D1.1 Coordination and Monitoring Plan

January 2025 – Final Version

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1. Introduction

The current deliverable (Deliverable 1.1) describes the basis of FORTHCOMING´s project management and monitoring along the implementation and evaluation phases. It is prepared inside the Project Coordination and Management work package (WP1) to provide a full strategy for project accomplishment. It is proposed to ensure and guide the consortium in all the cooperation procedures required in the project.

The *purpose* of this document is, therefore, to provide the project strategy and the responsibility within work packages (WPs). Precisely, this document describes the governance structure, define the timeline for project implementation, and outline the policies for communication, communication channels and activities, reporting practices, and the necessary information to facilitate the WPs implementation and the interaction between the consortium partners. Practically, the primary recipients of the document will be the team leaders, researchers, and administrative personnel in each partner organisation. It offers a comprehensive overview of the project flow and coordination criteria to facilitate communication and project management at every stage of the project.

 This document is structured as follows:

Section 2 summarises the FORTHCOMING project's essential facts, scope, and main aims. This section is intended to provide basic information for use internally when presenting the project inside each partner in the FORTHCOMING consortium.

Section 3 outlines FORTHCOMING's work plan framework, which includes a Gantt chart and the work breakdown structure and responsibilities.

And, Section 4 states the project management and monitoring criteria and guidelines; including the consortium interrelation, the work breakdown structure, and communication criteria.

2. Project Overview

FOsteRing THe City Of proximity through Maas INteGration - (FORTHCOMING) is a 30-month (from 11.12.2023 to 31.05.2026.) research-oriented approach (ROA) project funded within the 15mC Transition Pathway of Driving Urban Transitions (DUT) partnership. Universidad Politécnica de Madrid (UPM) coordinates the consortium formed by 17 organizations from 6 countries: 8 Co-partners and 9 Collaborators.

FORTHCOMING includes both strategic research and applied research. The main goals are to produce new knowledge, increase the understanding needed to bring the 15-minute city concept closer to implementation as well as ensure the feasibility of proposed solutions and future replicability throughout the European context. FORTHCOMING focuses on understanding how lower density and metropolitan areas work regarding the 15-minute city's goals in a generalised way so that it can be the foundation for future research. It also aims to ascertain what works in these areas to improve liveability and provides useful knowledge for the practitioners and decision-makers that shape the future of European cities.

With respect to strategic urban research, the project analyses 6 European case studies (Figure 1), belonging to 6 countries: Spain, Hungary, Italy, Germany, and Türkiye. The case studies include core and suburb cities. This attempts to represent the complex mutually dependent systems whose interactions can be improved and optimized not only on a functional level (in terms of connectivity and mobility) but also on the policy level considering cooperation, co-creation, and knowledge exchange. To achieve this goal, the project will strongly rely on existing scientific knowledge in most successful practices regarding the 15minC concept and employ scientific research methods to ensure the key measures, objective impact analysis, and greater replicability of

the results. Knowledge generated in the course of FORTHCOMING will enrich our understanding of cities´ functioning, namely cities´ responsiveness to certain policy measures.

At the same time, FORTHCOMING implies active stakeholder engagement, discussions about current challenges faced by suburb cities and means to overcome them, thus contributing to the applied urban research. The set-up of Urban Living Labs in the case studies will facilitate this process, promoting interaction between different stakeholders. Based on their inputs and hands-on experiences in urban planning, ICT deployment and transport operation, FORTHCOMING provides guidelines and recommendations that will be practical, useful, and comprehensible for stakeholders from other cities.

Figure 1: FORTHCOMING Map

2.1. FORTHCOMING objectives and expected impacts

The concept of the project is to produce new knowledge and increase the understanding needed to bring the 15-minute city concept closer to reality. The purpose is to improve liveability and to ensure the feasibility of proposed solutions and future replicability throughout the European context. The outputs of this project promise to provide useful knowledge for the practitioners and decision-makers that shape the future of European cities.

The General Objective of FORTHCOMING is to foster the successful transfer of city-centre strategies to suburban areas.

To achieve this overall goal, a set of specific objectives is defined:

- SO1: analysis of existing and development of new data-driven strategies for multimodal mobility integration, to improve the movement of persons and goods and to promote public transport as a backbone of sustainable mobility;
- SO2: Set up six Urban Living Labs in suburban areas to empower co-creation, knowledge exchange, and stakeholders´ involvement;
- SO3: promotion of digitalization for reliable information and management;
- SO4: development of innovative policies for reallocation of urban space and mix of uses through co-creation.

Practically, the strategic set of common and specific actions designed for the 6 case studies will result on the following impacts, structured according to the 4 pillars of the 15-minute City:

Pillar 1: Impact on density – accelerate the transition towards user-centric mobility and urban planning strategies. The 15-minute city shows the importance of local and equitable planning based on citizens 'needs. On one side, FORTHCOMING will locate the user at the center of urban planning strategies to improve the quality of public space in suburban contexts, reducing the processes of sprawl. On the other side, it will locate the user at the center of mobility planning strategies to facilitate more informed decisions, encouraging behavioral change.

Pillar 2: Impact on proximity – facilitate the seamless integration of transport modes into a multimodal network for passengers and goods. This multimodality will help to improve both accessibility and connectivity. It will also contribute to the adoption of more sustainable mobility choices for passengers and goods, leading towards less car-dependent lifestyles and promoting active modes, such as walking and cycling. By encouraging residents to walk and cycle, the 15-minute city can also improve long-term health through increased physical activity.

Pillar 3: Impact on diversity – promote the shift towards mixed-use land developments and for all members of society. With easier access to basic needs, 15-minute city residents have more time to focus on personal and social needs, which can significantly boost quality of life and create a stronger sense of community, leading to a tighter social fabric. Those at a disadvantage for not driving, either because of age, physical impairments or financial reasons will be the most benefited from FORTHCOMING.

Pillar 4: Impact on digitalization – encourage the implementation of MaaS and LaaS strategies. FORTHCOMING acts as a driver for the take-up of digital tools to improve density, proximity and diversity in urban peripheries. Consortium partners in ICT and mobility fields will share their expertise and know-how to boost the future development of integrated MaaS and LaaS.

3. FORTHCOMING work plan

The overall structure of the work plan and the main relationship, synergies and dependencies between the Work Packages (WPs) are depicted in Figure 2. The FORTHCOMING Work Plan comprises 7 work packages.

The WPs follow a sequential logic with some overlaps, except for WP1 and WP7, which will last over the duration of the whole project. The process will start by defining a Portfolio of Successful 15minC strategies (WP2), representing a collection of best worldwide practices and definition of success criteria for 15minC policies. The results of WP2 will feed WP3, WP4, WP5 and WP6. Within WP3 a SWOT analysis will be developed based on focus groups (including co-operation partners and other relevant stakeholders) (FG-1) feedback for a set of 15minC strategies pre-selected from the Portfolio and local policies implemented in each case study.

Partially coinciding with WP3, WP4 will be dedicated to the set-up of 6 Urban Living Labs which will enable screening of the four 15minC dimensions (density, diversity, proximity and digitalization) in each case study, continuous data collection and stakeholder interaction. Urban Living Lab environment will also facilitate the development of Transfer Guidelines for the 15minC strategies within the WP5, which also includes a second round of focus groups (FG-2) with local stakeholders and will provide the inputs for the Guidebook.

WP6 will apply an Impact Analysis supported by the external stakeholders to assess and validate the impact of implemented strategies transferred from centers to the outskirts. Finally, WP7 will coordinate the Dissemination and Transferability actions. The main output of the project will be a public "15-minute City Implementation Guidebook for Suburban Areas¨ that will promote the transfer of the project achievements to other cities and contexts. Project results will be disseminated at the final event in Brussels, with recommendations for transferability to Brussels Region and relevant local stakeholders.

All along the FORTHCOMING development, the assessment of the progress and the results will be assured by project´s stakeholders: we will organise 2 rounds of FG in each ULL (6 Local Experts´ Groups) who will provide assistance to setting up and analysing each Urban Living Lab. The EVG will assess the Impact Assessment Methodology and validate the results and their inclusion in the 15minC Implementation Guidebook for Suburban Areas.
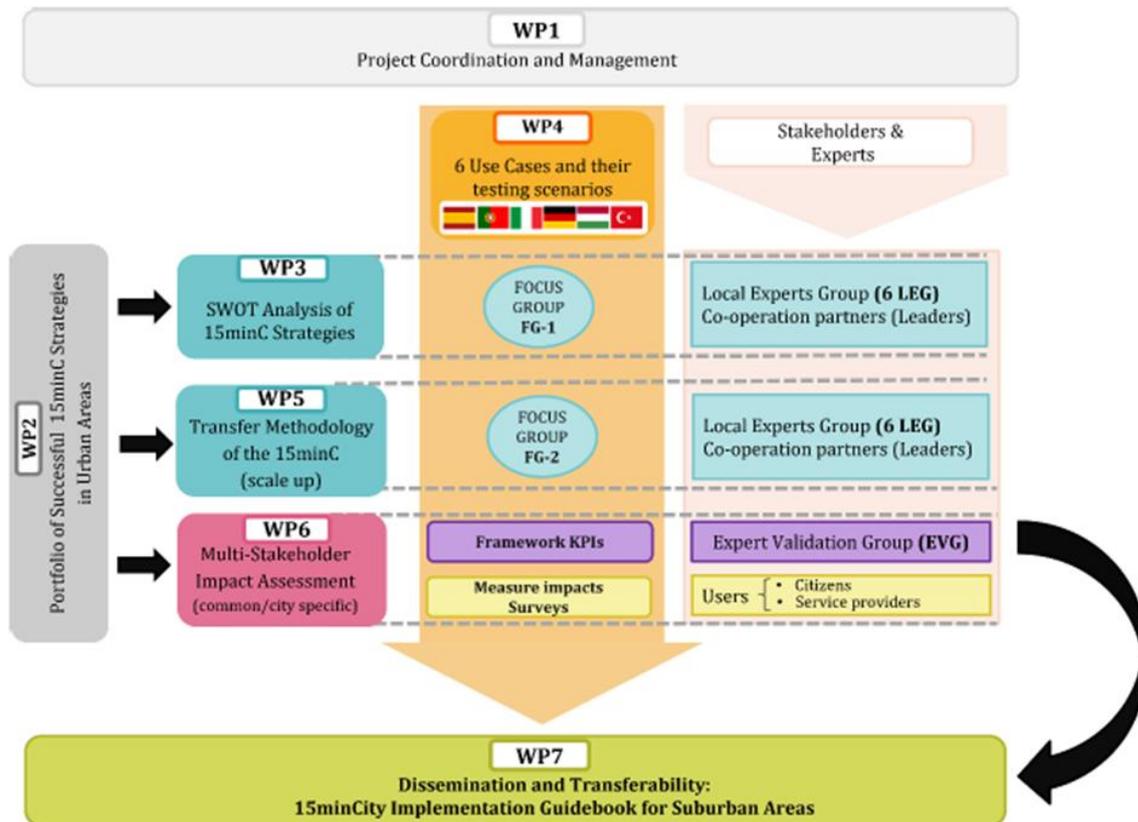

Figure 2: FORTHCOMING work strategy

In Figure 3, the Gantt chart related to FORTHCOMING project is presented.

WP	Task	Res	Description	Start	End
1		**UPM**	**Project management and Coordination**	**1**	**30**
1	1	UPM	Project Monitoring and Coordination of Activities	1	30
1	2	UPM	Administrative and Financial Coordination	1	30
1	3	Parabol	Innovation Quality, Risk Mitigation and Data Management	4	30
1	4	Parabol	Ethical, Gender and Legal Issues	1	30
2		**EUR**	**Portfolio of Successful 15minC Strategies in Urban Areas**	**1**	**10**
2	1	ITU	State of the Art and Practice: 15minC in the International Setting	1	5
2	2	EUR	15minC Strategies: Measures of Success	5	7
2	3	EUR	Portfolio of Successful 15minC Strategies in Urban Areas	6	10
3		**HCU**	**SWOT Analysis of 15MinC strategies**	**1**	**14**
3	1	IST	Successful 15minC Strategies in the 6 Case Studies	1	4
3	2	HCU	Key Performance Indicators for 15minC Strategies	3	14
3	3	SZTAKI	Focus Groups I: SWOT Analysis of 15minC Strategies and KPIs by Local Experts	7	14
4		**UPM**	**6 Use cases (UCs) and their testing scenarios**	**6**	**20**
4	1	UPM	Set-up of 6 European Living Labs	6	15
4	2	HCU	Screening 15minC Dimensions in 6 European Living Labs	8	20
4	3	EUR	Cross-sectional Analysis	10	20
5		**IST**	**Transfer Methodology of the 15minC (scale up)**	**12**	**20**
5	1	IST	Methodology for the 15minC policy transfer from the core city to the suburb city	12	15
5	2	HCU	Focus Groups II: Applying the Policy Transfer Methodology to the 6 Livings Labs	15	18
5	3	EUR	Semi-structured interviews: scaling-up successful 15minC strategies to other contexts	16	20
6		**POLITO**	**Multi-stakeholder Impact Assessment common/city specific**	**12**	**26**
6	1	IST	Methodology and tools for Impact Assessment	12	16
6	2	POLITO	Data collection for Impact Assessment	12	20
6	3	POLITO	Impact Assessment of each Living Lab and Cross-sectional Analysis	18	26
7		**ITU**	**Dissemination and Transferability: 15minC Implementation Guidebook for Urban**	**1**	**30**
7	1	ITU	Communication and Dissemination Strategy	3	5
7	2	Parabol	Project website, social networking, and dissemination material	3	30
7	3	SZTAKI	Contribution to scientific journals, conferences, and external workshops	14	30
7	4	EUR	Project Events Management	1	30
7	5	UPM	"15minC Implementation Guidebook for Suburban Areas"	20	30

P - Project Meetings / D - Deliverable for each WP: Koff, GA1, DUT1, PC1, PC2, PC3, GA2, DUT2, PC4, PC5, PC6, GA3

MS - Milestone: MS1, MS2, MS3, MS4, MS5, MS6, MS7, MS8/9

REPORTING PERIOD 1 — REPORTING PERIOD 2

Figure 3: FORTHCOMING Gantt

3.1 Work breakdown structure (WBS)

The FORTHCOMING Work Breakdown Structure (WBS) is presented in Table 1, specifying the schedule per task, task leader, all partners involved, and related deliverables.

Table 1: FORTHCOMING Work breakdown structure

WP	Task	Start	End	Leader	Involved partners	Related deliverable(s)
1	T1.1. Project Monitoring and Coordination of Activities	Dec 23 [M1]	May 26 [M30]	UPM	All partners	D1.1. Coordination and Monitoring Plan, Jan 24 [1], *UPM.* D1.4. Intermediate Project Report. Feb 25 [15], *UPM.* D1.5. Final Project Report. May 26 [30], *UPM.*
1	T1.2. Administrative and Financial Coordination	Dec 23 [M1]	May 26 [M30]	UPM	-	D1.2. Administrative, Financial, Ethical, Gender, and Legal Coordination. May 24 [6], *UPM+Parabol.*
1	T1.3. Innovation Quality, Risk Mitigation, and Data Management	Mar 24 [M4]	May 26 [M30]	Parabol	UPM, EUR	D1.3. Innovation, Quality, Risk and Data Management Plan. May 24 [6], *UPM+Parabol.*
1	T1.4. Ethical, Gender, and Legal Issues	Dec 23 [M1]	May 26 [M30]	Parabol	UPM, EUR	-
2	T2.1. State of the Art and Practice: 15minC in the International Setting	Dec 23 [M1]	April 24 [M5]	ITU	UPM, EUR, HCU, SZTAKI, POLITO, IST	-
2	T2.2. 15minC Strategies: Measures of Success	April 24 [M5]	Jun 24 [M7]	EUR	POLITO, IST, ITU, Parabol	-

2	T2.3. Portfolio of Successful 15minCity Strategies in Urban Areas	May 24 [M6]	Sep 24 [M10]	EUR	All partners	D2.1. Portfolio of Successful 15minC Strategies in Urban Areas. Sep 24 [10], *EUR*
3	T3.1. Successful 15minC Strategies in the 6 Case Studies	Dec 23 [M1]	Mar 24 [M4]	IST	All partners	-
3	T3.2. Key Performance Indicators for 15minC Strategies	Feb 24 [M3]	Jan 25 [M14]	HCU	UPM, POLITO, ITU, Parabol	-
3	T3.3. Focus Groups I: SWOT Analysis of 15minC Strategies and KPIs by Local Experts	Jun 24 [M7]	Jan 25 [M14]	SZTAKI	HCU, POLITO, IST, ITU, Parabol	D3.1. SWOT Analysis of 15minC Strategies. Jan 25 [14], *SZTAKI.* D3.2. Definition of the Key Performance Indicators (KPIs): Input-KPIs, Process-KPIs, and Outputs-KPIs. Jan 25 [14], *SZTAKI.*
4	T4.1. Set-up of 6 European Living Labs	May 24 [M6]	Feb 25 [M15]	UPM	All partners	D4.1. Report on the Set-up of 6 European Living Labs. May 25 [18], *UPM.*
4	T4.2. Screening 15minC Dimensions in 6 European Urban Living Labs	Jul 24 [M8]	Jul 25 [M20]	HCU	UPM, SZTAKI, POLITO , IST, ITU	-
4	T4.3. Cross-sectional Analysis	Sep 24 [M10]	Jul 25 [M20]	EUR	UPM, HCU, SZTAKI, POLITO, IST, ITU	D4.2. Cross-sectional Analysis of 6 European Living Labs. Jul 25 [20], *EUR.*
5	T5.1. Methodology for the 15minC policy transfer from the core city to the suburb city	Nov 24 [M12]	Feb 25 [M15]	IST	UPM, HCU, SZTAKI, POLITO, ITU	D5.1. Methodology for Transferring 15minC Strategies from Core Cities to Suburban Cities. May 25 [18], *IST.*

5	T5.2. Focus Groups II: Applying the Policy Transfer Methodology to the 6 Livings Labs	Feb 25 [M15]	May 25 [M18]	HCU	All partners	-
5	T5.3. Semi-structured interviews: scaling-up successful 15minC strategies to other contexts and cities	Mar 25 [M16]	Jul 25 [M20]	EUR	UPM, HCU, SZTAKI, POLITO, IST, ITU]	D5.2. Transfer potential city-to-suburbs and scaling-up to other contexts and cities. Jul 25 [20], EUR.
6	T6.1. Methodology and Tools for Impact Assessment	Nov 24 [M12]	Mar 25 [M16]	IST	UPM, SZTAKI, POLITO, ITU	D6.1. Multi-Stakeholder Impact Assessment Methodology (common/city specific). Mar 25 [16], *IST.*
6	T6.2. Data collection for Impact Assessment	Nov 24 [M12]	Jul 25 [M20]	POLITO	UPM, HCU, SZTAKI, IST, ITU, Parabol	-
6	T6.3. Impact Assessment of each Living Lab and Cross-sectional Analysis	May 25 [M18]	Jan 26 [M26]	POLITO	UPM, HCU, SZTAKI, IST, ITU, Parabol	D6.2. Assessment by CS and Cross-sectional Analysis. Jan 26 [26], *POLITO.*
7	T7.1. Communication and Dissemination Strategy	Feb 24 [M3]	Abr 24 [M5]	ITU	Parabol	D7.1. Communication and Dissemination Strategy. Feb 24 [3], *ITU.*
7	T7.2. Project website, social networking, and dissemination material	Feb 24 [M3]	May 26 [M30]	Parabol	ITU	-
7	T7.3. Contribution to scientific journals, conferences, and external workshops	Mar 24 [M4]	May 26 [M30]	SZTAKI	UPM, HCU, POLITO, IST, ITU	-

7	T7.4. Project Event Management: Mid-Term and Final Event	Dec 23 [M1]	May 26 [M30]	EUR	UPM, POLITO, ITU, Parabol	-
7	T7.5. "15minC Implementation Guidebook for Suburban Areas"	Jul 25 [M20]	May 26 [M30]	UPM	All partners	D7.2. "15minC Implementation Guidebook for Suburban Areas". May 26 [30], *UPM*

4. Management & Monitoring

4.1. Consortium body interrelation

FORTHCOMING pretends multidisciplinary perspectives. Firstly, FORTHCOMING consortium is formed by 17 partners from seven countries (Spain, Belgium, Germany, Hungary, Italy, Portugal, and Türkiye), from whom there are 8 co-applicants and 9 cooperation partners. Secondly, it requires interdisciplinary approach and combines several disciplines (transport planning and engineering, computer science, sociology, urban design, and management).

Accordingly, the project requires a multilevel governance and coordination structure. Globally, regarding a rich experience in project leadership as well as in applied research at national and international levels, the Polytechnic University of Madrid (UPM) is the leader of the consortium as a Project Coordinator.

Moreover, as EUROCITIES is the network of major European cities, bringing together more than 200 cities, it allows exchanging and sharing knowledge on innovative solutions; it will coordinate the interviews for replication and involving other cities, and if needed the expert validation group but not the six case-studies. Also, EUROCITIES will support active policy dialogues and impacts to relevant EU policies through advocacy and feedback to policy on aspects related to FORTHCOMING

Internally, in each case study the implementation of FORTHCOMING will be executed by local universities/research centers in close collaboration with co-applicants and/or cooperation partners from non-research fields. The scientific and technical expertise teams are defined by the research partners who will lead and/or participate in the implementation of the WPs. On the other hand, cooperation partners contribute with their expertise and provide the required data for the development of FORTHCOMING as entities and organisations deeply committed and interested in the project.

UPM will perform the development of Madrid case study in cooperation with core city authorities - Madrid City Council (Ayuntamiento de Madrid) – and suburb city authorities (Las Rozas Transport and Innovation Agency (Las Rozas INNOVA)). HafenCity University, the University of the Built Environment and Metropolitan Development (HCU), will examine the Hamburg/Altona spatial planning experiences together with the local digital transformation innovation plan. The SZTAKI, Institute for Computer Science and Control, will contribute with its expertise in Computer Science and help to develop the CS of Debrecen, together with local public transport operator DKV. The Politecnico di Torino (POLITO) in cooperation with local metropolitan authority (Città Metropolitana di Torino) and city government (Città di Settimo Torinese)

will work on the Torino/Settimo Torinese CS. The Instituto Superior Tecnico de Lisboa (IST-ID) supported by Vila Franca de Xira municipality and CeNTI (Centre for Nanotechnology and Smart Materials) will coordinate the actions in the CS of Lisbon and Alverca do Ribatejo, part of Vila Franca de Xira Municipality. Finally, to implement the project in Istanbul FORTHCOMING will rely on the cooperation between co-applicants Istanbul Technical University (ITU) and Parabol, a local ITS SME, supported by Istanbul Metropolitan Municipality. The companies ALSA Grupo SLU (Spain), Mota-Engil Real Estate Developers (Portugal) and DKV Debreceni Közlekedési Zártkörűen Működő Részvénytársaság (Hungary) that will deliver their expertise on transportation and living labs, engaging to facilitate digitalization and the data acquisition.

4.2. Governing structure

FORTHCOMING has three governance levels, as shown in Figure 4 and Table 2. The first is **the Decision-making level,** corresponds to the overall project governance and risk management. In general, this level coordinates and manages the work through the 30 projects' months between all co-applicants and co-operation partners. For this aim, the General Assembly gathers the representative persons from all co-applicants and led by UPM person to take decision on the main steps of the project. In parallel, the Risk management (led by Parabol) assures successful execution of the project, controlling technical and resource operational risks, bringing residual impacts on acceptable level. The technical part includes data management and innovation risks.

The second is **the Management level**. The coordination of the project will be the responsibility of the project leader (UPM-main applicant) in close collaboration with the 6 Urban Living Labs coordinators (HCU, SZTAKI, POLITO, IST-ID, ITU, UPM).

The third is **the Executive level,** which relies on the WPs leaders (UPM, Eurocities, HCU, IST, POLITO, ITU), who distribute their responsibilities among the task leaders (all co-applicants) (see Table 2 and Figure 4).
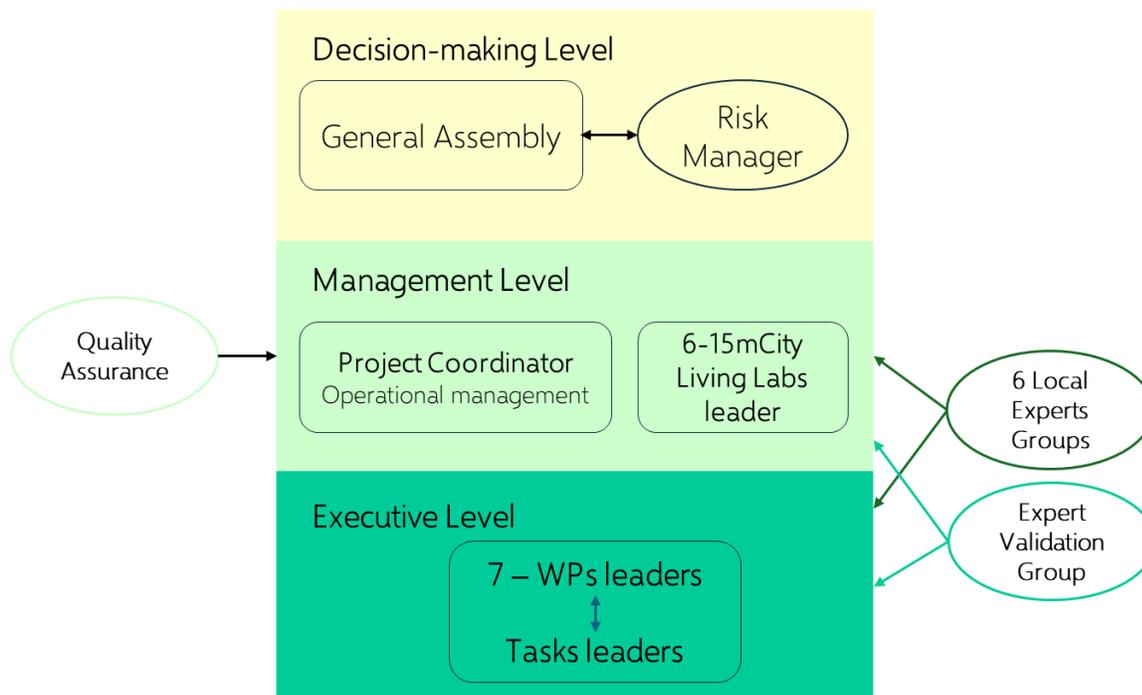

Figure 4: FORTHCOMING governance structure

Both the Management and the Executive levels are assisted by groups of experts. The 6 Local Experts´ Groups assist with set-up and analysis of each Urban Living Lab. The Expert Validation Group assesses the Impact Assessment Methodology and validates the results and the contents of the 15minC Implementation Guidebook for Suburban Areas.

Parabol will be responsible for the Quality Assurance (QA) throughout the project. This duty includes the supervision of the quality of the work to be carried out as well of the deliverables, that will be done by Parabol. The QA Plan will provide an internal reviewing procedure to guarantee the quality of the results and deliverables. This plan will also include specific control over the issues: ethics, gender, and legal.

Table 2: FORTHCOMING governance structure

GOVERNANCE LEVEL		INSTITUTION	RESPONSIBLE	
Decision-making Level	General Assembly	All	All	
	Risk Manager	Parabol	Metin Barış	
Quality Assurance		Parabol	Elif Karagümüş	
Management Level	Project Coordinator	UPM	Andrés Monzón	
	15mCity Living Labs	UPM	Madrid/ Las Rozas	Iria Lopez-Carreiro
		HCU	Hafen City/ Altona District	Jennifer Jiang
		SZTAKI	Debrecen/ Ketváros	Domokos Esztergár-Kiss
		POLITO	Turin/ Settimo Torinese	Enrico Fidelli
		IST	Lisbon/ Alverca do Ribatejo	João de Abreu e Silva
		ITU	Istanbul/ Küçükçekmece	Hande Demirel
Executive Level	WP1	UPM	Andrés Monzón	
	WP2	Eurocities	Justine Gangneux	
	WP3	HCU	Noennig	
	WP4	UPM	Iria Lopez-Carreiro	
	WP5	IST	João de Abreu e Silva	

WP6	POLITO	Cristina Pronello
WP7	ITU	Hande Demirel

6 Local Experts Group = Cooperation Partners **(at least 1 per CS)** - 2 rounds of FG in each LL (T3.3 & T5.2)	Madrid	Las Rozas INNOVA, Madrid City Council, ALSA
	Hafen City	Jennifer Jiang
	Debrecen	DKV
	Turin	Elena Pedon (mobility manager of Turin Metropolitan Area), Città Metropolitana di Torino, Comune di Settimo Torinese
	Lisbon	VFX City Council, CeNTI, Mota Engil
	Istanbul	Istanbul Metropolitan Municipality, Kucukcekmece Municipality
Expert Validation Group (at least 1 per CS) - Validate the results of WP2-5 in the mid-term General Assembly in Istanbul.	Madrid	Alberto Leboreiro
	Hafen City	Jesus Lopez Baeza
	Debrecen	László Mátyus
	Turin	Gioseppe Chiantera
	Lisbon	Anabela Ribeiro
	Istanbul	Melda Horoz (tentative)

4.3. Communication criteria

Mailing

FORTHCOMING will use mailing lists whenever possible, to facilitate smooth and fluent internal communication. Each WP leader is responsible for the management and monitoring of its WP. All partners should avoid email exchanges involving just part of the WP members so that all partners can keep integrated records of the activity in each WP and the whole project.

The mailing lists are being created with the contacts involved in the specific WPs (as requested by the partners), though it can be updated as needed at any time.

Document repository

To facilitate the exchange of information within the FORTHCOMING project, a document repository will be used. This document repository will be built within the online collaborative platform that is being developed in WP1 for background-data/results exchange purposes.

The platform is expected to be operative in M3. The document repository will be used to maintain current and historical versions of files such as source code and documentation. Each organisation in the consortium will be granted the credentials to access and modify the repository.

The structure allows that all the information produced by the consortium or relevant to the project can be uploaded in a structured and easily retrievable manner. It can and will be updated as the project evolves to organise the information in the most efficient way for the partners. All the partners can create new directories in the same logical way, whenever it is needed.
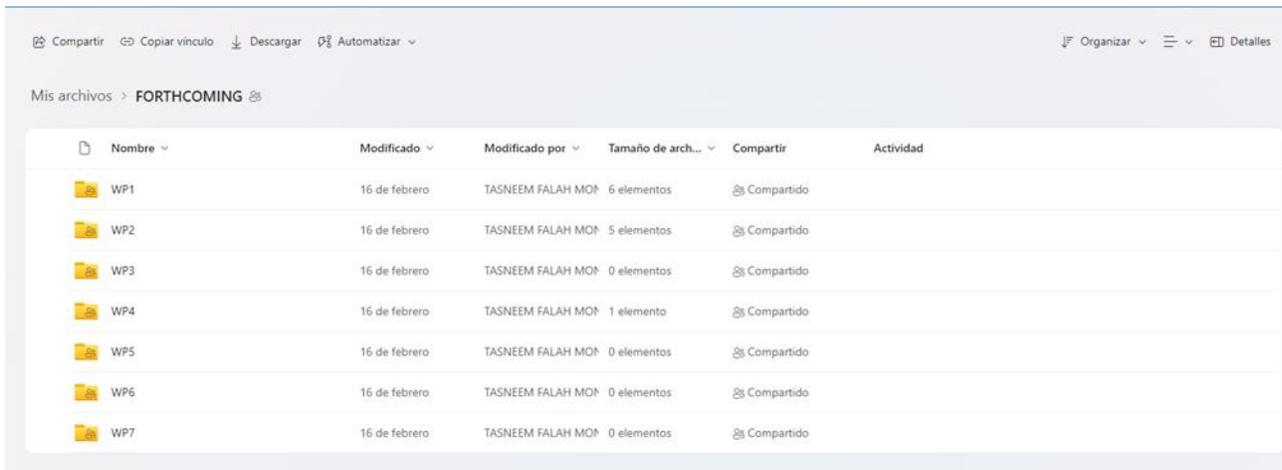

Figure 5: Document repository

Logo

A specific project logo is created for the project identity. The logo is included in all project's promotional material including the factsheet, website, etc.

Figure 6: FORTHCOMING logo

4.4. Meetings

To manage and monitor the milestones and results of the FORTHCOMING project, meetings will be held on a regular time basis. The Project Coordinator (PC), helped by the WPs leaders, will be in charge of setting up and updating a calendar of meetings schedule that may include dedicated WP meetings. Knowledge

exchange meetings will take place on demand within and among Work Packages Further project meetings may be planned whenever urgent issues need to be solved.

Considering the project work plan and the budget constraints for meeting purposes, a preliminary schedule for the meetings during the entire lifetime of the project has been created (as stated in the project Gantt, Table 1). This plan will be updated on a yearly basis.

For practical reasons, the following schedule (Table 3) only identifies the most convenient month to organise each meeting, the exact dates and venue will be decided by the PC considering the availability of partners, and the progress of activities.

Table 3: Meetings schedule

	EVENT	DATE	EVENT PURPOSE
DUT (F2F)	DUT1	11-12 Apr 2024	DUT projects kick-off event & DUT Conference, Brussels
	DUT2	Apr 2025	DUT Coordination
General Assembly (GA) (F2F)	KOM	11 Dec 2023	KOM
	GA1	12 Feb 2024	1st F2F meeting, Turin
	GA2	3-4 Jul 2025	Mid-term meeting, Istanbul
	GA3	May 2026	Final event, Brussels
Project Coordination (PC) (virtual)	PC1	8 July 2024	FG1 & updates before summer vacations
	PC2	6 Nov 2024	• Present D2.1 (Portfolio of Successful 15min-C Strategies in Urban Areas) • Discuss the start of WP5 (Transfer Methodology of the 15minC (scale up), WP6 (Multi-stakeholder Impact Assessment)
	PC3	12 Feb 2025	• MS3: Present D3.1: SWOT Matrix of 15minC Strategies • MS4: prepare for the Mid-term evento and report

PC4 (GA2)	3-4 July 2025	• MS5: Present D4 results (Cross-sectional Analysis of 6 European LL) • MS6: Present D5 results (Transferability/Scale-up)
PC5	Oct 2025	Expert Validation Group (EVG) for impact assessment
PC6	Jan 2026	• MS7: Present the results of impact assessment • Preparation of the Guidebook (MS9) • Prepare for the Final Event (MS8)

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. They shall send the draft minutes to all members within 15 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the chairperson.

4.5. Periodic Reports

FORTHCOMING partners are responsible for preparing global periodic reports for the DUT agency and other annual reports for their national agencies.

Accordingly, two reporting periods are defined in the FORTHCOMING project (identified in the DUT approval):

- Project period 1: M1 – M15 (Dec 2023 to Feb 2025)

- Project period 2: M16 – M30 (Mar 2025 to May 2026)

The DUT Periodic Report will follow the template provided by the DUT Reporting Guidelines. It contains a summary of the project information, the achieved objectives, and main innovations and impacts. It also contains the developed career during the project as well as the scientific publications. Finally, list the following of the deployed activities.

In parallel, each partner will provide timely (annual) project reporting to its national financing agency, explaining the work carried out by the beneficiaries, an overview of the progress, an update of the project plan and efficient and accurate financial data.

Each partner is responsible for fulfilling the reporting requirements of their national institutions and ensuring compliance with local standards and regulations. At the same time, the project coordinator must comply with the reporting guidelines and obligations set by the DUT and combine the contributions of all partners into a comprehensive overview in line with the expectations of the DUT.

4.6. Reviewing Procedure

Project documents will normally fall within the work to be done in the Work Packages, and as such, each WP leader will be responsible for the quality of results described in deliverables which will be subject to a peer review by at least two experts. Deliverables are prepared considering the work plan and explained in the WBS (see Table 1).

The Consortium has elaborated a table to allocate the responsibilities for the peer-to-peer review of each deliverable, trying to ensure that all partners participate in this process equally. (See D1.3 Innovation Quality, Risk Mitigation, and Data Management Plan)

The templates for the reports and deliverables are available in the project repository. The document shall contain all the logos and it will be formatted according to the templates.

Once the responsible partner has submitted the deliverable to the PC, the final documents will be also uploaded (both DOC and PDF versions) in the repository document library. Once the document is approved by the PC, in the case of a public deliverable, the document will be made available on the FORTHCOMING public website. At least the project coordinator will keep an additional copy for backup and security reasons.

To guarantee the high quality of FORTHCOMING results and dissemination, an internal review process is needed. Primary, the quality of the outputs is examined by work packages leaders. Afterwards, a peer review procedure is provided by other responsible partners named by the Coordinator. The final revision is then provided by the Coordinator to ensure quality process enforcement and reduce risks during project implementation.

The coordination team has created a table that defines the partners in charge of the internal review of FORTHCOMING deliverables, ensuring a balanced workload for all of them, not only in terms of the number of reports to be reviewed by each partner, but also in terms of creating enough time to avoid reviewing multiple deliverables by the same partner in a short period of time. The table is displayed in Table 4.

Table 4: Peer Review

WP	deliverables	Responsible	Peer Review
WP1	D1.1. Coordination and Monitoring Plan D1.2. Administrative, Financial, Ethical, Gender, and Legal Coordination D1.3. Innovation, Quality, Risk and Data Management Plan D1.4. Intermediate Project Report D1.5. Final Project Report	UPM Parabol Parabol UPM UPM	EUR, POLITO
WP2	D2.1. Portfolio of Successful 15min-C Strategies in Urban Areas	EUR	HCU

WP3	D3.1. SWOT Analysis of 15min-C Strategies	SZTAKI	IST, HCU
	D3.2. Definition of the Key Performance Indicators (KPIs): Input-KPIs, Process-KPIs, and Outputs-KPIs	SZTAKI	
WP4	D4.1. Report on the Set-up of 6 European Living Labs	UPM	SZTAKI, ITU
	D4.2. Cross-sectional Analysis of 6 European Living Labs	EUR	
WP5	D5.1. Methodology for Transferring 15min-C Strategies from Core Cities to Suburban Cities	IST	SZTAKI, ITU
	D5.2. Transfer potential city-to-suburbs and scaling-up to other contexts and cities	EUR	
WP6	D6.1. Impact Assessment Methodology	IST	UPM, HCU
	D6.2. Assessment by CS and Cross-sectional Analysis	POLITO	
WP7	D7.1. Communication and Dissemination Strategy	ITU	EUR, IST
	D7.2. "15min-C Implementation Guidebook for Suburban Areas"	UPM	

Each partner responsible for a deliverable will provide (or upload in the repository) the proposed table of contents at least 30 days before the submission date. A preliminary full version of the deliverable will be sent to the WPLs as well as to the peer reviewers allocated in the table at least two weeks in advance of the due date.

Peer reviewers will review the document and send comments within two weeks using the track changes mode in the draft version of the document. In case they encounter that the document does not fulfil the requirements for such document, they will notify accordingly the deliverable responsible partners within one week after the request.

The new version of the document will be again available for the deliverable responsible partner who will modify the document accordingly. Upon confirming with the peer reviewers that their comments have been effectively addressed, the final version will be sent to the PC no more than one week of sending the last version to be reviewed by the Coordination team.

Whether the deliverable responsible partner fails to deliver the document, or the document does not fulfil the objectives, the PC will take the required actions according to the provisions of the consortium agreement and contract.

5. Conclusion

Management and monitoring guidelines to coordinate FORTHCOMING project are stated in the current deliverable. The document provides a clear and synthetic guide to facilitate and coordinate the interrelation and the implementation of work activities among partners in FORTHCOMING Consortium.

The goal of this document is to maximise the impact of FORTHCOMING, optimizing partner coordination of activities, and providing tools and suggestions to enhance partner actions' implementation and communication procedures.