

D1.1 Project Management Handbook

Project acronym: **REWRITE** Project title: **Rewilding and Restoration of Intertidal Sediment Ecosystems for Carbon Sequestration, Climate Adaptation and Biodiversity Support** Call: **HORIZON-CL-2022-D1-02-05**







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Executive Summary

The aim of this document is to serve as a comprehensive resource facilitating the operational activities within the REWRITE consortium.

It comprises an overview of the project management and collaboration guidelines, management bodies, specific management procedures and rules as well as a quality plan to ensure the timely delivery of results and reaching of milestones. It also contains information on documents of reference for the implementation of the action.

The REWRITE consortium will rely on this Handbook as a reference point, ensuring all participants follow the procedures and guidelines for day-to-day project management and execution, establishing a unified language and approach within the project.



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Table of Acronyms

Abbreviation	Description	
AB	Advisory Board	
DM	Demonstrator	
DoA	Description of the Action	
EC	European Commission	
G-MAL Global Multi-Actor Laboratory		
ISS	Intertidal Soft Sediment	
L-MAL	Local Multi-Actor Laboratory	
РС	Project Coordinator	
PM Project Manager		
PO Project Officer		
SC Science Cluster		
SSC	Stakeholder Steering Committee	
WP	Work Package	



1 Introduction

1.1 Purpose of the Deliverable

This document will function as a comprehensive guide to day-to-day management of the project, aiming to cover administrative aspects while delineating the roles and responsibilities within the consortium. The main purpose of this deliverable is to establish clear guidelines to promote effective internal communication and smooth information flow, ensuring the steady progress of the project.

During the project's lifecycle, this document will be used as a reference alongside the Grant Agreement and the Consortium Agreement.

1.2 Relation with other Deliverables

This deliverable prescribes the content and delivery dates of all REWRITE deliverables, as listed in the Grant Agreement. also provides an overview of the topics to be addressed on the Quality Assurance Report, providing information on procedures to ensure the quality of deliverables, as well as reminding critical risks and mitigation measures.

In case of discrepancy, the Grant Agreement along with its annexes and the Consortium Agreement take precedence over this Handbook.

1.3 Content of the Deliverable

Contained in this Handbook is detailed information regarding the consortium's structure, the roles and responsibilities of each management body, and an elucidation of the functions carried out by external entities such as the Advisory Board (AB) and the Stakeholder Steering Committee (SSC).

It also aims to define the project's work plan, to provide information on reporting procedures, to establish guidelines for the timely completion of deliverables and reaching of milestones, as well as to provide a detailed introduction on the organization of all project-related documents on Nextcloud.

2 Project Information

2.1 Consortium Organization

The REWRITE consortium includes 19 beneficiaries and 5 associated partners, with participants from regions across Europe, the UK, USA, and Canada.

Find below the list derived from the Grant Agreement:

Short No. Role Participant Organization Name Country Name NANTESU 1 COOR NANTES UNIVERSITE France France 2 BEN UNIVERSITE DU MANS UM **UNIVERSITE DE NÎMES** 3 UNIMES BEN France 4 BEN **UNIVERSITE D'ANGERS** UA France UNIVERSITE DE CAEN NORMANDIE UNICAEN France 5 BEN LA ROCHELLE UNIVERSITE 6 BEN **LRUNIV** France CENTRE NATIONAL DE LA RECHERCHE 7 BEN **CNRS** France **SCIENTIFIQUE** COMMISSARIAT A L'ENERGIE ATOMIQUE ET AUX 7.1 AE CEA France **ENERGIES ALTERNATIVES** 8 BEN SYDDANSK UNIVERSITET SDU Denmark STICHTING NEDERLANDSE WETENSCHAPPELIJK 9 BEN NIOZ Netherlands **ONDERZOEK INSTITUTEN** BEN UNIVERSITEIT TWENTE UT **Netherlands** 10 11 BEN UNIVERSITEIT GENT UGent Belgium 12 BEN UNIVERSIDADE DE AVEIRO UAveiro Portugal 13 BEN UNIVERSIDAD DE CADIZ UCA Spain AGENCIA ESTATAL CONSEJO SUPERIOR DE 14 BEN CSIC Spain INVESTIGACIONES CIENTIFICAS 15 BEN UNIVERSITAET BREMEN UBREMEN Germany

FABLE 1. LIST OF PARTICIPANTS



16	BEN	TRINITY COLLEGE DUBLIN	TCD	Ireland
17	BEN	GEONARDO ENVIRONMENTAL TECHNOLOGIES	GEO	Hungary
18	BEN	CHAROKOPEIO PANEPISTIMIO	HUA	Greece
19	BEN	PERNICE UMBERTO	PER	Italy
20	AP	SAINT MARY'S UNIVERSITY	SMU	Canada
21	AP	MOUNT ALLISON UNIVERSITY	MAU	Canada
22	AP	CALIFORNIA STATE UNIVERSITY	CSU	United States
23	AP	UNIVERSITY OF ESSEX	UESSEX	United Kingdom
24	AP	UNIVERSITY OF HULL	UHULL	United Kingdom

2.2 Contractual Documents

2.2.1 Grant Agreement

The Grant Agreement N. 101081357 stands as the formal contract endorsed by all participating beneficiaries within the project. It defines the consortium's duties to the EC, and delineates the rights, responsibilities, terms, and conditions relevant to the grant allocated to beneficiaries for the execution of the action.

The Grant Agreement is composed of:

- Annex 1 Description of the action
- Annex 2 Estimated budget for the action
- Annex 2a Additional information on unit costs and contributions
- Annex 3 Accession forms
- Annex 4 Model for the financial statements
- Annex 5 Specific rules

The Grant Agreement and its annexes will be made accessible for all partners in OpenProject, the management and communication platform that will be used throughout the project's lifecycle (section 5.1).



2.2.2 Consortium Agreement

The Consortium Agreement is a contract signed among consortium partners, establishing the consortium's internal regulations for project management, organizational structure, work distribution, and defining the rights and duties of the beneficiaries. Addressing aspects such as liability, access rights, and dispute resolution, it aims to complement the GA's provisions. This document remains valid until the end of the project.

In the event of any conflict of information, the Grant Agreement supersedes the Consortium Agreement.

The Consortium Agreement will also be made accessible to all partners on Nextcloud.

2.3 Contact Information

Project Coordinator: Vona Méléder	Project Manager: Tamiris Moreno
(Nantes University)	(Nantes University)
Phone: +33 2 51 12 56 56	Phone: +33 2 51 12 52 57
E-mail: vona.meleder@univ-nantes.fr	E-mail: tamiris.moreno@univ-nantes.fu

EC Project Officer: Pilar Roman (European Commission - CINEA)

Please note that contact with the Project Officer (PO) must be made exclusively via the Coordinator.



3 Project Management Structure



FIGURE 2. MANAGEMENT STRUCTURE WITHIN THE PROJECT

3.1 **REWRITE Management Bodies**

3.1.1 Coordination

3.1.1.1 Project Coordinator (PC)

Nantes University is the Legal Entity in charge of the coordination of REWRITE. It is represented by Prof. Dr. Vona Méléder. As Project Coordinator (PC), she is be responsible for the overall management of the project and act as the primary point of contact between the consortium and the European Commission (EC). The PC also acts as the Scientific Coordinator of the project.

The PC serves as the legal, contractual, financial, and administrative manager of the project, and her responsibilities include:

- Overseeing administrative and financial activities in accordance with the Grant Agreement
- Ensuring effective communication, collaboration, and cooperation within the consortium
- Monitoring reporting and control procedures in collaboration with the Project Manager (PM)
- Reviewing reports and deliverables, as well as any other document requested by the EC
- Managing the financial contribution and ensuring the distribution among all beneficiaries



Please note that the list of responsibilities above is not exhaustive, and further duties may be attributed to the PC in line with the specifications defined in the contractual documents (Grant Agreement and Consortium Agreement).

3.1.1.2 Project Manager (PM)

The PM is in charge of assisting the PC in her responsibilities. The PM's tasks include:

- Day-to-day contact with partners to monitor progress
- Acting as a helpdesk for the consortium with regards to administrative and financial matters
- Collecting all the necessary materials from partners to prepare the official reports
- Preparing and submitting periodic (technical and financial) reports to the EC
- Ensuring submission of deliverables and milestones in accordance with the set deadlines
- Preparing and organizing consortium meetings
- Providing partners with the necessary documents, templates and guidelines

The PM acts as the main link between the consortium and the PC for administrative and financial matters. Partners can contact the PM directly for any needed information or assistance.

3.1.2 Science Cluster

The Science Cluster (SC) is composed of the Scientific Coordinator, the Work Package (WP) leaders, and the Demonstrator (DM) leaders.

The main purpose of this body is to oversee the overall advancement of the project, which involves closely monitoring and tracking the progress of tasks and subtasks within each WP, as well as ensuring the representation of the DM and facilitating the sharing of information among all the partners.

Members of the SC are expected to meet remotely once every two months to keep track of progress and discuss any relevant matters to the work plan. For further information on this point, please refer to section 6.1.

3.1.2.1 WP Leaders

The WP Leaders hold the responsibility for the effective execution of all tasks within their WP. These responsibilities include:

- Supervising progress of each task and subtask within their WP
- Ensuring timely completion of deliverables and reaching of milestones
- Reporting any potential issues to the PC
- Facilitating the circulation of essential information among other WP leaders

The WP leaders must collaborate closely with Task and Subtask leaders within their respective WP. It is essential for those groups to meet regularly to review progress, discuss any issues, potential risks or changes to the implementation plan, and relay important information to the PC.



For a comprehensive list of WP leaders, please refer to section 4.1.1.

3.1.2.2 DM Leaders

The DM leaders serve as the primary contact for their respective DM, for the entirety of the consortium. DM leaders are expected to:

- Support WP leaders in connecting with individuals who can address specific inquiries within their DM
- Collaborate on organizing field campaigns throughout the project's lifecycle, contributing to the campaign design and providing local assistance as needed
- Facilitate stakeholder engagement within their respective DM
- Initiating and coordinating regular meetings at the scale of the DM
- Presenting or coordinating reviews for activities at the scale of the DM regularly at Science Cluster meetings
- Participating on meetings at the scale of the WP and/or the task/subtask when necessary, or suggest a representative for the DM

For further detail and for a comprehensive list of all DM and DM leaders, please refer to section 4.2.

3.1.3 Science Cluster Extended

In order to ensure a smooth communication and workflow within each WP, the Science Cluster Extended includes two more teams, other than the groups mentioned in the previous section: task and subtask leaders, and habitat leaders.

3.1.3.1 Task and Subtask Leaders

Within each WP, the responsibilities of task and subtask leaders include:

- Supervising progress of the tasks or subtask, as well as across WP when necessary
- Standardization of the protocols used for a cross DM assessment
- Organizing field campaigns/survey throughout the project's lifecycle, with the help of the DM leaders
- Ensuring timely completion of deliverables and reaching of milestones, in collaboration with WP and task leaders
- Reporting any potential issues to the WP leaders
- Facilitating the circulation of essential information among other task and subtask leaders
- Initiating and coordinating regular meetings at the scale of the task or subtask
- Presenting activities regularly at the Science Cluster meetings
- Participating on meetings at the scale of the WP and/or the task and/or the DM when necessary



A comprehensive list of task/subtask leaders can be found on section 4.1.1.

3.1.3.2 Habitat Leaders

Although there is no specificity with regards to this category within the GA, the consortium agreed on promoting cross actions within tasks, WP and DM. In order to ensure these actions, habitat leaders' responsibilities include:

- Standardization of the protocols used for a cross DM assessment for each habitat
- Organizing field campaigns/survey throughout the project's lifecycle, with the help of the DM leaders and task leaders
- Help WP and task leaders to ensure timely completion of deliverables and reaching of milestones
- Reporting any potential issues to the PC and/or WP leader
- Facilitating the circulation of essential information among other WP and task leaders
- Initiating and coordinating regular meetings at the scale of the habitat
- Presenting activities at each Science Cluster meetings
- Participating on meetings at the scale of the WP and/or the task and/or the DM when necessary

The consortium has agreed on naming the following partners as Habitat Leaders:

- Saltmarshes: Iris Moeller (TCD)
- Seagrasses: Pierre Gernez (NANTESU)
- Microphytobenthos: João Serôdio (UAveiro)

3.2 REWRITE Committees

3.2.1 Advisory Board

In addition to the SC and SC extended, the Advisory Board (AB) of REWRITE is composed of 1 or 2 per DM's country and 2 or 3 extra Europe experts internationally recognized for their research activities directly connected to REWRITE's objectives. The AB members are expected to:

- Provide advice, guidance, and recommendations drawn from their expertise
- Offer feedback to enhance project outcomes and validate results
- Extend the scientific foundation of the project by infusing it with insights
- Amplify the visibility of REWRITE's achievements within the broader community

The AB members will be invited to attend the annual general assembly during the project's lifecycle in order to assess the project's progress, as well as to contribute in co-designing, assessing and validating scenarios of intertidal rewilding for advice through G-MALs (Global Multi-Actor Laboratories, at the



European level). Some members of the AB will also be taking part in the L-MALs (Local Multi-Actor Laboratories, at the local level).

For the final composition of REWRITE's AB, please refer to section 9.1 or to the link below:

https://rewriteproject.eu/about#advisory-board

3.2.2 Stakeholder Steering Committee

The Stakeholder Steering Committee (SSC) of REWRITE is composed of the SC and 1 or 2 per DM's country and 2 or 3 extra Europe experts internationally recognized for their engagement and representatives of the stakeholders' categories at the European and/or national scale. The SSC members are expected to:

- Offer diverse perspectives and guidance drawn from their experience
- Ensure alignment between the project's objectives and stakeholder interests
- Facilitate communication between the consortium and external stakeholders

The SSC members will be invited to attend the annual general assembly during the project's lifecycle in order to assess the project's progress, as well as to contribute in co-designing, assessing and validating scenarios of intertidal rewilding for advice through G-MALs (Global Multi-Actor Laboratories). SSC members will also be invited to take part in the L-MALs (Local Multi-Actor Laboratories, at the local level).

For the final composition of REWRITE's SSC, please refer to section 9.2 or to the link below:

https://rewriteproject.eu/about#stakeholder-steering-committee



4 Project Work Plan

4.1 Overview of Work Packages





REWRITE consists of 5 WPs, detailed as follows:

- WP1 will manage and coordinate all WPs to ensure: cross-linking of ideas for collaborative, interdisciplinary project development and delivery, partner and stakeholder engagement; scientific and financial reporting; data management plan for the project; quality assurance and impact of the project; clustering activities within and beyond the REWRITE consortium.
- WP2 will establish the state-of-knowledge and current trajectories of rewilding intertidal soft sediment (ISS) seascapes in Europe and beyond, identify gaps in existing knowledge, analyze the trajectories of rewilding within environmental and social context, as well political and governance structures, drivers and barriers leading to rewilding success or failure will be identified.
- WP3 will deploy specific and innovative tools and protocols during field and laboratory investigations, implement new investigations about the structure, functioning and ES, as well as through the concept of narratives of change to understand the societal meanings and acceptance of rewilding as a practice able to enhance systematic collaboration among sciences.



- WP4 will be mainly dedicated to the co-design of scenarios for rewilding ISS seascapes in Europe, in order to identify the obstacles and socio-economic, technical, and political drivers to reach desire scenario, and to assess the plural values of rewilding towards "low-cost" options using a series of biophysical, social, economic and integrative methods.
- WP5 will develop a plan for the dissemination and exploitation including communication activities that will lead to maximize the project's visibility, using designed dissemination materials for promoting REWRITE's objectives, activities, and results and creating all the materials and managing the channels for communicating with the target audiences.

The structure of each WP along with a comprehensive list of leaders and co-leaders, categorized by task and subtask, is outlined in the following section.

4.1.1 Work Package Structure

Partners can use the compiled list below (table 2) to directly contact the individuals overseeing each task and subtask, ensuring quick access to specific information related to their assigned responsibilities. This should simplify communication and avoid the need to go through multiple contacts before finding the relevant person.

Should further assistance be required, contacting the WP leaders is recommended, and if necessary, partners may direct any questions to the Coordination (PM/PC) for additional support.

WP 1 - Project Management, Coordination & Stakeholder engagement Leader: NANTESU				
No.	Task/subtask title	Task/subtask leader	Lead BEN	
Task 1.1	Coordination and project management, stakeholder engagement	Vona Méléder	NANTESU	
Task 1.2	Scientific and financial reporting	Vona Méléder	NANTESU	
Task 1.3	Data management plan for the project	Vona Méléder	NANTESU	
Task 1.4	Quality assurance and Impact of the project	Vona Méléder	NANTESU	

TABLE 2. WORK PACKAGE LEADERS, TASK AND SUBTASK LEADERS



Task 1.5	Clustering	Vona Méléder	NANTESU		
WP 2 - Establishing the state-of-knowledge and current trajectories of rewilding intertidal soft sediment seascapes in Europe and beyond <i>Co-Leaders: UESSEX, UM</i>					
No.	Task/subtask title	Task/subtask leader	Lead BEN		
Task 2.1	Establishing state-of-existing knowledge on intertidal coastal soft sediment seascapes	Graham Underwood	UESSEX		
Subtask 2.1.1	Carbon sequestration	Ana Sousa	UAveiro		
Subtask 2.1.2	Biodiversity and conservation	Katja Philippart	NIOZ		
		Koen Sabbe	UGent		
Subtask 2.1.3	Mitigation and adaptation to climate change and protection from coastal flooding	Iris Moeller	TCD		
Subtask 2.1.4	Cultural biotic and abiotic services provided by current social and cultural uses	Valia Drakou	HUA		
Subtask 2.1.5	Identify current ecosystem structure in terms of landscape connectivity and fragmentation	Valia Drakou	HUA		
Subtask 2.1.6	Identify the current governance and political mechanisms and frameworks	Gina Yannitell Reinhardt	UESSEX		
Task 2.2	Trajectories of rewilding for the 10 DM	Graham Underwood	UESSEX		
Subtask 2.2.1	Mapping local environmental histories and identifying timelines providing pathways for rewilding opportunities	Vincent Andreu- Boussut	UM		



Subtask 2.2.2	Investigating rewilding chronosequences to identify features leading to successful or failed ecosystem condition and ES supply trajectories	Graham Underwood	UESSEX				
Task 2.3	Provision of success stories, and identifying causes of failure, in coastal rewilding	Vincent Andreu- Boussut	UM				
Subtask 2.3.1	Collecting coastal rewilding experiences across Europe and beyond	Vincent Andreu- Boussut	UM				
Subtask 2.3.2	Identifying and analyzing causes of failures or limited feedbacks of coastal rewilding projects	Vincent Andreu- Boussut	UM				
Subtask 2.3.3	Identifying and analyzing determinants of success stories of coastal rewilding projects	Vincent Andreu- Boussut	UM				
Task 2.4	Developing innovative tools and protocols to build new knowledge	Rodney Forster	UHULL				
		WP 3 - Building new knowledge on intertidal soft sediment seascapes crossing natural, social sciences and humanities					
WP 3	- Building new knowledge on intertidal soft sediment sciences and humanities	seascapes crossing natu	ıral, social				
WP 3	- Building new knowledge on intertidal soft sediment sciences and humanities Co-Leaders: UT, UBREMEN	seascapes crossing natu	ıral, social				
WP 3 No.	- Building new knowledge on intertidal soft sediment sciences and humanities <i>Co-Leaders: UT, UBREMEN</i> Task/subtask title	seascapes crossing natu , Task/subtask leader	Iral, social				
WP 3 No. Task 3.1	- Building new knowledge on intertidal soft sediment sciences and humanities <i>Co-Leaders: UT, UBREMEN</i> Task/subtask title Investigation of the ISS communities in rewilded vs non-rewilded sites along a climate gradient	seascapes crossing natu Task/subtask leader Daphne van der Wal	ural, social				
WP 3 No. Task 3.1 Subtask 3.1.1	 Building new knowledge on intertidal soft sediment sciences and humanities Co-Leaders: UT, UBREMEN Task/subtask title Investigation of the ISS communities in rewilded vs non-rewilded sites along a climate gradient Carbon sequestration 	seascapes crossing natu Task/subtask leader Daphne van der Wal Ana Sousa	ural, social Lead BEN UT UAveiro				
WP 3 No. Task 3.1 Subtask 3.1.1	- Building new knowledge on intertidal soft sediment sciences and humanities <i>Co-Leaders: UT, UBREMEN</i> Task/subtask title Investigation of the ISS communities in rewilded vs non-rewilded sites along a climate gradient Carbon sequestration	seascapes crossing natu Task/subtask leader Daphne van der Wal Ana Sousa Katja Philippart	Iral, social Lead BEN UT UAveiro NIOZ				
WP 3 No. Task 3.1 Subtask 3.1.1 Subtask 3.1.2	 Building new knowledge on intertidal soft sediment sciences and humanities <i>Co-Leaders: UT, UBREMEN</i> Task/subtask title Investigation of the ISS communities in rewilded vs non-rewilded sites along a climate gradient Carbon sequestration Biodiversity and conservation 	seascapes crossing natu Task/subtask leader Daphne van der Wal Ana Sousa Katja Philippart Koen Sabbe	Iral, social Lead BEN UT UAveiro NIOZ UGent				



Task 3.2	Narratives of change	Werner Krauss	UBREMEN
Subtask 3.2.1	Mapping narratives of change in all demonstrator	Werner Krauss	UBREMEN
Subtask 3.2.2	Mapping societal meanings and acceptance of rewilding	Werner Krauss	UBREMEN
Subtask 3.2.3	Monitoring rewilding as practice and enhance systematic collaboration among sciences	Werner Krauss	UBREMEN
Task 3.3	Upscaling and projecting ES functions in rewilding and climate change context	Daphne van der Wal	UT
Subtask 3.3.1	Remote sensing upscaling	Daphne van der Wal	UT
Subtask 3.3.2	Model projections	Carina Lopes	UAveiro
	WP 4 - Scenarios for rewilding intertidal soft sedim	ent seascapes in Europ	e
	Co-Leaders: SDU, PER		
No.	Task/subtask title	Task/subtask leader	Lead BEN
Task 4.1	Global multi-actor laboratories (G-MALs)	Umberto Pernice	PER
Subtask 4.1.1	First G-MAL	Umberto Pernice	PER
Subtask 4.1.1 Subtask 4.1.2	First G-MAL Second G-MAL	Umberto Pernice Umberto Pernice	PER



Task 4.2	Local multi-actor laboratories (L-MALs) for social engagement and innovation	Umberto Pernice	PER
Subtask 4.2.1	First L-MALs	Umberto Pernice	PER
Subtask 4.2.1	Second L-MALs	Umberto Pernice	PER
Task 4.3	Identification of obstacles and socio-economic, technical, and political drivers	Vincent Andreu- Boussut	UM
Subtask 4.3.1	Identification of technological obstacles and drivers	Vincent Andreu- Boussut	UM
Subtask 4.3.2	Identification of obstacles and drivers on regulation and political framework	Vincent Andreu- Boussut	UM
Subtask 4.3.3	Identification of obstacles and drivers on the socio- economic and cultural framework	Vincent Andreu- Boussut	UM
Task 4.4	Assessment of plural values of rewilding towards	Valia Drakou	HUA
1 dSK 4.4	"low-cost" options	Ana Sousa	UAveiro
Subtask		Valia Drakou	HUA
4.4.1	Quantification of multiple benefits of rewinding	Ana Sousa	UAveiro
Subtask		Valia Drakou	HUA
4.4.2	Quantification of multiple costs of rewilding	Ana Sousa	UAveiro
		Valia Drakou	HUA



Subtask 4.4.3	Identification of low-cost rewilding options and decision-support tool	Ana Sousa	UAveiro	
		Cintia Quintana	SDU	
Task 4.5	Synthesis and validation of scenarios of intertidal rewilding	Ana Sousa	UAveiro	
		Iris Moeller	TCD	
WP 5 - Dissemination, Communication & Exploitation				
	Leader: GEO			
No.	Task/subtask title	Task/subtask leader	Lead BEN	
		Dóra Leitner	GEO	
Tack E 1	Plan for the dissemination and exploitation	Zsuzsanna Selmeczy		
TASK 5.1	including communication activities	Francesca Monaco	GEO	
		Gloria Bevilacqua		
		Fruzsina Foltin		
		Dóra Leitner	GEO	
		Zsuzsanna Selmeczy		
Task 5.2	Dissemination materials and actions	Francesca Monaco		
		Gloria Bevilacqua	GEO	
		Fruzsina Foltin		
		Dóra Leitner	GEO	
Task 5.3	ask 5.3 Communication activities and materials	Zsuzsanna Selmeczy	GEO	



		Francesca Monaco	
		Gloria Bevilacqua	
		Fruzsina Foltin	
		Vona Méléder	NANTESU
		Dóra Leitner	GEO
Task 5.4	REWRITE Final Conference	Zsuzsanna Selmeczy	
		Francesca Monaco	CEO.
		Gloria Bevilacqua	GEO
		Fruzsina Foltin	

4.2 Overview of Demonstrator Sites

REWRITE has a network of 10 DM across Europe, the UK, and North America, representing vast but vulnerable coastal areas.

Many of these sites face significant human-induced pressures – such as extensive urbanization, among others –, which is an aspect that will help the project grasp how social and cultural factors influence ISS functioning.

These sites also encompass diverse climate environments, which will contribute to understanding about environmental parameters driving ISS functioning, in particular in relation with climate change.

No.	Demonstrator Site (DM)	Country	Leader(s)
1	Gyldensteen Coastal Lagoon	Denmark	Cintia Quintana
2	Wadden Sea	Netherlands	Katja Philippart
3	Essex Estuaries Complex and Humber	United Kingdom	Graham Underwood Rodney Forster
4	Dublin Bay	Ireland	Iris Moeller

TABLE 3. LIST OF DEMONSTRATOR SITES (DM) AND LEADERS



5	Scheldt Estuary	Netherlands, Belgium	Daphne van der Wal Koen Sabbe
6	Loire Estuary	France	Vona Méleder Edouard Metzger
7	Ria de Aveiro	Portugal	Ana Sousa
8	Cádiz Bay	Spain	Alfonso Corzo Sokratis Papaspyrou
9	Bay of Fundy	Canada	Jeff Ollerhead Danika Van Proosdij
10	San Francisco Bay	United States	Patty Oikawa

4.3 Project Deliverables

The table below presents an overview of the project's deliverables, including deadlines, leading partners, types, as well as dissemination levels.

To access the detailed process of preparing deliverables, please refer to section 7.1.1.

Del. No.	Deliverable Name	Lead BEN	Туре	Dis. Level	Due Date
D1.1	Project Management Handbook	NANTESU	R	PU	31 Jan 2024
D1.2	Data Management Plan first version	NANTESU	R	PU	31 Mar 2024
D1.3	Stakeholder Engagement Plan first version	SDU	R	PU	31 Mar 2024
D1.4	Quality Assurance Report mid-term version	NANTESU	R	PU	31 Mar 2026
D1.5	REWRITE Database	NANTESU	DATA	PU	30 Jun 2028
D1.6	Data Management Plan mid-term version	NANTESU	R	PU	31 Mar 2026
D1.7	Data Management Plan final version	NANTESU	R	PU	30 Jun 2028
D1.8	Quality Assurance Report final version	NANTESU	R	PU	30 Jun 2028
D1.9	Report on Clustering Activites	NANTESU	R	PU	30 Jun 2028
D1.10	Stakeholder Engagement Plan mid-term version	SDU	R	PU	31 Mar 2026

TABLE 4. LIST OF DELIVERABLES



D1.11	Stakeholder Engagement Plan final version	SDU	R	PU	30 Jun 2028
D2.1	Selection and gap analysis report for each demonstrator, interim (carbon and biodiversity)	UESSEX	R	PU	31 Mar 2025
D2.2	Demonstrator's environmental histories: timelines and trajectories intermediate report	UM	R	PU	31 Mar 2025
D2.3	Best practice guidelines for addressing social innovation into coastal rewilding	UM	R	PU	30 Sep 2025
D2.4	A set of tools designed to determine changes in ecosystem function as estuarine landscapes recover	UHULL	DEM	PU	30 Sep 2025
D2.5	Gap analysis report for each demonstrator (final)	UESSEX	R	PU	30 Sep 2025
D2.6	Demonstrator's environmental histories: timelines and trajectories final report	UM	R	PU	30 Sep 2025
D3.1	Report: Field campaigns and laboratory work on intertidal soft sediment communities: carbon sequestration	CNRS	R	PU	30 Sep 2026
D3.2	Report: Narratives of Change: mapping perceptions of heritage and wilderness	UBREMEN	R	PU	30 Sep 2026
D3.3	Report: Collaboration as incremental process	UBREMEN	R	PU	30 Sep 2027
D3.4	Report: Upscaling Ecosystem Services of intertidal areas in a rewilding and climate change context	UT	R	PU	30 Sep 2027
D3.5	Report: Hydrodynamics-based Projecting Ecosystem services of intertidal areas in a rewilding and climate change context	UAveiro	R	PU	30 Sep 2026
D3.6	Report: Physical-biogeochemical Projecting Ecosystem Services of intertidal areas in a rewilding and climate change context	CNRS	R	PU	31 Mar 2028
D3.7	Report: Field campaigns and laboratory work on intertidal soft sediment communities: biodiversity and conservation	NIOZ	R	PU	30 Sep 2026
D3.8	Report: Field campaigns and laboratory work on intertidal soft sediment communities: mitigation and adaptation to climate change and protection from coastal flooding	TCD	R	PU	30 Sep 2026
D4.1	Report on provision of local social innovation by intertidal rewilding (mid-term)	PER	R	PU	30 Sep 2026
D4.2	Policy brief of intertidal rewilding options including socio-economic and cultural framework	UM	R	PU	30 Sep 2027
D4.3	Toolkit of exploratory scenarios of rewilding intertidal flats (mid-term)	HUA	R	PU	30 Sep 2026
D4.4	Synthesis report on intertidal rewilding	SDU	R	PU	31 Jan 2028
D4.5	Roadmap on stakeholder engagement and co-designed scenarios (mid-term)	PER	R	PU	30 Sep 2025
D4.6	Roadmap on stakeholder engagement and co-designed scenarios (final)	PER	R	PU	30 Sep 2027



D4.7	Report on provision of local social innovation by intertidal rewilding (final)	PER	R	PU	30 Sep 2027
D4.8	Report on technological obstacles and drivers	UM	R	PU	30 Sep 2025
D4.9	Toolkit of exploratory scenarios of rewilding intertidal flats (final)	HUA	R	PU	30 Sep 2027
D5.1	Plan for the dissemination and exploitation including communication	GEO	R	PU	31 Dec 2023
D5.2	Mid-term report on dissemination and exploitation including communication	GEO	R	PU	31 Mar 2026
D5.3	Final report on dissemination and exploitation including communication	GEO	R	PU	30 Jun 2028
D5.4	Proceedings of the REWRITE Final Conference	NANTESU	R	PU	30 Sep 2028

4.4 Project Milestones

Milestones (table 5) serve as essential checkpoints and are important for monitoring and mapping progress within the project. They act as control points to evaluate the advancement of tasks, ensuring alignment with the established criteria and helping strategic decision-making based on achievements.

No.	Milestone	WP	BEN	Due Date
1	Launch of the REWRITE website	WP5	GEO	31 Dec 2023
2	External Advisory board nominated	WP1	NANTESU	31 Jan 2024
3	Stakeholder Steering Committee nominated	WP1	SDU	31 Jan 2024
4	Ecosystem services data availability stock take	WP2	UESSEX	30 Sept 24
5	GIS data layers compilation	WP2	UHULL	31 Dec 2024
6	First Global Multi Actor Labs established	WP2, WP4	SDU	30 Sept 25
7	Field campaign / lab work completed on biodiversity	WP3	NIOZ	30 Sept 26
8	First Local - Multi Actor Labs established	WP2, WP4	PER	30 Sept 26
9	Field campaign / lab work completed on carbon sequestration	WP3	CNRS	30 Sept 26
10	Field campaign / lab work completed on adaptation to climate change and protection from coastal flooding	WP3	TCD	30 Sept 26

TABLE 5. LIST OF MILESTONES



11	3D images rewilded demonstrators - upscaling	WP4, WP5	UESSEX	30 Sept 27
12	Upscaling Ecosystem Services of intertidal areas completed	WP3	UT	30 Sept 27
13	Projecting Ecosystem Services of intertidal areas completed	WP3	UAveiro	31 Mar 28
14	REWRITE Final Conference organized/held	WP5	NANTESU	30 Sept 28



5 Management Tools and Procedures

5.1 Internal Communication Guidelines

To ensure effective communication within the consortium, the Coordination, with the support of WP5, has developed internal communication guidelines that cover several key aspects:

- **Meetings**: The guidelines provide an overview of all meeting types, detailing where to find zoom links, agendas, minutes, and recordings. A summary of all meeting types is available in section 6 of this document.
 - For all meetings: the organizer must send a calendar invite and participants must accept it as soon as possible in order to block the date and help the organizer build a consolidated list of participants.
- **Email communication**: The guidelines outline all active mailing lists and provide recommendations for clear and concise emails. The suggested nomenclature is:
 - [*REWRITE-WPx-taskY*]-Subject (e.g., replace "task" with a keyword like Carbon, Mitigation to sea level rise, Narratives of change, etc.). Examples:
 - For WP1: [REWRITE-Coordination]-Subject
 - For WP5: [REWRITE-Com and Diss]-Subject
- **Progress monitoring**: Regular reporting of actions for each DM and WP. Each action must be linked to the corresponding task, deliverable, milestone, as well as to the "Objectives" established in the GA. This tool, accessible on the cloud, will be regularly updated and reviewed at each SC meeting.
- Internal newsletter: Every two months after each SC meeting –, an internal newsletter will be shared with the consortium. Prepared by the PM, these documents will include updates on past and upcoming events (e.g., conferences, field campaigns, meetings), introductions for new team members, and other relevant information to facilitate communication.
- **General calendar**: A shared calendar on the cloud will list all project-related meetings, field campaigns, and events. Meeting connection links and agendas will also be accessible on the tool.

All resources are centralized in the cloud, and its organization is detailed in the next section.

5.2 Data Storage: Nextcloud

All project data is centrally stored in Nextcloud, ensuring organized and secure access for the entire consortium. The repository includes from core documents such as the GA and the CA, to meeting minutes and recordings, also encompassing comprehensive contact information lists, WP related documents, research data, protocols, and results. User guides and troubleshooting materials designed to assist team members facing potential issues in the cloud are also available in designated folders.



5.2.1 Accessing Nextcloud

Access to the cloud is granted by the Data Steward (NANTESU). New members must thus reach out to her in order to place the request. Once access is granted, members can conveniently log in and begin using the platform via the following link:

https://cloud.rewrite-project.eu/index.php/apps/user_saml/saml/selectUserBackEnd?redirectUrl=

Click on the "Login with SSO" button and authenticate if prompted:

REW	RITE
Welcon	ne
Log in to Nantes Universi Nextcloud	té to continue to
Email address*	
tamiris.moreno@univ-na	intes.fr
Password*	
•••••	0
orgot password?	
Continue	:

FIGURE 4. LOGIN SCREEN FOR ACCESSING NEXTCLOUD

5.2.2 Nextcloud Folder Guide

The REWRITE Nextcloud folder has been structured in order to provide seamless navigation across the platform. Below is a concise guide to the folder organization:

- 1. **Research_Data_Protocol_and_Results:** WP2, WP3, WP4 (all data and protocol, including grid, raw data, field data, drone data, analysis data, narrative of change, and other data)
- 2. Meetings: meetings minutes, PPT files, recordings, etc.
- 3. **Contact_and_Expertise:** comprehensive lists of project members including their fields of expertise, as well as AB and SSC members contact information
- 4. **Deliverables:** final deliverables that have been submitted to the EC (both approved and waiting approval)
- Other_Documents_for_Management_and_Communication: Grant Agreement, Consortium Agreement, coordination materials (WP1), communication & dissemination materials (WP5), DM posters, SSC and AB reports.



- 6. **REWRITE_progress_monitoring_sheet:** a comprehensive workbook that provides information on WP, DM, tasks, as well as deadlines for deliverables and milestones, used as a general monitoring tool.
- 7. **REWRITE_2025_GeneralCalendar:** a tool to help team members keep track of all meetings, field campaigns, and any other project-related events.
- 8. **Cloud_Guide:** user guide and troubleshooting materials to help members navigate the platform.

5.2.3 Nextcloud and OpenProject

OpenProject is used by the Coordination as an internal project management platform. It has been integrated to Nextcloud in order to enables users to:

- Connect files and folders from Nextcloud to OpenProject WP
- Access, open, and download files and folders associated with a WP through the "Files" tab
- Review all WP linked to a specific file
- Receive OpenProject notifications directly on the Nextcloud dashboard

Accessing Nextcloud:

- Visit Nextcloud: <u>https://cloud.rewrite-project.eu/</u>
- Click on the "Login with SSO" button.
- Authenticate when redirected.

Further details about this integration will be available in the D1.2 Data Management Plan (DMP).

5.2.3.1 WP Management

This is the only OpenProject module in use on the project. It helps the Coordination keep track of key aspects such as tasks, risks and milestones. Each WP is set up and assigned to the respective leaders, with a detailed list of tasks and subtasks, due dates of milestones and deliverables, etc. The feature also allows for commenting on the activities within each WP.

In order to be kept informed about the activities, partners will be added as "watchers" and they will receive notifications on updates via e-mail.

Within the WP management module, the WP are structured following the hierarchy: WP -> Task -> Subtask, as shown below:



59	✓ WP2 – Establishing the state-of-knowledge and current trajectories of rewildi	PHASE	In progress -	Normal
60	✓ Task 2.1 - Establishing state-of-existing knowledge on ISS seascapes; data	TASK	In progress -	 Normal
61	Subtask 2.1.1 - Carbon sequestration	TASK	In progress -	 Normal
62	Subtask 2.1.2 - Biodiversity and conservation	TASK	In progress -	 Normal
63	Subtask 2.1.3 - Mitigation and adaptation to climate change and prote	TASK	In progress -	 Normal
64	Subtask 2.1.4 - Cultural biotic and abiotic services provided by current	TASK	In progress -	Normal
65	Subtask 2.1.5 - Identify current ecosystem structure in terms of landsca	TASK	In progress -	 Normal
66	Subtask 2.1.6 - Identify the current governance and political mechanis	TASK	In progress -	Normal

FIGURE 5. WP HIERARCHY IN OPENPROJECT

Inside each **PHASE** (WP) and **TASK**, you will find a few tabs with specific information. Below, a short description of each tab:

> OVERVIEW

• <u>People</u>

Here, you can find the name and contact information of both the "Accountable" (WP leader) and the "Assignees" (all of those working directly on the task). Details

In this feature, you can see the start and end dates of the task, progress percentage and update priority whenever needed.

> ACTIVITY

Displays every activity, change or update made within the task.

> FILES

Here you will find both "Attachments" and the data stored in Nextcloud. You need to be logged in to this platform in order to upload files.

> **RELATIONS**

Displays all the relations between the current task and the hierarchy structure, allowing for easy identification of every task, deliverable or milestone related to it.

> WATCHERS

Displays the users that have been added as "Watchers" to the task. They will be notified about activities within the task.

5.2.3.1.1 Deliverables

As there is no distinct "Type" specific for Deliverables in OpenProject, here they will appear as "Task". We will however differentiate them from regular tasks through their titles, which will include the deliverable number (e.g., D1.1), and the name of the deliverable. They will be linked to a "parent" Task within the respective WP (Phase).



The start date will be set 90 days before deadline (for further details regarding the deliverable schedule, please refer to section 7.1.1) and the end date will be the actual deadline.

Hierarchy: WP1 – Project Management, Coordination & Stakeholder engagement

🕨 Task 1.1 - Coordination and project management, stakeholder engagement 🖉 🗙

TASK DELIVERABLE D1.1 - Project Management Handbook



FIGURE 6. DELIVERABLE DETAILS IN OPENPROJECT

5.2.3.1.2 Milestones

Milestones will be labeled as "Milestone" types and connected to a "parent" Task. The delivery date will be shown in the information section, without start and end – only the actual delivery date will be displayed. Milestones will appear at the end of the hierarchy tree, as shown in the example below.

51	♥ WP1 – Project Management, Coordination & Stakeholder engagement	PHASE	In progress -	 Normal
54	✓ Task 1.1 - Coordination and project management, stakeholder engagem	TASK	In progress -	Normal
111	MIL 2 - External Advisory Board Nominated	MILESTONE	In progress -	🛑 High
112	MIL 3 - Stakeholder Steering Committee Nominated	MILESTONE	In progress -	🗕 High

FIGURE 7. MILESTONES IN OPENPROJECT

Once the Milestone has been achieved, the status will be changed to "Closed" and it won't be visible in the hierarchy tree anymore, but will remain linked to the parent Task in the tab "Relations".



6 Consortium Meetings

6.1 Science Cluster Meetings

The Science Cluster meetings are bi-monthly sessions organized by the Coordination (PM/PC), for which WP leaders are also engaged to help build the agenda. These sessions are open for all project members in order to:

- Review the project's progress
- Address any arising issues
- Outline upcoming steps
- Evaluate the need for adjustments in the work plan

The PM will send calendar invites with zoom links for all members previous to the meetings. A folder has been created in the cloud to store PPT files, recordings, and minutes (both latter to be provided by the PM) on the following address:

https://cloud.rewrite-project.eu/index.php/s/TJPcww5HkSc8B5A

6.2 WP Leaders Meetings

WP Leaders meeting is a monthly, closed meeting exclusively for the Coordination team and WP leaders. Its primary objectives are to:

- Offer WP leaders an opportunity to update the Coordination on their work
- Ensure the Coordination is informed of any challenges or issues
- Monitor and track progress across all WP
- Prepare the agenda for the Science Cluster bi-monthly meetings

As for the Science Cluster meetings, the PM is in charge of calendar invites, as well as of providing the meeting materials (recordings, minutes, to-do lists, etc.) at the end of each meeting. The designed folder for the WP Leaders meetings can be found on the following address:

https://cloud.rewrite-project.eu/index.php/s/596DwkifX93HdCd

6.3 Internal WP Meetings

Internal WP meetings are monthly sessions designed to coordinate the work within each WP individually, as well as cross-WP tasks if necessary. Each WP leader is responsible for scheduling these meetings, but they can reach out to the PM for assistance.



Specific mailing lists will be created for each group to facilitate communication, and WP leaders must notify the Coordination if they wish to modify them. The objectives of these meetings include:

- Coordinating actions and tasks within the WP
- Monitoring the progress of activities and deliverables
- Addressing and resolving any issues or challenges
- Ensuring timely completion of deliverables and achievement of milestones

Each WP leader must ensure that the sessions are recorded, and provide both the recordings and the minutes, as well as any relevant presentation files, on the designed folder in the cloud.

6.4 General Assemblies

Starting in spring 2024 and taking place twice a year, REWRITE will hold 10 General Assemblies throughout its lifecycle. These meetings aim to:

- Evaluate the results obtained in the previous 6 months
- Review and suggest updates to the implementation plan
- Decide about further work plan adjustments, if necessary

Sessions scheduled in spring (M6, 18, 30, 42 and 54) will be conducted via teleconference and will be organized by the PM. Fall sessions (M12, 24, 36, 48 and 60) will convene in person and coincide with the annual AB and SSC meetings. More specific information can be found in the section below.

6.5 Annual Meetings

Starting at M12, REWRITE will hold five annual meetings until its conclusion. These will serve as opportunities for the external bodies (AB and SSC) to join the consortium in order to:

- Evaluate the preceding 12 months' results
- Facilitate discussions and strategic planning for the project's progression

These sessions will be conducted jointly with the G-MALs (Global Multi-Actor Laboratories) to codesign, assess, and validate intertidal rewilding scenarios through focused workshops.

The Annual Meetings will take place in person, with a different partner hosting each year, and will be organized as follows:

- The hosting partner will take responsibility for expenses related to venue rental and organized meals during the event.
- All further costs concerning travel, accommodation, and daily allowances will be covered individually by each partner.
- The costs for external members (AB and SSC) will be covered by the Coordinator.



If the host partner faces budgetary constraints, they are welcome to contact the PC to explore possible assistance and solutions.

These arrangements remain open to discussion. When necessary, remote participation will be allowed.

6.5.1 G-MALs

The G-MAL consists in a series of workshops, at the European level, composed by the SC, the AB, and the SSC. Three workshops will be organized (at M12, M24 and M36) and will be held jointly with the general assemblies during the Annual Meetings.

These workshops will pave the way for the preparatory work to Local-MALs at the DM level.

6.5.2 L-MALs

The L-MAL happens at the DM level. They will be implemented by targeting specific stakeholder focus groups, and organizing parallel workshops in each of them. Discussions will be fed by drivers identified during the G-MALs.

These meetings will be organized by national partners.

6.6 Review Meetings

Review meetings will be scheduled according to the requirements of the EC. For more information on project reviews, please refer to section 7.2.



7 Quality Assurance and Potential Risks

7.1 Quality Plan

The main objective of the Quality Plan is to maintain consistent quality standards across the project. This includes anticipating deadlines for deliverables to ensure high-quality results, preparing properly for project reviews, developing an efficient risk management procedure, and minimizing deviations to the DoA.

The PC is in charge of delivering a Quality Assurance Report before the mid-term review (M30) to ensure that all standards have been met. This report will be updated at the end of the project (M60).

7.1.1 Quality of Deliverables

To ensure the high quality of deliverables, they will be anticipated 3 months prior to the deadline. A preliminary draft must be made available for reviewing, either internally or externally.

- If no review process is needed, the leader ensures that the deliverable is read, commented and validated within their own WP. In this case, the "Internal review" scheduled shall be respected.
- The internal review will be conducted within the consortium, by the partners identified beforehand.
- The external review will be conducted by an external expert, including AB and SSC members.

In all three cases, the leader responsible for the deliverable will be in charge of choosing and contacting the reviewers (within the WP, within the consortium or externally) sufficiently in advance to ensure that the schedule is respected.

The schedule will operate as follows:

TABLE 6. DELIVERABLE SCHEDULE

Internal Review	External Review
90 days prior to the delivery date: WP le It will serve as a reminder	eader will receive a notification via OpenProject. to start preparing the deliverable.
 At his/her convenience The Task/subtask leader collected information and data required for the deliverable from involved partners. 	 At his/her convenience The Task/subtask leader collected information and data required for the deliverable from involved partners.
 30 days before deadline: The Task/subtask leader sends the initial draft among involved partners, including 	 60 days before deadline: The Task/subtask leader sends the initial draft among involved



WP leaders, for review and comments.	partners, including WP leaders, for review and comments.
 20 days before deadline: Partners' comments are collected and incorporated into the finalized version. 	 40 days before deadline: Partners' comments are collected and incorporated into the finalized version.
 15 days before deadline: The finalized version is forwarded to the PC and to the WP leader for the final review and submission. 	 30 days before deadline: External review deadline.
 Due date: The PC submits the final 	 15 days before deadline: The finalized version is forwarded to the PC and to the WP leader for the final review and submission.
version of the deliverable to the EC through the SyGMa portal and via e-mail to the Project Officer.	 Due date: The PC submits the final version of the deliverable to the EC through the SyGMa portal and via e-mail to the Project Officer.

Each WP leader holds the responsibility for ensuring the quality of their deliverables. They are tasked with gathering technical progress information from the Task and Subtask leaders, compiling a report, and submitting it to the PC.

Any eventual discrepancies from the Annex I (DoA) will require clarification and justification.

For further information, please refer to the initial table listing the review needs for each deliverable provided in the annexes (section 9.3).

7.2 Project Reviews

The EC project review includes evaluating the technical implementation, ensuring scientific or technological quality and relevance. This involves assessing deliverables, reports, and potentially examining financial, legal, and other aspects related to the Grant Agreement.

Three project reviews – to be conducted online, unless decided otherwise – are planned at M21, 39, and 60.

The PC, assisted by the PM, will inform partners beforehand regarding these meetings and request their support in preparing all required materials.



The PC also maintains regular communication with the PO to provide updates on project progress and schedule, thus facilitating continuous monitoring of the project's performance and alignment with the Description of the Action (DoA).

7.3 Amendments to the Grant Agreement

Any deviations from the Grant Agreement and its annexes must be promptly communicated to the PC. Following consultation, the PC will assess if an amendment is necessary and inform the involved partner accordingly.

While minor changes may not mandate an amendment, significant deviations from the DoA could require one. The procedure in such cases is as follows:

- The involved partner is required to submit a written communication to the PC, detailing:
 - The proposed changes;
 - Clear justification, supported by the DoA, as to why the changes are necessary;
 - Any potential consequences on the project's work plan or any other aspects.
- The PC will then consult with the PO to determine if an amendment is necessary. If confirmed:
 - \circ $\;$ The PC will adhere to any procedures advised by the EC;
 - The partner involved will circulate a written notification the consortium.

Note that amendments should be kept to a minimum – but if they are necessary, partners should anticipate as much as possible as the completion of procedures may take time.

7.4 Potential Risks Management

Numerous critical risks have been identified in advance, and corresponding mitigation strategies have been presented in the Grant Agreement, as indicated in the table below. However, given the potential for unforeseen issues during the project's lifecycle, effective risk management procedures must be followed:

- WP leaders are entrusted with overseeing progress within their WP and evaluating potential risks
- If any risk is encountered, the WP leaders must communicate them to the PC
- The PC, together with the WP leaders, will assess risks based on their likelihood to occur:
 - \circ If low and medium likelihood: appropriate mitigation measures will be discussed
 - If high likelihood: immediate action will be taken, and the pertinent management body will convene to discuss and determine necessary steps
- Should substantial alterations to the work plan become necessary, the PC will notify the EC on behalf of the consortium, and discuss a possible amendment.



Note that all partners are responsible for identifying and documenting both new and existing risks. As a standard protocol, any issues arising must be communicated to the PC at all times.

Risk No.	Description	WP	Mitigation Measures
1	Delay in the deliverables	WP1	The PM, together with the Scientific Coordinator, will anticipate the deliverable productions three months before the final deadline, to ensure its level of quality, following the Project Management Handbook. <i>Iow likelihood, low severity</i>
2	Low-quality of the technical work	WP1	The deliverables will be produced collectively; external expertise (ethical, technical or financial) might be required. <i>Iow likelihood, low severity</i>
3	Loss of key partner	WP1	The financial sustainability of each partner has been assessed beforehand, so the financial risks will be minimal. All decisions are taken on a majority vote and discussions will be held before any decisions is made. The procedures for leaving the consortium will be formalized in the Consortium Agreement and a new partner might be identified, in agreement with the EC. <i>Iow likelihood, medium severity</i>
4	Inability to access available information	WP2	Agreement with stakeholders to provide data, National policies on open access data. <i>Iow likelihood, high severity</i>
5	Key stakeholder personnel unreachable	WP2	Use of stakeholder groups to reduce reliance on individuals. <i>medium likelihood, medium severity</i>
6	COVID-19 travel restrictions for field work	WP3	Send equipment to demonstrators with instructions for local measurements or sampling. <i>Iow likelihood, medium severity as most of the</i> <i>work is carried out locally</i>
7	Instrument failure	WP3	Analysis with less data, or collect additional data. Low severity, as plan relies on a combination of data with some overlap. <i>Iow likelihood, medium severity as plan relies on a</i> <i>combination of data with some overlap</i>
8	Failure of a partner to deliver	WP3	The consortium is sufficiently large to fill knowledge gaps. <i>Iow likelihood, low severity</i>
9	Lack of attendance of stakeholders to workshops (MALs)	WP4	Extensive network of municipalities, communities, NGOs, authorities, and associations allowing to identify alternative contacts in case of insufficient commitment. The individual members of MALs will be contacted by the local contact in question to establish a personal connection. <i>Iow likelihood, medium severity</i>
10	Misunderstanding due to language constrains in MALs	WP4	Translation facilities will be provided. One responsible for each demonstrator is present in the MALs to facilitate the process. <i>medium likelihood, low severity</i>
11	Skepticism of stakeholders to scenario analysis	WP4	A neutral and objective party is established and composed of an external advisory board with

TABLE 7. LIST OF CRITICAL RISKS



			researchers. The participation of a neutral party allows stakeholders to talk with other researchers not involved in the project. <i>Iow likelihood, low severity</i>
12	Limited sensitivity of the public /stakeholders, and apprehension of novelty from end-users	WP5	The dissemination plan and its constant updates will provide a control using key performance indicators to monitor the sensitivity of the target audiences and consequently update the communication activities depending on the situation. <i>Iow likelihood, medium severity</i>
13	Delays of deliverables due to delays in the field	WP3	The implementation of the "space for time" approach need to analysis at least 3 demonstrators (northern, southern and mid- latitudes) for each season (representing around 10 days within 3 months). With 10 demonstrators and 2 years of survey, a delay in the field should be anticipate during the first year, and compensated during the second year. <i>medium likelihood, low severity</i>
14	Loss of key expert	WP4, WP2, WP3	The consortium is sufficiently large to compensate. See the table of competencies of the whole consortium.



8 Project Reporting

8.1 Internal Reporting

8.1.1 Progress Reports

Every 6 months, WP leaders are requested to submit a technical progress report to the PC. This report should cover achieved work, tasks in progress, as well as requirements for additional support if needed. Requested by the PO, the purpose of this document is to provide a clear overview of the advancements within each WP throughout the project's lifecycle.

The document should include:

- Work in progress and achievements
- Any needs for support
- Eventual issues (late delivery, etc.)

As to the format, please consider the following instructions:

- For each WP, a maximum of 300 words (2-3 paragraphs)
- The document should be in .docx format
- Possibility of adding pictures, external links, etc.

The PM will ensure that the schedules are respected by communicating the deadlines far in advance. WP leaders are expected to provide their summaries within the deadline established by the PM.

8.1.2 Financial Reports

Simultaneously with the technical progress report, partners are requested to provide a mid-term report on their individual expenses. This supports the PC in keeping an overview of expenditures, allowing early identification of any deviation and facilitating the preparation of periodic reports.

8.2 Continuous Reporting

At the start of the project, the EC activates the Continuous reporting on the Grant Management Services portal (SyGMa), allowing all partners to regularly contribute with updates.

In order to access the portal, partners may use the notification they received by mail at the start of the project, or simply use the following procedure:

• Go to: https://ec.europa.eu/info/funding-tenders/opportunities/portal/



- Log into the system through the right hand above menu
- Under the category "My projects" (left hand menu), select "REWRITE"
- Click on "Actions" and on "Manage Project"

Please not that before uploading any documents on SyGMa, partners are required to submit them to the coordinator for validation.

It is also important to note that the information added to the Continuous report will feed the technical report (Part A) of the periodic reports to the EC.

8.3 Periodic Reporting

The consortium must submit periodic reports to the EC, as stipulated in the GA. These reports must include technical and financial information.

The technical report serves to:

- Maintain progress overview towards action objectives and milestones
- Provide a detailed description of work per WP for each beneficiary
- Track progress on recommendations from previous reviews, if any

They will be structured as follows:

- Part A: incorporates project information and is fed directly by the Continuous reporting
- Part B: narrative section detailing project progress and updates

In addition to the periodic reports, there will be a final report at the end of the lifecycle of the project. The final technical report will serve to:

- Provide a comprehensive project overview
- Present results, their exploitation, and dissemination strategies
- Present conclusions and assessment of socioeconomic impact

The financial reports (both periodic and final) will serve to:

• Provide statements on use of resources (individual and consolidated)

Regarding the responsibilities in the preparation of these documents:

- All participants must contribute by:
 - o Updating the Continuous report regularly
 - Providing any document as requested by the PC
 - \circ $\;$ Keeping the PC informed about any issues that may arise
- The PM will be in charge of:
 - o Ensuring that all partners are updating the Continuous report
 - o Collecting financial statements from all partners



- Requiring any additional documents needed for the preparation of the reports
- The PC will be responsible for:
 - Performing quality checks to ensure quality of the reports
 - Submitting the reports to the EC via the portal

Throughout REWRITE's lifecycle, there will be 3 periodic reports (at M18, 36 and 60). The reports must be submitted up until 60 days after the end of the reporting period, and interim payments will be made within 90 days of receipt of the periodic report.



9 Annexes

9.1 Composition of the Advisory Board

	Country	Name	Expertise	Organization	Contact point
1	FR	Anne-Laure Barillé	Mudflat functioning expert	Bio-Littoral	Vona Méléder
2	FR	Isabelle Gailhard- Rocher	Research project manager on marine environments	French Biodiversity Office-OFB	Vona Méléder
3	ES	Carlos M. Duarte	Executive Director, Global Coral Reef R&D Accelerator Platform	King Abdullah University of Science and Technology	Alfonso Corzo
4	DE	Franz Krause	Senior Researcher, ethnology. Specialized on deltas and water	University of Cologne	Werner Krauss
5	IE	Robert Wilkes	EPA activities, including the seagrass surveys and the UK/Ireland's Saltmarsh Restoration Handbook	Environmental Protection Agency Ireland	Iris Moeller
6	BE	Patrick Meire	Rewilding (depoldering, etc) in the Schelde estuary and coastal zone management	University of Antwerp	Daphne van der Wal
7	NL	Tjeerd Bouma	Ecological restoration	NIOZ	Daphne van der Wal
8	UK	Roger Proudfoot	Estuary & Coast Planning Manager	Environment Agency	Graham Underwood
9	UK	Tom Spencer	Marsh, coastal change aspects	University of Cambridge	Graham Underwood
10	CA	Enda Murphy	Assistant Professor	The University of British Columbia	Danika van Proosdij
11	CA	Kate Sherren	Full Professor in Environmental Social Sciences	Dalhousie University	Vona Méléder
12	USA	Denis Baldocchi	Executive Associate Dean and Professor of Biometeorology	University of California, Berkeley	Vona Méléder



9.2 Composition of the Stakeholder Steering Committee

	Country	Name	Expertise	Organization	Contact point
1	DK	Lars Malmborg	Biologist and manager	Aage V. Jensen Naturfond	Cintia Quintana
2	РТ	José Eduardo de Matos	Executive Secretary	Intermunicipality Community of Aveiro Region (CIRA)	Ana Sousa
3	IE	Patrick Hall	Head of Coastal – Office of Public Works	Costal – Office of Public Works	Iris Moeller
4	ES	Rafael Martín Ballesteros	Director of the Natural Park of Cádiz Bay	Natural Park of Cádiz Bay	Sokratis Papaspyrou
5	ES	María Nuñez Rodriguez	European Programme Officer Nature Based Solutions	IUCN European Regional Office	Vona Méléder
6	UK	Alison Debney	Conservation Lead – Wetland Restoration	ervation Lead etland toration	
7	CA	Kate Sherren	Full Professor in Environmental Social Sciences	Dalhousie University	Vona Méléder

9.3 Provisional Review Needs for Deliverables

Del. No.	Deliverable Name	Lead BEN	Internal Review	External Review	No Review Needed
D1.1	Project Management Handbook	NANTESU			Х
D1.2	Data Management Plan first version	NANTESU			Х
D1.3	Stakeholder Engagement Plan first version	SDU			
D1.4	Quality Assurance Report mid- term version	NANTESU			Х
D1.5	REWRITE Database	NANTESU			Х
D1.6	Data Management Plan mid-term version	NANTESU			Х
D1.7	Data Management Plan final version	NANTESU			Х
D1.8	Quality Assurance Report final version	NANTESU			Х
D1.9	Report on Clustering Activites	NANTESU			Х



D1.10	Stakeholder Engagement Plan mid-term version	SDU			
D1.11	Stakeholder Engagement Plan final version	SDU			
D2.1	Selection and gap analysis report for each demonstrator, interim (carbon and biodiversity)	UESSEX			х
D2.2	Demonstrator's environmental histories: timelines and trajectories intermediate report	UM			
D2.3	Best practice guidelines for addressing social innovation into coastal rewilding	UM			
D2.4	A set of tools designed to determine changes in ecosystem function as estuarine landscapes recover	UHULL			Х
D2.5	Gap analysis report for each demonstrator (final)	UESSEX			Х
D2.6	Demonstrator's environmental histories: timelines and trajectories final report	UM			
D3.1	Report: Field campaigns and laboratory work on intertidal soft sediment communities: carbon sequestration	CNRS	UT		
D3.2	Report: Narratives of Change: mapping perceptions of heritage and wilderness	UBREMEN		Х	
D3.3	Report: Collaboration as incremental process	UBREMEN		Х	
D3.4	Report: Upscaling Ecosystem Services of intertidal areas in a rewilding and climate change context	UT		Х	
D3.5	Report: Hydrodynamics-based Projecting Ecosystem services of intertidal areas in a rewilding and climate change context	UAveiro	UT		
D3.6	Report: Physical-biogeochemical Projecting Ecosystem Services of intertidal areas in a rewilding and climate change context	CNRS	UT		
D3.7	Report: Field campaigns and laboratory work on intertidal soft sediment communities: biodiversity and conservation	NIOZ	UT		
D3.8	Report: Field campaigns and laboratory work on intertidal soft sediment communities: mitigation and adaptation to climate change and protection from coastal flooding	TCD	UT		
D4.1	Report on provision of local social innovation by intertidal rewilding (mid-term)	PER	х		



D4.2	Policy brief of intertidal rewilding options including socio-economic and cultural framework	UM	х		
D4.3	Toolkit of exploratory scenarios of rewilding intertidal flats (mid-term)	HUA	Х		
D4.4	Synthesis report on intertidal rewilding	SDU		Х	
D4.5	Roadmap on stakeholder engagement and co-designed scenarios (mid-term)	PER	х		
D4.6	Roadmap on stakeholder engagement and co-designed scenarios (final)	PER		Х	
D4.7	Report on provision of local social innovation by intertidal rewilding (final)	PER		Х	
D4.8	Report on technological obstacles and drivers	UM	Х		
D4.9	Toolkit of exploratory scenarios of rewilding intertidal flats (final)	HUA		Х	
D5.1	Plan for the dissemination and exploitation including communication	GEO	х		
D5.2	Mid-term report on dissemination and exploitation including communication	GEO	х		
D5.3	Final report on dissemination and exploitation including communication	GEO	х		
D5.4	Proceedings of the REWRITE Final Conference	NANTESU			Х