed within T4.2 and using the outcomes of the task T3.5, where the Followers will be supported in the analysis of their current stakeholder engagement processes and in embedding the SOMI in their practice.

ST6.1.2 complements ST6.2.1 in a following way: The results of ST6.1.2 will inform the activities organised during the Study visit organised within ST6.2.1. After the Study visit, the Follower cities will be supported in choosing the best stakeholder engagement methodology using the knowledge gained during the visit in ST6.2.1.

**Outputs:** The outputs (both intermediate and final) of the task will be used as content for D&C&E activities in T6.3.

### Detailed schedule

A detailed timeline at the subtask level is presented below:

|               | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 6.1      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Subtask 6.1.1 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Subtask 6.1.2 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 31 Time plan of Task 6.1

### Related Deliverables

D6.2 – Mobility transition booklet – Month 35

## 2.6.2 Task 6.2 – Knowledge sharing and Community of Practice (CoP)

### Overview

**Task leader: EUR. Duration: M19-M35.**

The aim of this task is to facilitate knowledge sharing and foster a robust CoP among the project Partner cities, Followers and other engaged cities interested in the projects' outcomes. This will be achieved through a series of structured activities designed to disseminate project results, promote peer learning, and enable collaborative exchanges.

The task is organized in the following sub-tasks:

- ST6.2.1: Peer-learning activities between Partner and Follower cities
- ST6.2.2: Engaging the Community of Practice

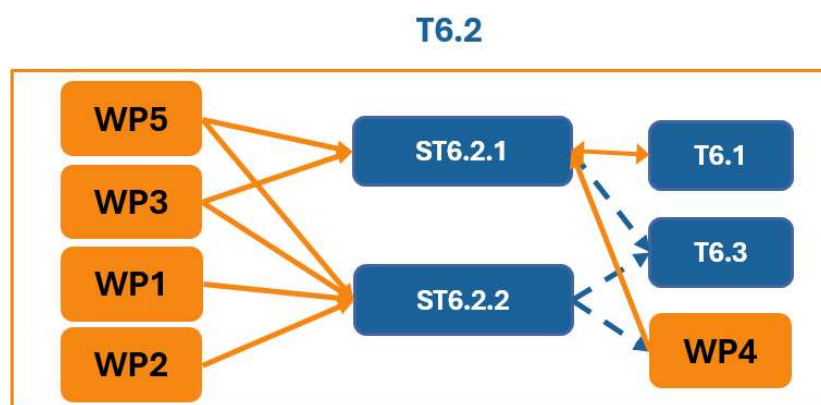


Figure 32 – Subtasks of the T6.2

## Task Activities

| Partner                       | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                    | <ul style="list-style-type: none"> <li>Task leader</li> <li>Organises knowledge-sharing activities with Partner, Follower cities and CoP.</li> <li>Supports the Partner cities with the organisation of their Study visit and facilitates the knowledge-sharing activities on each Study visit.</li> <li>Supports the Follower cities in organising their travel to the Study visits and takes care of the travel costs reimbursement to the Follower cities.</li> </ul>                                                                 |
| UKEP, FLO, ANTWERP (1PM/each) | <ul style="list-style-type: none"> <li>The cities share lessons learnt through webinars, workshops and other knowledge-sharing activities organised with the CoP.</li> <li>Each city organises a 2-day study visit to which all Follower cities will travel to see first-hand the application of GOLIA modules and the stakeholder engagement methodologies used. During the study visits, the Partner cities will share experience and information with Follower cities to be later used for the GOLIA replication roadmaps.</li> </ul> |

## Related Tasks

**Inputs:** ST6.2.2 is directly following up on the outcomes and the work done in ST5.2.3. The outcomes of the testing of GO-X modules and the implementation of the stakeholder engagement methodologies performed in WP3, gap analysis in Follower cities performed in WP4, as well as the Stakeholder engagement plans created in WP5 will be used during the Study visits with the Follower cities in ST6.2.1. The outcomes of WP1, WP2 and WP3 will be used to create content for knowledge sharing activities for the Community of Practice in ST6.2.2. ST6.2.1 is complementing ST6.1.2 in a way described in the section above.

**Outputs:** The activities of the Community of Practice will be used as a consultation mechanism to feed and validate the Transferability studies in WP4. The outputs (both intermediate and final) of the task will be used as content for D&C&E activities in T6.3.

## Detailed schedule

A detailed timeline at the subtask level is presented below:

|               | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 6.2      |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Subtask 6.2.1 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Subtask 6.2.2 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 33 Time plan of Task 6.2

## Related Deliverables

D6.1 – Stakeholder engagement v2 – Month 35

## 2.6.3 Task 6.3 – Dissemination & Communication & Exploitation (D&C&E) -part 2

### Overview

**Task leader: EUR. Duration: M19-M36.**

The aim of this task is to will focus on promoting the project's achievements and solutions by sharing news, best practices, and recommendations through websites and social media. The task has no sub-tasks.

## Task Activities

| Partner                                                      | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EUR (2PMs)                                                   | <ul style="list-style-type: none"> <li>• Task leader</li> <li>• Coordinates the communication activities in WP6, which will include showcasing cities' successes, publishing reports and booklets, and promoting guidelines and political messages with multimedia materials.</li> <li>• Coordinates and sets up online communication campaign</li> <li>• Produces infographics, and other audiovisual materials based on project outcomes</li> <li>• Together with other partners involved in the task organizes two in-person workshops at major EU mobility events (CIVITAS Forum, UMDs) to further disseminate and encourage the adoption of GOLIA results by the CoP and other stakeholders.</li> </ul> |
| MPACT, TTS, UITP, PAVE, ALICE, EPA, POLIS (1PM/each partner) | <ul style="list-style-type: none"> <li>• The ICB partners actively contribute to the implementation of the D&amp;C Plan, contributing to project dissemination through their own networks.</li> <li>• Support EUR with the organization of two in-person workshops at major EU mobility events.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |
| UKEP, FLO, ANTWERP (1PM/city)                                | <ul style="list-style-type: none"> <li>• The cities implement the D&amp;C plan on local level, developing informational materials in local languages, disseminating on national and EU level.</li> <li>• Take part in the in-person workshops as needed, sharing their GOLIA journey and showcasing their experiences and work done.</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |

## Related Tasks

**Inputs:** The outputs (both intermediate and final) of all WPs will be used as content for D&C&E activities in T6.3.

## Related Deliverables

D5.3 - Communication and Dissemination Plan v2 – Month 19

D6.3 – Communication, Dissemination Plan and Exploitation Report – Month 36

## 2.7 WP7 and WP8 – Project management

The main objective of WP7 and WP8 is to develop an effective and comprehensive administrative, financial, technical and legal management for a successful execution of the project and the achievement of its objectives in terms of time, quality and costs. In particular, WP7 coordinates the project in the first period of the project lifetime (M1-M18). WP8 is tasked with overseeing the project comprehensively in period 2 (M19-M36), addressing administrative, contractual, financial, and strategic aspects to facilitate the project's closure. Considering the continuity of project management and coordination activities between WP7 and WP8, the two work packages and related tasks are presented together.

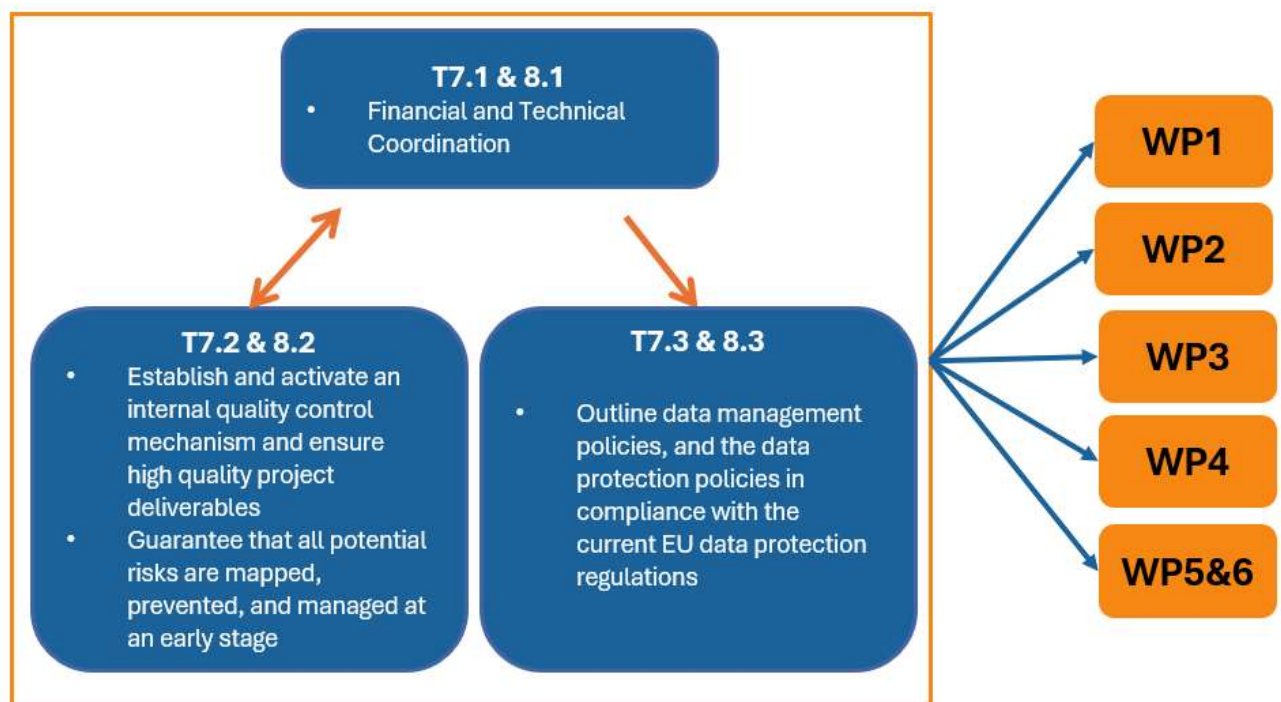


Figure 34 – Internal and external interactions of the WP7 and WP8

### 2.7.1 Tasks 7.1 and 8.1 - Project Management PR1 and PR2

#### Overview

**Task leader: FIT. Duration: M1-M18; M19-M36.**

The aim of these tasks is to carry out an effective administrative and financial coordination of the project along its full duration. This is achieved by appointing dedicated people from FIT to track the evolution of the project and monitor the use of resources from the partners to ensure the achievements of the project's objectives.

## Task Activities

| Partner                                              | Specific Contribution                                                                                                                                                                                                                                  |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FIT<br>(5 PM in T7.1 and 5 PM in T8.1)               | <ul style="list-style-type: none"> <li>Task leader</li> <li>Set internal communication channels and repository</li> <li>Project progress Tracking</li> <li>Project Reporting Method</li> <li>Communication with the EC project Officer (PO)</li> </ul> |
| ALL<br>(0,25PM/each in T7.1 and 0,25PM/each in T8.1) | <ul style="list-style-type: none"> <li>Attend project meetings</li> </ul>                                                                                                                                                                              |

## Related Tasks

**Inputs:** All WPs and tasks to provide, through templates shared with WP leaders, schedule, updates, issues

**Outputs:** All WPs

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 7.1 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

|          | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M36 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 8.1 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

Figure 35 Time plan of Task 7.1 and Task 8.1

## Related Deliverables

D7.1 – Project Management Handbook

## 2.7.2 Tasks 7.2 and 8.2 –Quality and Risk management PR1 and PR2

### Overview

**Task leader: FIT. Duration: M1-M18; M19-M36**

These tasks aim to provide to all the partners, and specifically to the WP leaders, the guidelines and instructions to ensure the quality of the works and the quality of the project, based on the following concepts: quality requirements of the project; planning and control; organizational structure; quality control of regular deliverables.

## Task Activities

| Partner                                | Specific Contribution                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FIT<br>(2 PM in T7.2 and 2 PM in T8.2) | <ul style="list-style-type: none"> <li>Task leader</li> <li>Will ensure the overall quality, consistency, and timely delivery of project outcomes, through continuous technical supervision, internal/external reviews, and risk management based on the FERMA method. It also facilitates the alignment of WPs, monitors innovation processes, and reinforces coordination with relevant initiatives</li> </ul> |

## Related Tasks

**Inputs:** All WPs to collect risk related to their WP to fill in the risk mapping matrix

**Outputs:** risk mapping matrix template

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M36 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 8.2 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

|          | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 7.2 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 36 Time plan of Task 7.2 and Task 8.2

## Related Deliverables

D7.1 – Quality Assurance and Risk Management v1

D8.1 – Quality Assurance and Risk Management v2

D8.2 – Quality Assurance and Risk Management v3

## 2.7.3 Tasks 7.3 and 8.3 – Data Management & ethics PR1 and PR2

### Overview

**Task leader:** INLE. **Duration:** M1-M18; M19-M36

The objective of these tasks is to guarantee that GOLIA will be able to make data “as open as possible, as closed as necessary” without affecting exploitation of results or competitiveness, aligning with ethic issues, and protecting the privacy of data.

## Task Activities

| Partner                                   | Specific Contribution                                                                                                                                                                                                                                        |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INLE<br>(1,5 PM in T7.3 and 2 PM in T8.3) | <ul style="list-style-type: none"> <li>Will identify potential ethical issues, provide <b>ethical guidelines</b>, and ensure compliance with data protection norms, regulations, and IPR protocols</li> </ul>                                                |
| SUPSI<br>(1 PM in T7.3 and 1 PM in T8.3)  | <ul style="list-style-type: none"> <li>SUPSI will handle the main amount of data used and generated by digital assets; its involvement in T7.3-T8,3 ensures that data is properly collected, stored, and managed throughout the project lifecycle</li> </ul> |

## Related Tasks

**Inputs:** All WPs, in particular WP1 (T1.1 and T1.4) WP2 (T2.2)

**Outputs:** Data Management Matrix

## Detailed schedule

A detailed timeline at the subtask level is presented below ;

|          | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M36 |
|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 8.3 |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

|          | M1 | M2 | M3 | M4 | M5 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 |
|----------|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Task 7.3 |    |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |     |     |

Figure 37 Time plan of Task 7.3 and Task 8.3

## Related Deliverables

D7.3 – Data Management Plan and Ethics Plan v1

D7.4 – Data Management Plan and Ethics Plan v2

D8.3 – Data Management Plan and Ethics Plan v3

### 3. GOLIA Governance structure & Decision-making process

The project management approach ensures transparency and commitment among all involved partners, facilitating smooth and successful project progress. It guarantees that the GOLIA project achieves all objectives on time, within budget, and with high-quality results. The project management strategy will concentrate on the following:

- Establishing the necessary governance structure for effective project direction and management
- Coordinating administrative and technical aspects
- Establishing communication flows and methods for reporting, progress monitoring and quality assurance
- Managing knowledge and intellectual property
- Promoting gender equality
- Ensuring effective implementation and synergies between Use cases
- Networking with other related projects, networks, platforms and initiatives by the European Commission

In the following sections the different project bodies are described.

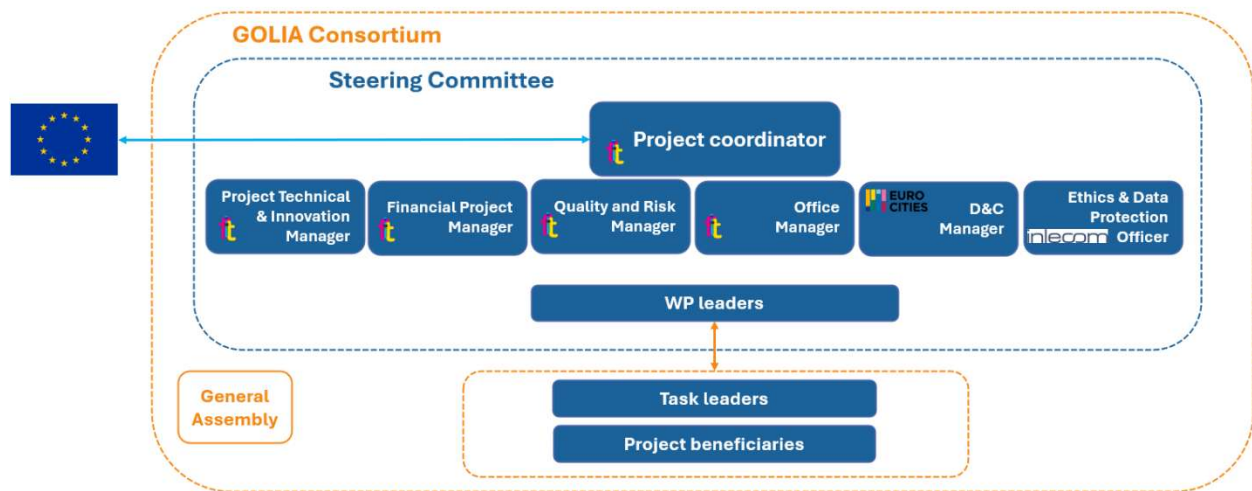


Figure 38 – Organisational Structure

## 3.1 Consortium bodies

### 3.1.1 The Steering Committee Team

The **Steering Committee Team (SCT)** will chair the Project Governing Board and will be responsible for the day-to-day project management and the follow-up of decisions and directions derived from the EC, the PGB and the GA. This governing board is also known as the “Work Package Leaders Group”, according to the LUMP SUM terminology used in the Consortium Agreement.

It consists of the:

- The **Coordination Team (CT)** is the technical, administrative, and financial team of FIT that oversees the overall coordination of the entire proposal and supports the Steering in the management of the project. It is composed of the following specific roles:
  - o The **Project Coordinator (PC)** who takes responsibility for the overall project management. This includes interactions with the EC on contract-related issues as well as chairing regular management meetings- representing the project in the contract negotiation, and in relation to the Commission’s Project Officer, representing the consortium in workshops and official meetings, etc.
  - o The **Technical and Innovation Project Manager (TIPM)** who supports the PC on the day-to-day management activities of the project by planning, implementing and maintaining a stable technical infrastructure that supports the development, implementation, exploitation and reporting processes of the project. TIPM oversees the planning and the monitoring of all key innovation tasks, advising on the innovations arising and identify trends and technologies that could be of interest to the market and consequently the project.
  - o The **Financial and Legal Manager (FLM)** who supports the PC on the financial and Legal aspects such as administering project resources relying on standardized processes.
  - o The **Quality & Risk Manager (QRM)** will develop and supervise the project’s quality plan and oversee its implementation, as well as the risk management plan and the accompanying mitigation actions.
  - o The **Office Manager (OM)** who is responsible for the management of the administrative documents of the Project, the Management of GOLIA SharePoint and Archive. He also supports GOLIA partners for administrative and management activities.
- The **Dissemination & Communication Manager (DCM)** is responsible for all dissemination and communication activities. The DCM will be the accountable of the overall communication and dissemination strategy and plan, ensuring that partners comply with such plan.
- The **Data Protection & Ethics Manager (DPEM)** who will be responsible for ethics, privacy, legal and regulatory management in the Project.
- The **Work Package Leaders (WPL)**, which are responsible for the overall monitoring and performance of the WP they are responsible for and will, in consultation with the Task leaders (TL), report monthly about it to the PGB. WPLs are responsible for the completion of activities and objectives of their WP as specified in the Grant Agreement, as well as for ensuring that the respective deliverables and outcomes are delivered with high quality and on time. WP leaders will be responsible for identifying possible deviation of their tasks implementation with respect

of the plan, avoiding problems at the time of the Official Reporting Periods, when the “Completed Work packages” will be defined.

Reasons for any deviations from the project plan will be identified and the necessary corrective actions will be agreed upon by the entire SCT. Any differences between participants will be resolved by the SCT as they arise. Major changes in the project plan, may be done within the limits of agreements, by the decision of the SCT as put forward by the Technical Project Manager.

The SCT will convene **once a month** virtually using a videocall platform to discuss the progress of the individual WPs, in order to provide a quick and efficient response to the events that will arise during the project.

*Table 3 – GOLIA Steering Committee Team*

| <b>Role</b>                                       | <b>Responsible</b>        |
|---------------------------------------------------|---------------------------|
| <b>Project Coordinator</b>                        | Paola Cossu (FIT)         |
| <b>Technical &amp; Innovation Project Manager</b> | Marisa Meta (FIT)         |
| <b>Financial and Legal Manager</b>                | Mauro Giorgetti (FIT)     |
| <b>Office Manager</b>                             | Daniele Barnaba (FIT)     |
| <b>Quality &amp; Risk Manager</b>                 | Fabio Cartolano (FIT)     |
| <b>Dissemination &amp; Communication Manager</b>  | Peter Staelens (EUR)      |
| <b>The Data Protection &amp; Ethics Manager</b>   | Makis Kouloumbis (INLE)   |
| <b>WP1 Leader</b>                                 | Ignacio Magallón (BAX)    |
| <b>WP2 Leader</b>                                 | Matteo Salani (SUPSI)     |
| <b>WP3 Leader</b>                                 | Marianne Ryghaug (SINTEF) |
| <b>WP4 Leader</b>                                 | Arnaud Burgess (PAN)      |
| <b>WP5 &amp; WP6 Leader</b>                       | Katerina Kührová (EUR)    |
| <b>WP7 &amp; WP8 Leader</b>                       | Marisa Meta (FIT)         |

### 3.1.2 The General Assembly

The General Assembly of Partners is the ultimate decision-making body of the consortium. In particular, the General Assembly is the most representative governing body in the decision-making process, as all fundamental decisions shall undergo the approval of this body. It consists of one representative for each partner, each partner having one vote also in case of multiple representatives (refer to Consortium Agreement, chapter 6). The General Assembly of Partners will meet once every 12 months unless appositely convoked in order to solve specific criticalities. Decisions to be taken by the General Assembly concern:

- amendments to Grant or Consortium Agreement (CA),
- suspension or termination of all or part of the project,
- the exclusion and replacement of defaulting parties,
- the extension of the Consortium through the implementation of competitive calls and
- the allocation of the project's budget.

The specific rules related to the General Assembly are reported in the CA.

### 3.1.3 Additional roles

Aside the mentioned bodies, the following role will be part of the GOLIA project team and management structure:

- Within each work package, the **Task Leaders (TL)** will be the directly responsible for the day-to-day work needed to carry out the tasks related to their specific activity. Their coordination work is not subject to any additional administrative or reporting burden; instead, they will act as team leaders of all the individuals from the different partners involved in a specific task.
- The Grant Agreement and the Consortium Agreement define the roles and obligations of each partner, as they are all **beneficiaries** of the GOLIA grant. As such, the partners (i.e. project beneficiaries) hold full responsibility for executing the project and complying with the Grant Agreement terms. They are jointly and severally liable for the technical execution of the action as described in the Description of Action (DoA).

### 3.1.4 Decision-making and Conflict resolution

Decision making and conflict resolution processes have the objective to set the procedures, flows and rules based on two main principles:

1. All partners have the same voting rights independently of their economic and technical contribution with the exception of specific cases involving Associated Partners<sup>1</sup>, and
2. Decisions to be taken by each Consortium Body (either GA or SCT) (min. quorum two-thirds (2/3) of the members) will be taken by a majority of (50%+1) of the votes cast.

---

<sup>1</sup> As stated in chapter 6 of the Consortium Agreement, Associated Partners do not have voting rights nor veto power over specific decisions of the General Assembly, including amendments to the Consortium Plan, redistribution of EU contributions among Beneficiaries, modifications to Annex 2 of the Grant Agreement, and matters covered under Section 7.1.4.

Any signs of disagreement between project participants should be solved amicably between those partners involved. If not resolved at that level, and only if it is strictly necessary, a conflict resolution process must be enforced:

- GOLIA participants will escalate the issue to higher management levels until it is resolved (to TL, WPL) and consensus to solve the problem is sought at each level.
- Eventually, if still not resolved, the SCT will take care of the issue applying the same rules.

Some specific examples of the decision procedures are as follows:

- Decisions regarding a technical issue of major importance, affecting the input, work content or the project's final outcome are expected to be made by the SCT led by the PC and the TC. In general, all major technical issues and related decisions are announced to all partners, even if the issue is not directly connected to their participation.
- Decision making for important matters within the frame of the grant agreement and the consortium agreement, especially when such decisions may affect the agreements reached in these two contracts, will be addressed by the SCT.
- Decision making in the administrative domain is the responsibility of the PC with the support of the SCT.

## 4. Internal Communication channels and methods

All partners will be frequently informed about the project status, planning and any other relevant issue in order to attain maximum transparency and awareness. All the documents will be transmitted or made available on the private internal repository. Furthermore, direct transmission of information to the partners will be used where appropriate.

Conference calls between STC members will be held monthly, in order to monitor and track the project progress, activities and to detect problems, foreseeing mitigation actions and delivering effective contingency plans (when needed). At the same time, WP leaders will have to screen activities in their own WP by periodical conference calls (at least one at month when the WP is active, according to the project Gantt) with the other partners involved in their WP activities and by asking the support of the task leaders.

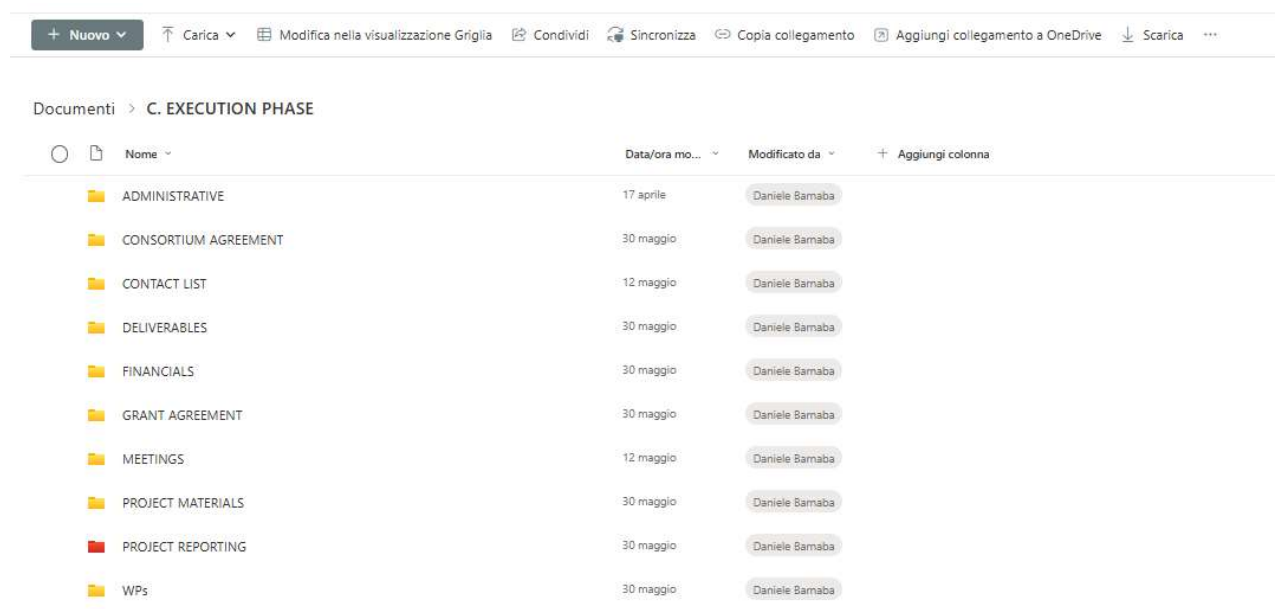
Internal reporting will include management such as progress and conflict handling and other reports. The WP Leaders shall produce the minutes of the WP meetings and contribute to periodic reports. All the procedures to be implemented during the project were formalized in the Consortium Agreement and it is extended with this deliverable.

### Communication tools and repository

The main communication tools that will be used in order to facilitate the exchange of information will be **Microsoft Teams** for dedicated meetings and calls and **SharePoint** for consortium repository.

### Private Internal Repository

An internal repository for the document exchange among the partners and for the files archiving was set-up by the project coordinator. The repository is based on “Microsoft SharePoint”. The repository is accessible by both via desktop app via web through a personalized account (username and password) and there is also the possibility to install a desk version continuously synchronized with the web application. The GOLIA storage is made by two main folders: “Proposal phase”, and “Execution phase”. Below the “Execution phase” folder is outlined.



| Nome                 | Data/ora mo... | Modificato da   |
|----------------------|----------------|-----------------|
| ADMINISTRATIVE       | 17 aprile      | Daniele Barnaba |
| CONSORTIUM AGREEMENT | 30 maggio      | Daniele Barnaba |
| CONTACT LIST         | 12 maggio      | Daniele Barnaba |
| DELIVERABLES         | 30 maggio      | Daniele Barnaba |
| FINANCIALS           | 30 maggio      | Daniele Barnaba |
| GRANT AGREEMENT      | 30 maggio      | Daniele Barnaba |
| MEETINGS             | 12 maggio      | Daniele Barnaba |
| PROJECT MATERIALS    | 30 maggio      | Daniele Barnaba |
| PROJECT REPORTING    | 30 maggio      | Daniele Barnaba |
| WPs                  | 30 maggio      | Daniele Barnaba |

Figure 39 – Repository “Execution phase”

The Files section is constituted by the following main folders:

- **Administrative:** It contains all financial identification form (FIF)
- **Consortium Agreement:** It contains the Consortium Agreement with the signatures of each partner
- **Contact List:** It contains the updated contact list of the project
- **Deliverables:** It contains only the final version of the deliverables to be submitted on the EC portal. The working documents should be included in the folder “WPs”
- **Financials:** It contains the overall GOLIA budget details
- **Grant Agreement:** It contains the final version of the Grant Agreement
- **Meetings:** It is made by a dedicated sub-folder for each project meeting including agenda, presentations, minutes, tec.
- **Project Materials:** It contains different materials useful for the project, such as Logos and templates
- **Project reporting:** It contains templates and final documents for the biannual reports.
- **WPs:** It is made by a subfolder for each WP and each task. It contains Internal documents and working documents related to each WP.

## 5. Reporting process

In agreement with the Grant agreement and the Consortium Agreement, the GOLIA Reporting is composed by three different layers:

- Monthly WP update, based on the STC monthly meeting
- Official Progress Reporting: formally requested by EC at the end of each reporting period (Month 18, Month 36); to be submitted by the PC to the EC within 60 days following the end of each reporting period
- GOLIA Interim Reporting: requested at months 9 and 27, to keep a proper control of the project technical enhancement; to

All beneficiaries are requested to fill in specific templates according to the schedule below:

*Table 4 – GOLIA Periodic Reports*

| Semester – Reporting period | Period covered by the SFR     | Delivery date   |
|-----------------------------|-------------------------------|-----------------|
| Interim Report 1 – PR1      | (June 2025 – February 2026)   | 15 April 2026   |
| PR1 Official reporting      | (June 2025 – November 2026)   | 30 January 2027 |
| Interim Report 2 – PR2      | (December 2026 - August 2027) | 15 October 2027 |
| PR2 Official reporting      | (December 2026–May 2028)      | 30 July 2028    |

Below are presented templates and guidelines, beneficiaries have to follow to be compliant with GOLIA reporting procedures.

### 5.1 Monthly WP update

As already introduced on chapter 3, the SCT will convene **once a month** virtually using a videocall platform to discuss the progress of the individual WPs, in order to provide a quick and efficient response to the events that will arise during the project.

To keep an updated monitoring of the WP implementation, WP leaders will be requested to produce monthly a brief summary of the actions implemented within each month in their tasks, outlining the main results achieved, the issues and risks encountered (if any) and possible delays and mitigation actions, required to keep the WP implementation aligned with the implementation plan included in the Technical Annex. In particular, for each task (and, where relevant, sub-task), as well as for each deliverable linked to each Work Package (WP), every WP leader will be required to report on the following aspects:

- Progress during the reporting period (e.g. in Month 1, Month 2, Month 3 etc)
- Planned Goals for the next reporting period
- % completed

- Required input from other WPs
- Required Support from the Coordinator
- Issues/Risks<sup>2</sup>

WP leaders will complete a monthly WP report to consolidate all relevant information in preparation for each Steering Committee Meeting (SCM). This completed template for each WP will be submitted to the Technical Coordinator (TC) and securely stored within the project SharePoint. During each SCM, the report will be shared by the WPL with other Steering Committee members to enable validation, identification of synergies or overlaps with other activities, recognition of potential additional delays/risks, and formulation of effective mitigation strategies.

## 5.2 Interim report

As part of an Interim monitoring activity, at months 9 and 17, the WPLs will ask the partners to complete progress report to monitor the status of the project (completeness of the WP) but also to prevent any possible deviations from the Description of Action (annex 1 of the GA). These interim reports will be transferred to the European Commission, under their request. Interim reports will be based on the official Part B of the progress report template provided by the EC for the Horizon Europe Programme (see below the structure). Scope of these interim reports is to help the coordination team to have a better control on the work done, the effort used, detect potential deviations and take corrective actions if needed.

The TC will request the partners to provide, following the official technical report template, with a brief description of the work developed and the progress achieved with respect to the plan during the months period coverage. The interim reports will follow the schedules below.

*Table 5 – GOLIA Interim report steps*

| ACTION                                                                                                                                           | BY WHEN                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Step 1: All beneficiaries receive a notification with an action plan and templates to filled in                                                  | 30 days before the end of the period |
| Step 2: Each beneficiary fills the interim report                                                                                                | 21 days after the end of the period  |
| Step 3: Project manager requires adjustment, clarification and justification to specific partners, only in case of technical deviation presented | 25 days after the end of the period  |
| Step 4: Beneficiary, if requested, will produce an updated version of the report                                                                 | 35 days after the end of the period  |
| Step 5: Project Manager will consolidate the Interim report with assessment of deviations                                                        | 45 days after the end of the period  |

<sup>2</sup> In particular, whenever a new risk is identified, Work Package (WP) leaders will be required to document it using a dedicated Risk Register template (further details will be provided in deliverable D7.2).

## 5.3 Official periodic report

Two official reporting periods are defined within the GOLIA work plan:

*Table 6 – Project Periodic Report (PPR)*

|             | <b>Project Timing</b> | <b>Month/ Year</b>        |
|-------------|-----------------------|---------------------------|
| <b>PPR1</b> | M1-M18                | June 2025 - November 2026 |
| <b>PPR2</b> | M19-M36               | December 2026 –May 2028   |

The Project Periodic Report will follow the template provided by the EC for the Horizon Europe Programme, following specific instructions for Lump Sum projects.

The periodic report consists of two parts:

- Part A of the periodic narrative report contains the cover page, the table of contents, the list of participants, a project summary and the answers to the questionnaire covering issues related to the project implementation and the economic and social impact, notably in the context of the Horizon Europe key performance indicators, the Horizon Europe monitoring requirements and the status of completion of each WP, as requested for lump sum projects. Part A is generated by the IT system.
- Part B of the periodic technical report is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. Part B needs to be uploaded as a PDF document and will contain the following sections:
  - Explanation of the work carried out by the beneficiaries and overview of the progress.
  - Follow-up of recommendations and comments from previous review(s) .
  - Exploitation primarily in non-associated third countries .
  - Open science.
  - Deviations from Annex 1 .
  - Update of the plan for exploitation and dissemination of result .
  - Update of the data management plan .

As Lump Sum project, GOLIA is not required to provide financial statements and the explanation of the resources.

The Project Periodic Report (PPR) must be consistent with the interim reports provided both at technical and administrative levels. FIT, as coordinator, will check this consistency and, if any difference arises or in case there are relevant deviations with respect to the plan, the Technical Manager will ask the partner to correct it or to provide a justification of the deviation within ten days from notification. Finally, the Project Coordinator will forward the PPR to the EC. The way of proceeding for the Project Periodic Report is detailed in the table below:

Table 7 – Project periodic report steps

| ACTION                                                                                                                                          | BY WHEN                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Step 1: All beneficiaries receive a notification with an action plan and templates to be filled in                                              | 30 days before the end of the Period |
| Step 2: Each beneficiary fills technical report, consolidating and updating the already produced Interim report                                 | 21 days after the end of the period  |
| Step 3: Project manager requires adjustment, clarification and justification to specific partners, only in case of technical deviation produced | 25 days after the end of the period  |
| Step 4: Beneficiary, if requested, will produce an updated version of the report, which must be validated by the Project manager.               | 35 days after the end of the period  |
| Step 5: Beneficiaries will upload technical reporting covering the entire Reporting period on-line                                              | 45 days after the end of the period  |
| Step 6: Project manager will consolidate the Official Progress Report and the Coordinator will submit it to the EC within the on-line EC portal | 60 days after the end of the period  |

## 5.4 Technical control and deviations

The activity of technical control applied every 9 (nine) months (interim reports) has the ultimate objective to evaluate each partner technical reporting avoiding any un-expected deviation with respect of the agreed plan. Being this an internal reporting, if any deviations will be identified, they will be anticipated directly by beneficiaries to the Management Team. The management team will cooperate with the partner in order to find common agreed solution to overcome these deviations before the official reporting to the European Commission. Solutions will be presented to the coordinator and to the Project Officer, for their approval.

In addition to this interim check, formal deviation control and corrective actions will be applied at each official periodic report.

At these official reporting deadlines, the technical control will identify all relevant deviations, asking partners to provide justifications and corrective actions. These deviations duly justified will be processed by the management team and formally submitted to the coordinator for its formal approval and consequent technical plan adjustment, before requesting the formal approval of the European Commission.

A rejection of these deviations will imply for the partner(s) involved a consequent adjustment of their technical reporting, solving the deviation initially included.

For Non-Completed Work Packages only, partner(s) could always revise the technical report and/or the justifications in order to be acceptable by the management team in the following technical period.

### **5.4.1 Delaying contributions**

In order to assure to the project a smooth running of its activities, including a delivery process aligned with the expectations of the European Commission, the coordinator has introduced stern corrective actions for partners who do not respect the deadlines stated above. In time delivery of technical and administrative contribution is one of the most critical issues. Delay of one single partner imposes to the entire consortium a delay in the submission of the mandatory reports.

Whenever one of the expected specific WP technical reporting documents, only at the official reporting periods (M18, M36), is not submitted in time by a partner and this will result in a Non-Completed Work Package, the European Commission will not transfer resources to the entire consortium for that specific WP. Due to the impact of a partner delay, as a standard rule the coordinator will have the opportunity to give a maximum of four extra weeks to the pending partner to provide the technical pending reports. In any case, the Project manager will constantly keep informed partners about the status of missing Forms C.

## 6. Project-Wide Meetings and Reviews

### 6.1 Project Meetings

The processes for monitoring and controlling a project enable the planning, tracking, and monitoring of work progress and any other events that may affect the project. The primary formal occasions for project control are GOLIA's project meetings, which occur on a regular basis. Project General Assembly meetings are usually scheduled once a year but may also be scheduled on an ad hoc basis if a significant event arises. After each meeting, the Technical Project Manager or the chairperson of the meeting will send the meeting minutes to all partners. It is necessary for every consortium partner who is a member of a Consortium Body as described in Section 3 to be represented at every General Assembly meeting. They may appoint a substitute or a proxy to attend and vote at any meeting, and they should participate co-operatively in any of the meetings. In addition, according to the Consortium Agreement, all consortium partners must be present or represented at all General Assembly meetings and must assist the PC and SCT in achieving the project's strategic goals. SCT meetings will monitor, evaluate, and plan project-wide progress and actions, and the meeting minutes will be uploaded to the project's repository and all members will be notified. Monthly WP teleconferences will also be held between WP leaders, Task leaders, and contributors to discuss progress and plan next steps. The minutes of each WP meeting will be uploaded to the project repository, and all attendees will be notified. Attendance is mandatory for both SCT and WP meetings. Additionally, the Technical Project Manager and WP leaders will schedule Project Progress Meetings regularly and on special occasions to discuss immediate issues and keep track of progress.

### 6.2 Organising Meetings

An active communication strategy is implemented to ensure maximum transparency and team identity. Regular meetings are crucial to the success of the project as they facilitate project status updates and information exchange among all participants. Meetings can be conducted either physically or through web-conferencing. GOLIA participants will hold administrative and technical meetings. Each meeting is assigned a unique number to aid identification and reference. Management meetings include the Kick-Off meeting, GA meetings, Technical meetings, SCT meetings, and Project Review meetings. Technical meetings are mainly associated with technical work packages and related tasks. Organizational procedures are outlined for each partner hosting a project meeting, such as collaborating with the Project Coordinator and Technical Project Manager for administrative preparation of the meeting, providing logistics information, providing coffee and lunch for all partners (in the case of a physical meeting), and so on. The hosting partner is responsible for the meeting's administrative and logistical planning costs. Each partner will assist in the preparation of the meeting, as requested by the Project Coordinator, and any follow-up actions. GOLIA Consortium meetings will be held approximately every four to six months during the project's duration to keep partners informed of project progress. Additional meetings of any kind may be arranged at the Project Coordinator's discretion based on the project's requirements to ensure effective project management.

## 6.3 Meeting Agenda

The person hosting a meeting will prepare the meeting agenda in consultation with the TPM, should the TPM wish to propose a particular item. The meeting agenda will be disseminated to all participants as soon as possible, but no later than seven (7) calendar days before the meeting. The agenda must contain:

- Title of the meeting
- Date/Time
- Meeting Venue
- Participants list
- A tentative time plan
- Preparation of decisions to be taken; the preparation may include the following input:
  - a. proposal description
  - b. action Item related to the proposal
  - c. relevant WP - partners involved/responsible for action
  - d. deadlines
  - e. clarifications/comments (e.g. possible implications of non-implementation)

The GOLIA Meeting Agenda template includes these items and should be utilized to create meeting agendas. If an agenda item necessitates a decision from the members of a consortium body, it must be designated as such on the agenda. During a meeting, a new item can be added to the original agenda with the unanimous agreement of the consortium body's members. Consortium body meetings may also be conducted via web-conferencing or other telecommunication methods.

## 6.4 Meeting Minutes

The meeting organizer must document each meeting in the minutes of the meeting (MoM). The chairperson and Technical Project Manager will collaborate to create written minutes of each meeting, which will serve as the official record of all decisions made. Within ten (10) calendar days of the meeting, the chairperson, in conjunction with the Technical Project Manager if necessary, will send the draft minutes to all attendees. The minutes will be deemed accepted if no Member raises a written objection to the chairperson about the accuracy of the MoM's draft within fifteen (15) calendar days of their distribution. The chairperson will send the accepted minutes to all members of the meeting, regardless of whether they attended, as well as to the Project Coordinator, who will keep them safe. Regarding WP recurring teleconferences, the chairperson and Technical Project Manager will send the draft minutes to all Members within three (3) calendar days of the meeting. Similarly, to the Project Meetings, the minutes will be considered accepted if no Member sends an objection within five (5) calendar days of distribution.

MoM must at least contain the following:

- Title of the meeting
- Date/Time and location of the meeting
- Names and organisations of all attendees.
- Agenda
- Any noteworthy comments by attendees.
- List of action items resulting from the meeting

## 6.5 Project Review Meetings

Project Review meetings are typically one-day meetings scheduled after the end of each reporting period or on an ad-hoc basis. In these meetings the status of the project is presented to the Project Officer and the appointed project reviewers. The objective of a Project Review is to evaluate the work performed during the previous reporting period. The Project Coordinator and Project Officer will collaborate to prepare the Project Reviews, and other partners may be requested to provide inputs and participate in the Review meeting. The following general principles will be taken into account when preparing for a Project Review:

- The Project Coordinator will define the objectives of the Project Review, assign roles to the participants, create a detailed agenda and request participants to prepare their contribution.
- The Project Coordinator will send the Project Review agenda to the Project Officer and possibly the Project Reviewers.
- The Project Coordinator collects all the presentations for the review and provide comments to the participants.
- Before the review, the Coordinator will assess the material with the support of participating partners in terms of the objectives, consistency, presentation structure, supporting material, roles, and recommend corrective actions if necessary.
- The meeting host, with the assistance of the Project Coordinator, check/verify the logistics (meeting room, internet access, software/hardware support for demonstration, etc.).

The Project Review meeting agenda will include the following items:

- List of Participants: Project Officer, Project Reviewers, Project Coordinator, Project Office members, WP Leaders and if needed Task Leaders.
- Project Overview (objectives, partner roles, overall presentation, planning).
- Management Report (presentation of finance elements, and of any critical issues).
- Detailed Review (presentation on a task/WP level).
- Exploitation and Dissemination.
- Data Management and Ethics challenges.
- Conclusion and next period planning.