

ESF-2023-HOMELESS

Deliverable D1.1

Management and Contingency Plan

EN version

SOLACE-CEE

**Solutions for Overcoming Homelessness through
Integrated Care in the CEE region**

project Nr. ESF-2023-HOMELESS 101172625

Dissemination level – Public

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WP1 - Project management & Coordination

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Abbreviations, acronyms and descriptions

Abbreviation/acronym used in document	Description
SOLACE-CEE /Project	Solutions for Overcoming Homelessness through Integrated Care in the CEE region
WP	Work Package
GA	Grant Agreement
Proposal	Proposal of the Project
Partner/s	VPR, HCSOM, HESED, NMP, Casa Iona, MRI
Team/s	Individual teams described in the plan
Party	Individual project partners
Granting Authority	European Commission
Coordinator	DEDO Foundation
Lead Beneficiary of WP	Lead partner responsible for individual WP from List of Deliverables from Grant Agreement
EC Portal	Portal of European Commission where all documents and results will be sent and stored
WP leader	Leader of individual Work Package

1 Introduction

This deliverable establishes the management and risk management routines for the SOLACE-CEE project, essential to achieving its successful outcomes. It aligns with **Work Package 1: Project Management & Coordination**, which ensures smooth coordination of the project and high-quality results and implementation.

This Management and Contingency Plan provides consortium members of the SOLACE-CEE project with a clear understanding of the processes, procedures, roles, and responsibilities required for effective collaboration. The procedures and methodologies outlined aim to deliver the project efficiently, with an emphasis on clarity and accountability.

Additionally, this document addresses potential risks that could arise during the project implementation. It includes a detailed analysis of these risks, specifying the associated Work Packages, likelihood, potential impact, and proposed mitigation measures to address them. The Project Coordinator will oversee the implementation of risk mitigation and contingency measures as needed, ensuring the project remains on track.

This plan complements other project documentation, including the **Grant Agreement**, and should be used alongside these documents to guide the project's management and operational framework.

2 Project Overview

- **Project Name:** Solutions for Overcoming Homelessness through Integrated Care in the CEE Region
- **Project Acronym:** SOLACE-CEE
- **Project Number:** 101172625
- **Project Duration:** 36 months (01.10.2024 – 30.9.2027)
- **Funding Source (EU Program):** ESF-2023-HOMELESS (ESF Project Grants)
- **Granting Authority:** European Social Fund Plus (ESF+)
- **Project Partners:**
 - DEDO FOUNDATION, Slovakia (Coordinator)
 - Všetci pre rodinu, n.o., Slovakia
 - MAGYAR MÁLTAI SZERETETSZOLGÁLAT EGYESÜLET (HCSOM), Hungary
 - HEALTH AND SOCIAL DEVELOPMENT FOUNDATION, Bulgaria
 - HOUSING FIRST POLAND FOUNDATION, Poland
 - Asociația Casa Ioana, Romania
 - VÁROSKUTATÁS (Metropolitan Research Institute), Hungary
- **Associated Partners:** FEANTSA (Belgium), Latvijas Samariesu Apvienība (Latvia), and Nadeje (Czechia).

The SOLACE-CEE project aims to pilot a highly ambitious, integrated approach to addressing homelessness. **Its ambition is to fully implement the above-described innovation in 5 countries from the CEE and Balkan region (Slovakia, Hungary, Bulgaria, Poland, Romania), representing countries with “weaker welfare safety nets”, where inadequate and fragmented social and health services and lack of affordable housing contribute to a rising homelessness problem and a complex intervention is urgent and essential.** A key focus is combining Housing First values with targeted health and social care services to enhance community resilience and improve outcomes for vulnerable populations.

This Management and Contingency Plan plays a crucial role in ensuring that these objectives are met effectively and efficiently.

2.1 Project schedule and timeline

The SOLACE-CEE project is implemented through 5 interconnected Work Packages (WPs), each with clearly defined objectives and tasks contributing to the overall success of the project.

WP1 – Project Management & Coordination

Lead Beneficiary: DEDO FOUNDATION

Objectives:

- Manage the project to meet time and budget constraints.
- Monitor data, outputs, and overall project knowledge management.
- Ensure the deliverables align with quality standards and support project goals.
- Guarantee the project achieves its intended impact and objectives.

Tasks:

- Task 1.1 – Project Administration, Financial management, Reporting
- Task 1.2 – Project ~~coordination~~ and management
- Task 1.3 - Monitoring & Evaluation, Quality Assurance
- Task 1.4 – Exploitation and Data Management

WP2 – Piloting Innovations

Lead Beneficiary: Všetci pre rodinu, n.o.

Objectives:

- Identifying target groups, building relationships with them, and gaining their trust
- Establishing and training an Interdisciplinary team of health and social service providers
- Designing and piloting an integrated, holistic model of health and social services for homeless people that consider their complex needs in all five project's locations

Tasks:

- Task 2.1 Mobilization and Engagement: Establish a team of outreach workers to connect with homeless individuals in various environments, including streets, settlements, and shelters.
- Task 2.2 Needs Assessment: Conduct comprehensive needs assessments among homeless populations in target locations, covering living conditions, family structure, employment history, and specific health and social needs.
- Task 2.3 Program Design and Preparation: Oversee the drafting and preparation of national-level integrated health and social care programs, drawing from existing models and frameworks established by the consortium.
- Task 2.4 Piloting: Implement and test innovative solutions in homelessness services across all partner countries, gathering insights to inform future program design.

WP3 – Capacity Building

Lead Beneficiary: HCSOM Charity Service

Objectives:

- Identifying and engaging relevant stakeholders and building their capacities according to their defined needs
- Facilitating the exchange of experience and knowledge among various stakeholders from involved countries

Tasks:

- T3.1 Identification of collaborations and networking: Identify target groups, existing networks, and other stakeholders to participate in capacity-building activities, such as healthcare workers, social service providers, NGOs, public health office representatives, academic institutions, care providers, and government representatives.
- T3.2 Training Needs Assessment: Conduct comprehensive assessments to identify gaps and needs in stakeholders' knowledge and skills.
- T3.3 Training Course Development: Design and produce targeted training materials and curriculum to address identified gaps, ensuring relevance to stakeholders' roles and capacities.
- T3.4 Training Courses Delivery: Deliver training sessions, workshops, and seminars tailored to different stakeholders.

- T3.5 Community Engagement and Knowledge Sharing: Organising collaborative roundtable forum at the end of each project year in each pilot location.

WP4 - Evaluation & Sustainability

Lead Beneficiary: MRI

Objectives:

- Assessing program performance and determining the potential for scaling the program to other countries
- Facilitate information exchange and knowledge transfer with interested stakeholders to create shared understandings, stimulate new initiatives, and encourage new thinking.

Tasks:

- T4.1 Feedback and Program Evaluation: Measure and improve the quality and performance of services tailored to pilot locations. Collect quantitative and qualitative data through client and service staff interviews/surveys.
- T4.2 Scaling Calculator: Develop a scaling calculator to analyze project impacts, costs, and scalability, supporting evidence-based advocacy for future funding and scaling.
- T4.3 Open Access to Project Outcomes: Developing an open access, web-based awareness toolkit for stakeholders that will provide future users with access to the project's methodologies and results.

WP5 - Communication, Dissemination, Replication

Lead Beneficiary: DEDO

Objectives:

- Stimulating and supporting interaction among stakeholders, fostering the development of new cross-sector partnerships to address homelessness in target cities.

- Enhancing awareness of public and target groups of developed services, project outcomes and deliverables

Tasks:

T5.1 Communication: Launch dedicated project webpage: Creating, maintaining, and updating a dedicated project webpage on the existing website of the COO (DED0), engage in social media outreach, and produce guides to support NGOs in implementing and communicating integrated health and social services.

T5.2 Campaign: Execute the "Homeless, Not Hopeless: A Healthier Tomorrow" (or imported sg. similar in every nation language) campaign to raise awareness about homelessness-related health issues and creating advocacy materials.

T5.3 Dissemination: Includes preparing bi-annual newsletters and press releases yearly for FEANTSA and local media, publishing findings from pilot testing in the *European Journal of Homelessness*, participating in FEANTSA's European Research Conference and Forum to present project outcomes, developing an action plan with targeted recommendations for stakeholders, and creating an awareness toolkit with impactful materials like infographics and testimonies to promote innovative approaches to homelessness.

T5.4. Stakeholder and Policy Support Events: Organise policy advocacy sessions, pilot site visits, and workshops to engage stakeholders and promote replication of project solutions.

Work Package	2024	2025				2026				2027		
	10 11 12	01 02 03	04 05 06	07 08 09	10 11 12	01 02 03	04 05 06	07 08 09	10 11 12	01 02 03	04 05 06	07 08 09
WP1: Project Management & Coordination (10/24 – 08/27)												
M1 - Interim reports submitted					△							
M2 - Final report submitted												△
WP2: Piloting Innovations (12/22-08/27)												
M3 - Opening of the Integration HUBs				△								
WP3: Capacity Building (10/24 – 08/27)												
M4 - Launch of the train-the-trainer course							△					
WP4 - Evaluation & Sustainability (11/25 – 08/27)												
M5- Launch of the Calculator											△	
WP5 - Communication, Dissemination, Replication												
M6 - Completion of the Campaign												△

1

¹ Triangles represent Milestones.

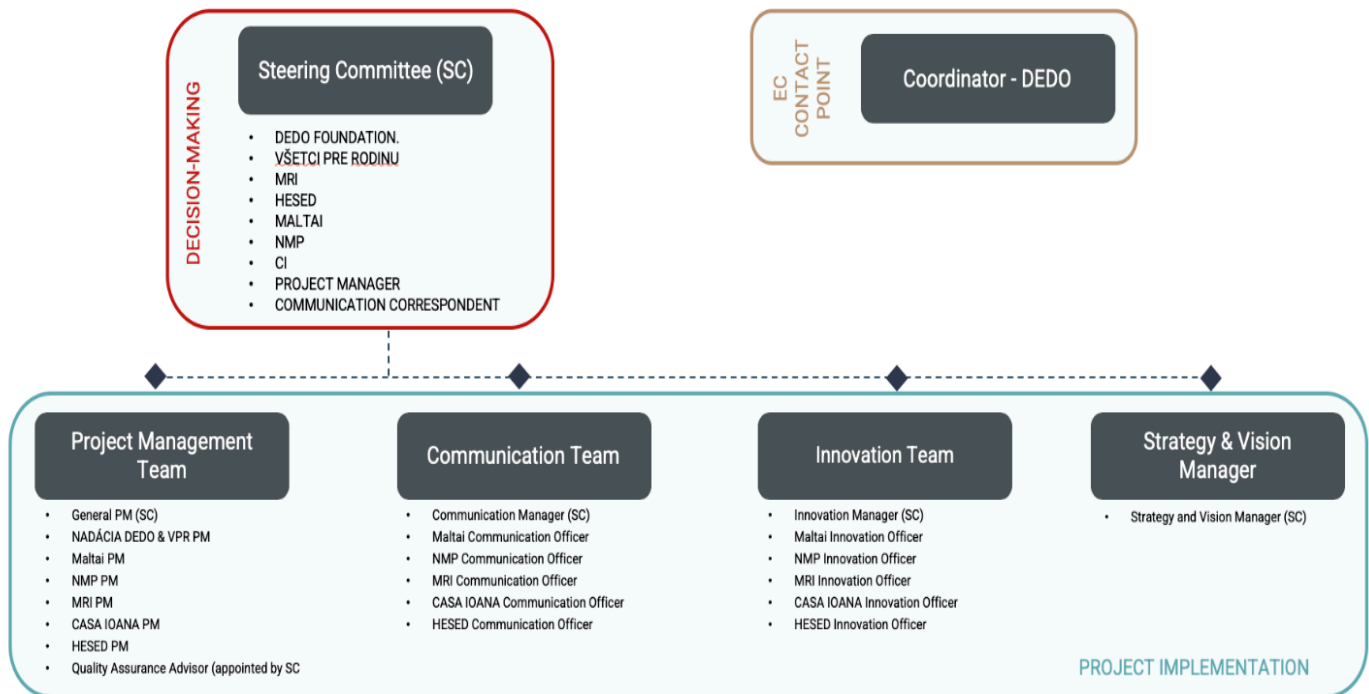
3 Project governance, Decision-making and Operational procedures

The SOLACE-CEE project's governance framework ensures effective and timely project implementation through defined consortium bodies with clear responsibilities and functions.

These include:

- **Steering Committee (SC):** The main decision-making body overseeing project implementation, resolving conflicts, and ensuring alignment with goals.
- **Advisory Board (AB):** Provides strategic guidance on dissemination, scalability, and sustainability, drawing on expertise from associated organizations.
- **Project Management Team (PMT):** Manages daily operations, including financial and administrative tasks, ensuring progress aligns with strategic objectives.
- **Communication Team (CT):** Leads promotion and communication activities (with different topics e.g. advocacy and awareness), including the implementation of the communication strategy and monitoring outcomes.
- **Innovation Team (IT):** Drives the development, piloting, and implementation of innovative solutions, ensuring adaptability and scalability.
- **Strategy and Vision Manager:** Strategic planning, Vision articulation, Market analysis, Alignment and communication, Adaptation and innovation
- **Working Groups (WG):** Execute tasks within their respective WPs, ensuring high-quality and timely delivery of deliverables.

The project's governance structure and hierarchy for the management of the SOLACE-CEE is shown below.



Individual Work Package Leaders, the General Project Manager and Quality Assurance Advisor will cover their respective activities, and regularly report on the status of activities to the Steering Committee in sufficient detail to enable well-founded decision-making.

3.1 Steering Committee

The project governance follows a vertical structure, with the **Steering Committee (SC)** serving as the highest decision-making body. This Committee is pivotal for ensuring the project's strategic direction, effective implementation, and alignment with its overarching goals.

Responsibilities of the Steering Committee:

- General supervision of the project and ensuring alignment with objectives.
- Decision-making authority to coordinate project activities with the General Project Manager.

- c) Approval of changes to the [Consortium Agreement](#) and any modifications to the project framework.
- d) Oversight of budget-related matters and financial reports before their submission to the Granting Authority.
- e) Approval of strategic documents, including the Quality and Assurance Plan, Exploitation Plan, Communication Strategy, Data Management Plan, and Sustainability Strategy.
- f) Resolution of conflicts and mitigation of project risks.
- g) Ensuring the scalability and sustainability of the project's integrated care models.

Composition of the Steering Committee:

The Steering Committee consists of:

- Representatives of
 - DEDO Foundation
 - Všetci pre rodinu
 - MRI
 - HESED
 - HCSOM
 - NMP
 - CI
- GPM, Project Managers
- Communication correspondent

Operational Framework:

- The Steering Committee meets monthly, with extraordinary meetings convened as necessary.
- Decisions are made usually by a simple majority, with an emphasis on striving for consensus.
- The Coordinator holds two votes in situations where a majority decision cannot be reached.

The General Project Manager is responsible for preparing agendas, recording minutes, and ensuring follow-up on action points.

3.2 Project Management Team

The Project Management Team consists of General Project Manager, Project Managers, and Quality Assurance Advisor. The Project Management Team acts on behalf of the Steering Committee and coordinates the Project at the operational level in support of the decision-making process of the Steering Committee.

The Project Management Team has the following competencies:

- a) overall legal, contractual, financial and administrative management of the Project;
- b) monitoring and control of the project schedule and the timing of the related;
- c) preparing project reports (interim and final);
- d) preparing cost statements and organizing audit certificates;
- e) overall responsibility for Quality Management, monitoring and evaluation of the project (including monitoring of the KPIs);
- f) ensuring timely release and accuracy of deliverables;
- g) preparing the agendas and supporting documents enabling decisions of the Steering Committee that will ensure the progress of the Project, both for internal and external purposes;
- h) preparing the Steering Committee meetings, their agenda and the minutes of these meetings;
- i) making proposals for the possible review and amendment of the terms (including the costs and/or the time schedules) of the Grant Agreement;
- j) operational monitoring of the Project in order to track the progress of the Project and to ensure that the Project objectives are met; and
- k) performance of other tasks and duties of the Project Management Team envisaged in this Agreement.

3.2.1 General Project Manager

DEDO foundation appoints the General Project Manager. The General Project Manager is primarily responsible for:

- a. coordinating activities of Parties and tasks as defined by the Grant Agreement;
- b. assuming project-specific QA responsibilities pertaining to delivery, milestones, progress;

- c. client interactions, as well as ensuring strong local leadership and presence;
- d. providing overall monitoring and coordination of each activity and milestone from a time perspective, paying special attention to the impact of any changes in the schedule.

3.2.2 Project Managers

Each Partner appoints Project Manager(s) that will lead its Party's project team and ensure due performance of the respective activities for which such Party is responsible, and of general Project Management Team responsibilities.

3.3 Quality Assurance Advisor

The Quality Assurance Advisor will be appointed by the Steering Committee during its first meeting. The Quality Assurance Advisor is primarily responsible for:

- a. overseeing the development of the quality plan in accordance with the Grant Agreement;
- b. monitoring implementation of the quality plan;
- c. performing a quality review of the key deliverables as needed and
- d. participating in key project meetings to assess client satisfaction.

3.4 Communication Team

The Communication Team shall be primarily responsible for the promotion and communication activities within the Project. The Communication Team consists of the Communication Manager and Communication Officers. The Communication Manager will be appointed by VPR DEDO. Each of the Partners will appoint one Communication Officer who acts on behalf of him.

The Communication Team is responsible for:

- a. communication management;
- b. adoption of a communication strategy and guidelines;
- c. preparation of the communication activities work plan.

3.5 Innovation Team

- **The Innovation Team (IT)** plays a critical role in the SOLACE-CEE project, ensuring that the development, piloting, and implementation of innovative solutions align with project objectives and contribute to its overarching impact. The Innovation Team focuses on leveraging novel approaches and methodologies to enhance the effectiveness and scalability of integrated care models. The Innovation Team is primarily responsible for:
 - Vision and strategy
 - Integrated health and social care services
 - Capacity building
 - Requirements and prioritization
- Cross-functional collaboration
- Quality and launch
 - Feedback and iteration

The Innovation Team consists of the representatives of

- Innovation Manager (SC)
- Všetci pre rodinu
- MRI
- HESED
- HCSOM
- NMP
- CI

Operational Framework:

- The Innovation Team meets as needed, depending on the progress and challenges of innovation-related activities.
- Key activities and progress updates are reported to the Steering Committee during its regular meetings.
- Decisions are made collaboratively, with the Innovation Manager ensuring that all activities align with the project's broader goals.

3.6 Strategy & Vision Manager

The Strategy & Vision Manager is appointed by DEDO foundation. The Strategy & Vision Manager is primarily responsible for:

- a. Strategic Planning: developing and refining the Project's long-term strategic plan, aligning it with market trends and internal capabilities;
- b. Vision Articulation: defining a clear and inspiring vision for the Project's future, communicating it to Parties;
- c. Alignment and Communication: ensuring all Parties understand and work towards the established strategy and vision, fostering a unified culture;
- d. Adaptation and Innovation: Continuously assessing the strategy's effectiveness, adjusting as needed, and driving innovation to stay relevant in a changing landscape.

3.7 Coordinator

The Coordinator is the intermediary between the Parties and the Granting Authority and performs all tasks assigned to it as described in the Grant Agreement and in the Consortium Agreement. DEDO fulfils the role of the Coordinator.

Coordinator is responsible for:

- a. monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement;
- b. keeping the address list of Members and other contact persons updated and available;
- c. collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certification) and specific requested documents to the Granting Authority;
- d. proposing decisions for the Steering Committee meetings, chairing the meetings and monitoring the implementation of decisions taken at meetings;
- e. transmitting promptly documents and information connected with the Project to any other Party concerned;
- f. administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in the Grant Agreement
- g. providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

3.8 Operational procedures

3.8.1 Steering Committee

Any member of the Steering Committee:

- a. should be present or represented at any meeting;
- b. shall participate in a cooperative manner in the meetings.

Preparation and organization of meetings

1. Any member may convene ordinary meetings of the Steering Committee which must be realized at least once every month and any member may also convene extraordinary meetings at any time, if deemed necessary. The member convening the meeting, as mentioned in the previous sentence, must immediately inform the General Project Manager.
2. The General Project Manager shall give written notice of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.
3. The General Project Manager shall prepare and send each Member an agenda no later than 7 calendar days preceding the meeting, or 4 calendar days before an extraordinary meeting.
4. Any agenda item requiring a decision by the members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notice to all the other members no later than 5 calendar days preceding the meeting and 2 calendar days preceding an extraordinary meeting.
5. Meetings of the Steering Committee may also be held by tele- or videoconference or other telecommunication means.
6. Decisions will only be binding once the relevant part of the minutes has been accepted.

Decisions without a meeting

- a) Any decision may also be taken without a meeting if

- a. the Coordinator circulates to all members of the Steering Committee a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and
 - b. the decision is agreed by the majority of all members.
- b) The Coordinator shall inform all the Members of the outcome of the vote.
- c) The decision will be binding after the Coordinator sends a notification to all members. The Coordinator will keep records of the votes and make them available to the Partners on request.

Voting rules and quorum

- a) The Steering Committee shall not deliberate and decide validly in meetings unless 5/7 of Partners are present or represented (quorum).
- b) If the quorum is not reached, the chairperson of the Steering Committee shall convene another ordinary meeting within 10~~15~~ calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.
- c) The Steering Committee shall, if possible, adopt its decisions unanimously, otherwise the adoption of any decision requires a majority of the votes of all present Members.
- d) Each Member present or represented in the meeting shall have one vote. If needed the SC coordinator has two votes.

Meeting Minutes (MEMO)

- a) The General Project Manager shall produce minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send draft minutes to all members within 5 calendar days of the meeting.
- b) The minutes shall be considered as accepted if, within 5 calendar days from receipt, no Party has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

- c) The General Project Manager shall send the minutes accepted to all the members, and to the coordinator, who shall retain copies of them.

3.8.2 Project Management Team, Innovation Team and Communication Team

Meetings organization

Unless otherwise agreed between the members of the respective team, the team meetings shall be convened by any member of the respective team on a monthly basis, including the information about place, date and time of the meeting (or the respective means of communication available). Team members will agree on a time for regular meetings during their first meeting.

All members of the team shall be present at the meetings.

Meeting minutes (MEMO)

The minutes of the team meetings shall be prepared by the General Project Manager, Innovation Manager or Communication Manager for the respective team meetings. The minutes of the meetings shall be distributed to other members of the team within seven calendar days of the meeting.

The minutes will be considered as accepted by the members in attendance if, within seven calendar days from receipt, such members did not object in writing or e-mail to the General Project Manager, Innovation Manager or Communication Manager. In the event of objections, the General Project Manager, Quality Assurance Advisor or Communication Manager will lead the discussion on the finalizing of the minutes. The final minutes shall be distributed by the General Project Manager, Quality Assurance Advisor or Communication Manager to all members of the respective team.

3.9 Work Package ownership

Each Work Package has assigned a lead beneficiary (one of the project partners) in the Grant Agreement, who is responsible for the respective Work Package realization and monitoring.

Each lead beneficiary will assign a Work Package Leader (WP Leader), who will be responsible for the Work Package delivery in a required scope, time and within the budgetary and personnel effort limitations, as well as for monitoring and delivery of WP-related Deliverables and Milestones.

Work Package Leaders will report their activities and status of the Work Packages to the Project Management Team.

4 Deliverables and Milestones

Deliverables and Milestones are key elements of the project, they are part of the respective Work Package, serving as an important tool for project management to monitor and assess the progress and completion of individual project tasks. Deliverables and Milestones are set in the Grant Agreement and therefore their completion is binding for the project partners.

4.1 Deliverables

Project deliverables refer to outputs which must be produced by a given moment during the project realisation. The project deliverables will mainly be in the form of documents/reports which are presented to Grant Authority as evidence of the work carried out.

Mandatory deliverables are set out in the Grant Agreement. The Grant Agreement specifies the responsible partner, content and form of the deliverable, due date, and dissemination level. Project partners must ensure that deliverables are prepared and submitted following the conditions and requirements defined in the Grant Agreement. Structure of deliverables

Each deliverable should follow a document structure consisting of:

- Title page
 - Name of the Project
 - Number of the Project
 - Name of the Document
 - Number of the Deliverable
 - Language version of the Document
 - EU logo
 - Solace logo
 - Level of Dissemination
 - Due Date
 - Submission date
- Amendment history
- Table of Contents

- Abbreviations and Acronyms (if used in document)
- Introduction – an outline of the aims and objectives of the deliverable and where it fits in the context of Project.
- Main body of the report – this section will explain the task that was carried out and the results generated and illustrate the technical and scientific progress made within the task. The section shall also explain the interdependencies related to this deliverable, whether this work is drawing on earlier tasks and deliverables and which other tasks will use this deliverable as input or for structuring their work.
- Conclusion – Summary of main aspects and findings of the respective deliverable.
- Relevant documents related to deliverable (if applicable).

4.1.1 Deliverable Review Process

Deliverable review process is set in place to ensure quality and timely delivery of Deliverables. The review process shall have the following main steps:

- The person responsible for preparing the Deliverable (as designated in section 4.3) will submit it to the WP Leader no later than 2.5 weeks before the Deliverable deadline.
- The WP Leader will review the initial draft and send the updated version to the General Project Manager and the Quality Assurance Advisor no later than 2 weeks before the Deliverable deadline.
- Quality Assurance Advisor will review the draft, provide comments
- The WP Leader, in collaboration with the responsible contributor, will incorporate all feedback, finalise the Deliverable, and ensure it is correctly formatted, structured, named, and labelled.
- The final version of the Deliverable must be submitted to the General Project Manager no later than 1 day before the Deliverable deadline.
- The General Project Manager will ensure the final Deliverable is uploaded to the EC portal by the deadline, in compliance with EU requirements.

4.2 Milestones

Milestones are control points in the project that help to chart progress. Milestones correspond to the achievement of a key result, allowing the next phase of the work to

begin. They also serve as intermediary points so that, if problems have arisen, corrective measures can be taken.

Mandatory Milestones are listed in the Annex I of the Grant Agreement. The Grant Agreement specifies the Milestone name, means of verification, due date and responsible partner. Project partners must ensure that milestones are prepared and submitted following the conditions and requirements defined in the Grant Agreement.

4.2.1 Milestone Review Process

Milestone review process is set in place to ensure quality and timely delivery of Milestones. The review process shall have the following main steps:

- Person responsible for meeting the Milestone (see section 4.3.) will inform the respective WP Leader about the status of the milestone latest 2 weeks before its deadline, potential delay and of any proposed actions to remedy potential delay.
- WP Leader will inform about the status of the Milestone General Project Manager latest one week before its deadline, and of potential delays, as well as remedial actions to keep the Milestone delivery within the deadline.
- WP Leader will inform General Project Manager and Quality Assurance Advisor if the Milestone was reached/will be reached by the deadline, latest one day before the Milestone deadline.
- General Project Manager will be responsible for inserting the date of meeting the Milestone on the EC portal.

4.2.2 Tracking of deliverables and milestones

Deliverables and Milestones will be tracked by the Project Management Team and the respective WP Leader who will identify deliverables/milestones due in the near future, the deadline for each deliverable/milestone and the project Partner responsible for the deliverable/milestone following the conditions set in the Grant Agreement.

The WP Leader will identify a specific person, who will be responsible for preparing and delivering the respective Deliverable or meeting the respective Milestone, and follow-up actions to ensure that deliverable/milestone will be released on time and in relevant quality. Person responsible for a Deliverable/Milestone or any change in this

person must be notified without undue delay to all members of the Project Management Team.

5 Document Management

Over the course of the Project many documents/databases/reports will be produced. It is therefore vital that single document storage space is created, and document management processes are followed in order to enable users to locate and identify relevant files easily and to ensure version control.

5.1 Google drive

Google Drive will be used as a central information hub for the project SOLACE-CEE. Project partners shall use Google drive to store all project-related documentation (not including sensitive data), monitor deadlines and important tasks, and for communication purposes (through Teams-based chat option).

5.1.1 Storage

All documents produced in the project will be stored and archived on Google Drive site, with the folders containing strategic documents, documents about project implementation, monitoring, reporting, further folders containing the relevant data for the project and so on. The folders will be updated according to the needs of Project through its duration.

All Project Partners are required to store the documents on Google Drive to make it visible for everybody who can need it.

5.1.2 Version Control

Each document, where relevant, will contain a table regarding the version and relevant changes. All changes to the documents must be made via track changes and the relevant person must inform the other members participating in the document about interventions in the documents. The final versions of the documents will be marked as

"D/MSxxx_name_SOLACE-CEE EN_final"

"D/MSxxx_name_SOLACE-CEE BG_final"

"D/MSxxx_name_SOLACE-CEE HU_final"

"D/MSxxx_name_SOLACE-CEE PL_final"

"D/MSxxx_name_SOLACE-CEE RO_final"

"D/MSxxx_name_SOLACE-CEE SK_final"

"D/MSxxx_name_SOLACE-CEE EN BG HU PL RO SK final MERGED version".

5.1.3 Document Templates

Project partners shall use document templates when preparing project-related documents. Templates set a standard format including defined styles, page layout and content structure.

Templates shall be prepared by the Project Management Team and uploaded on the Google Drive. All official project documents should use prepared templates (if possible, according to the form of document). Templates may be updated as the project progresses and may be redesigned to fit with the actual design style and project needs.

Project Management Team members are responsible for ensuring that the team members of the respective project Partner are informed about the templates and the location where to find them, and about any updates to the templates so the most up-to-date versions are used.

Templates will be prepared for the following documents:

- Deliverables (MS Word format and/or GoogleDocument and/or MS Excel format and/or GoogleSheet)
- Attendance list (MS Word format and/or GoogleDocument)
- Meeting Minutes (MS Word format and/or GoogleDocument)
- Agenda (MS PowerPoint format)
- Presentations (MS PowerPoint format)

6 Reporting and Reviews

6.1 Reporting Guidelines

Reporting in the SOLACE-CEE project is governed by the requirements of continuous and periodic reporting, each with specific expectations and responsibilities for all consortium members. To ensure accurate and timely reporting in compliance with Article 21 of the Grant Agreement, the following guidelines will govern the reporting process in the SOLACE-CEE project:

6.1.1 Continuous Reporting

Project partners are obliged to continuously report on the progress of the project (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc.; if any), within the EC Portal and in accordance with the timing and conditions it sets out. Continuous reporting also includes updates on publications, dissemination activities, and KPIs, which must be submitted as they occur.

General Project Manager is responsible for continually updating the information in the “Continuous reporting” section on the EC portal. For this purpose, General Project Manager may contact any relevant member of the project team, who shall provide the required information without undue delay.

The Coordinator acts as the primary liaison between the consortium and the Granting Authority, consolidating the information provided by partners and ensuring it meets the quality and content standards required by the EU.

6.1.2 Periodic Reporting

Periodic reporting provides a comprehensive overview of the project's progress, finances, and resource use at the end of each reporting period. These reports include:

1. **Technical Report (A,B):** Describing the progress of the work, achievements, deliverables, and milestone updates, including justifications for any deviations from the Grant Agreement.
2. **Financial Report:** Including individual financial statements from all partners, detailing eligible costs incurred, explanations of major deviations, and any requested EU contributions.
3. **Summary for Publication:** A concise and accessible summary of project progress, intended for dissemination to the public via the EU portal.

The Coordinator is responsible for consolidating these inputs, ensuring completeness and accuracy, and submitting the periodic reports to the Granting Authority.

The reporting schedule for the SOLACE-CEE project is as follows:

- **Additional prefinancing report 1:** Covers M1 to M12 (October 2024 – September 2025).
- **Additional prefinancing report 2:** Covers M13 to M18 (October 2025 – March 2026).
- **Final Reporting Period:** Covers M19 to M36 (April 2026 – September 2027).

Periodic reports must be submitted within 60 days of the end of each reporting period.

To ensure a timely delivery of the reports, the Project Management Team will prepare the templates where necessary and notify the partners of their duties and where they should contribute to the report at least 2 calendar months before the end of the reporting period. The Project Management Team will then ensure that each partner completes its reporting latest 30 calendar days after the end of the reporting period, which will allow the Project Management Team a further 30 calendar days to compile the report and to ensure that the report is presented to sufficient quality. It is expected that all partners will contribute to the report, reporting on their participation with lead beneficiaries of individual work packages, also reporting on the progress made within their work package.

6.2 Reporting Responsibilities

To ensure compliance and streamline the reporting process, the following roles and responsibilities are envisaged for the SOLACE-CEE Project Management Team:

1. **Coordinator (DEDO FOUNDATION):**
 - o Oversees the entire reporting process and acts as the intermediary between the consortium and the Granting Authority.
 - o Consolidates technical and financial inputs from all partners and ensures their submission through the EU Funding & Tenders Portal.
 - o Monitors overall progress and flags any issues requiring action.
2. **General Project Manager:**
 - o Coordinates with WP Leaders to ensure reporting deadlines are met.
 - o Reviews draft reports for alignment with project objectives and compliance with Article 21 requirements.
 - o Facilitates communication between partners and the Coordinator to address any gaps or discrepancies.
3. **Quality Assurance Advisor:**
 - o Reviews deliverables and periodic reports for quality, clarity, and compliance.
 - o Provides constructive feedback to ensure alignment with project standards and EU expectations.
4. **Work Package Leaders:**
 - o Collect and validate contributions from their respective teams.
 - o Ensure the accuracy of technical inputs and communicate progress updates to the General Project Manager.
5. **Consortium Partners:**
 - o Maintain detailed records of costs, activities, and progress.
 - o Submit their financial and technical contributions to their respective WP Leaders by internal deadlines.
6. **Financial Manager:**
 - o Reviews all financial statements for eligibility and consistency before final submission.
 - o Works closely with partners to resolve any financial reporting issues.

6.2.1 Reporting Timeline and Process

1. Partners submit their financial and technical updates to WP Leaders at least three weeks before the reporting period ends.
2. WP Leaders review and consolidate inputs, submitting them to the General Project Manager two weeks before the final report deadline.
3. The Quality Assurance Advisor and General Project Manager review the consolidated report and provide feedback to WP Leaders one week before the submission deadline.
4. WP Leaders incorporate feedback, finalize the report, and submit it to the Coordinator three days before the EU submission deadline.
5. The Coordinator submits the finalized report to the Granting Authority via the EU portal by the specified deadline.

7 Financial management and resource allocation

7.1 Budget

Total project budget amounts to 4 011 006,28 EUR, and the maximum grant contribution is 3 609 903,00 EUR (90%). The detailed, estimated project budget can be found in the Grant Agreement – Annex 2.

7.2 The financial statements

The financial statements must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the project. All eligible costs and contributions incurred should be declared, even if they exceed the amounts indicated in the estimated budget. Amounts that are not declared in the individual financial statements will not be taken into account by the granting authority. Cost eligibility reflects requirements set by the Grant Agreement.

The financial statement of costs should be completed by each Partner and is submitted via the EC Portal at the end of each Reporting Period (M12, M18 and M36 of the project). The financial statements should be made according to the partners' normal accounting rules. However, each partner should check that:

- Project costs are correctly identified within their accounts
- Only eligible costs are claimed for and can be separated from ineligible costs
- All records (timesheets, invoices, receipts etc) are properly stored and are retrievable in the case of an audit

By signing the financial statements (directly in the EC Portal Periodic Reporting tool), the project partners confirm that:

- the information provided is complete, reliable and true
- the costs and contributions declared are eligible
- the costs and contributions can be substantiated by adequate records and supporting documents that will be produced upon request or in the context of checks, reviews, audits and investigations

- for the final periodic report: all the revenues have been declared.

7.2.1 Preparation of financial statements

The Project Management Team is responsible for collecting, checking and compiling the project's Financial Statements. The Project Management Team will also inform the Project Coordinator of any delays or difficulties encountered in the production and compilation of the financial statements including any delay in receiving information from a partner.

Financial statements will aim to be submitted with other reporting documents to the granting Authority within 60 calendars after the end of each reporting period. To ensure a timely response, the following procedure will be applied for the preparation of the Financial Statements:

- Two months before the end of the Reporting Period the Project Management Team will issue clarification notes for each partner in what is required from them and when
- 30 calendar days after the end of the Reporting Period the partners should have completed their Financial Statements on the Participant Portal.
- The Project Management Team will compile all financial statements and CFS (Certificate of the Financial statement), if required.
- In the case of a partner not submitting their Financial Statements on time, the Project Coordinator can decide whether to include that partners' financial statement in the submission to the Granting Authority. Excluding a partner's financial statement will result in them having to wait until the next reporting period for further funds but would allow the payments to all other partners to be delivered on-schedule and avoid the delay of payment to majority of the consortium.
- The Project Management Team will compile the Financial Statements and the CFS (if required) and send them to the coordinator at least 5 days prior to the deadline.

7.3 Payment procedures plan and calendar

Payment procedures plan and calendar is shown in picture below and follows the provisions of the Grant Agreement.

TOTAL GRANT

3 609 903.00 EUR

- DEDO 662 033.00 EUR
- VPR 869 589.00 EUR
- MALTAI 1 025 575.00 EUR
- HESED 487 812.00 EUR
- NMP 280 174.00 EUR
- CI 190 125.00 EUR
- MRI 94 595.00 EUR



30% of the total grant



Initial payment
1,082,970.90 EUR

*already received and distributed to partners

40% of the total grant



1st prefinancing
1,443,961.20 EUR

*received after 1st Additional prefinancing report due in M12

20% of the total grant



2nd prefinancing
721,980.60 EUR

*received after 2nd Additional prefinancing report due in M18

10% of the total grant



Final payment
360,990.30 EUR

*received after periodic report in M36



As a coordinator receives **all the payments** from the Granting Authority and distributes them among the partners

7.4 Personnel resources allocation

SOLACE-CEE project implementation will be ensured primarily by the following personal capacities of project partners (actual to 20.12.2024):

THE STEERING COMMITTEE

DEDO:

Statutory representative: Isabel Zamalloa (zamalloa@nadaciadedo.sk), SC Team Leader

VPR:

Statutory representative: Viktoria Rusnakova (rusnakova@nadaciadedo.sk)
/Expert: Alena Vachnova (vachnova@nadaciadedo.sk)
(alternative member)

NMP:

Program Coordinator and Statutory representative: Julia Wygnańska
(jwygnanska@najpierwmieszkanie.org.pl)

Casa Ioana:

Project Coordinator and Statutory representative: Ian Tilling
(ian.tilling@casaioana.org)

HCSOM (MÁLTAI):

Project Manager: Endre Pásztor (pasztor.endre@maltai.hu)
Lead Expert: Sándor Békási (bekasi.sandor@maltai.hu)
Expert and and Statutory representative: Tamás Molnár (molnar.tamas@maltai.hu)

MRI:

Senior Researcher: Nóra Teller (teller@mri.hu)

HESED:

Project Manager and Statutory representatives: Silviya Vasileva
(s.vassileva@hesed.bg)

PROJECT MANAGEMENT TEAM**DEDO:**

General PM: Flóra Reiter, reiter@nadaciadedo.sk,
Financial Manager: Barbara Šoltészová, (solteszova@nadaciadedo.sk)

VPR:

Project Manager: Flóra Reiter, reiter@nadaciadedo.sk
Financial Manager: Barbara Šoltészová, (solteszova@nadaciadedo.sk)

NMP:

Project Manager: Monika Rostłńska, (mroslonska@najpierwmieszkanie.org.pl) and
Julia Wygnańska jwygnanska@najpierwmieszkanie.org.pl

Casa Ioana:

GM: Andreea Gheorghe, (andreea.gheorghe@casaiosana.org)

HCSOM (MÁLTAI):

Project Manager: Endre Pásztor (pasztor.endre@maltai.hu)

MRI:

Senior Researcher: Eszter Somogyi (somogyi@mri.hu)

HESED:

Project Coordinator: Emilia Mikova (e.mikova@hesed.bg)

Project Manager and Statutory representative: Silviya Vasileva (s.vassileva@hesed.bg)

COMMUNICATION TEAM

DEDO:

Jana Krajkovicova, (krajkovicova@nadaciadedo.sk), CT Team Leader

Michaela Holová (holovova@nadaciadedo.sk)

VPR:

Jana Krajkovicova, (krajkovicova@nadaciadedo.sk)

Michaela Holová (holovova@nadaciadedo.sk)

NMP:

Maja Dobrowolska, (mdobrowolska@najpierwmieszkanie.org.pl)

Casa Ioana:

Nicoleta Dinu, (nicoleta.dinu@casaiosana.org)

HCSOM (MÁLTAI):

Szilvia Suri, (suri.szilvia@maltai.hu)

MRI:

Noémi Vajdovich, (vajdovich@mri.hu)

HESED:

Anna Dimitrova, (anna.dimitrova@hesed.bg)

STRATEGY and VISION MANAGER

Alena Vachnova (vachnova@nadaciadedo.sk),

INNOVATION TEAM

DEDO

Statutory representative: Isabel Zamalloa (zamalloa@nadaciadedo.sk)

Elena Zagorová (zagorova@nadaciadedo.sk)

VPR

Alena Vachnova (vachnova@nadaciadedo.sk)

Viktoria Rusňáková (rusnakova@nadaciadedo.sk)

NMP: rotational representatives

Julia Wygnańska (jwygnanska@najpierwmieszkanie.org.pl) October - December 2024

Cassa Ioana:

Ian Tilling, (ian.tilling@casaiioana.org)

Kristina Kristoff, (kristina.kristoff@casaiioana.org)

Calin Ion, (calin.ion@casaiioana.org)

HCSOM (MÁLTAI):

Nóra Radó, (rado.nora@maltai.hu),

Sándor Békási, (bekasi.sandor@maltai.hu)

MRI:

Eszter Somogyi (somogyi@mri.hu) voted Team Leader for the year 2025

Nóra Teller (teller@mri.hu)

Noémi Vajdovich (vajdovich@mri.hu)

HESED:

Savka Savova, (s.savova@hesed.bg)

Total expected staff effort (in person-months) is depicted in the table below.

Staff effort per participant *Fill in the effort per work package and Beneficiary/Affiliated Entity. Please indicate the number of person/months over the whole duration of the planned work. Identify the work-package leader for each work package by showing the relevant person/month figure in **bold**.*

Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
DEDO FOUNDATION (SK)	90	36	10	54	54	244
VŠETCI PRE RODINU (SK)	60	219	0	18	18	315
CHARITY SERVICE OF THE ORDER OF MALTA (HU)	18	216	12	18	36	300
HEALTH AND SOCIAL DEVELOPMENT (BG)	36	153.75	6	6	9	210.75
HOUSING FIRST POLAND (PL)	18	36	15	0	9	78
CASA IOANA (RO)	30.6	84	12	0	9	135.6
METROPOLITAN RESEARCH INSTITUTE (HU)	9.72	0	0	14.3	1.26	25.28
Total Person-Months	262.32	744.75	55	110.3	136.26	1308.63

8 Risk Management

A risk management strategy is required to ensure that the impact of any possible foreseen risk will be minimized and that all Partners will know the steps what to do if some unforeseen events in the Project will occur.

A list of risks (risk register) was identified during the project preparation stage. Coordinator – DEDO has involved all the partners to identify those potential deviations and risks connected to their corresponding tasks, activities, deliverables and milestones within the project in the first weeks of project duration - no more additional foreseen risks were identified from those pre-identified in the proposal, we just added other risk quantification characteristics, and we identified two unforeseen risks within the project.

This risk register will be maintained and updated throughout the project. The risk register will be continually reviewed by the Project Management Team. New identified risks will be assessed, and mitigation strategies/contingency plans created if necessary. The Project Management Team will also assess whether the likelihood or severity of existing risks have changed. Any changes to the risk register must be presented to the Steering Committee and approved by it.

Risk register is divided into two parts - foreseen risks (where mitigations measures are used) and unforeseen risks (where contingency plans are used). The risk management process consists of the following steps:

- **Risk assessment** – risk identification, risk classification, risk quantification (risk quantification not applicable by unforeseen risks)
- **Risk response development** – Mitigation strategy/measures or Contingency plan/measures
- **Risk response control**

8.1 Risk assessment

Identification of potential risks

If any risk occurs during the implementation of project, person who identified it is obliged to immediately inform the project manager of his/her company.

Following roles in the project are expected to identify any new risks:

- Each Lead Beneficiary of WP is expected to identify any new risks occurring within the project implementation or affecting their WP. She/he shall particularly report without undue delay on all risks, which can be of considerable significance for the completion of the Project.
- Each Project Manager is expected to identify any new risks occurring during the project implementation.
- Each member of the Steering Committee is expected to identify any global risks which may have an impact across the work packages and thus across the whole project.

Risk classification

Project risks are classified by the following categories:

- Target group risk - uncertainties and potential issues related to the involvement of the beneficiaries and their engagement in project activities
- management-related risks - potential threats that arise from the internal functioning and decision-making processes of an organization
- financial risks - risks arising from factors and decisions related to financial management, investment, and economic conditions
- communication and dissemination-related risks - potential issues and challenges related to how information is conveyed, shared, and distributed within an organization or to external stakeholders
- evaluation and sustainability-related risks - potential threats and challenges associated with assessing the performance, impact, and long-term viability of projects.

Risk quantification

Each Lead Beneficiary of WP, Each Project Manager and the Steering Committee have the responsibility to assess the risk impact, probability of occurrence and suggest remedial actions. All risks that can be managed at this level should be addressed as soon as possible. The team/individual person assessing the risks must be cautious while quantifying in order not to misevaluate a risk probability when reviewing severity/impact and vice versa.

Each risk will be assessed by its criticality to the overall plan of work. A risk matrix 3x3 (likelihood/severity matrix) will be used for assessing the potential risk impact and therefore the requirement for the implementation of mitigation strategies.

Risk severity refers to the impact that the risk would have on the project if it was to occur. The severity/impact will be quantified by the words low, medium, high (refers to the meaning: insignificant, moderate, catastrophic)

Risk likelihood refers to the probability of the fact that the risk can occur. The likelihood/probability will be quantified by the words low, medium, high (refers to the meaning: highly unlikely, possible, highly likely).

Risk seriousness will be assessed according to the ratio of impact and probability according to the probability/impact matrix below and the seriousness will be signed as low, medium or high.

		Impact		
		Low	Medium	High
Probability	High	Low	Medium	High
	Medium	Low	Medium	Medium
	Low	Low	Low	Low

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8.2 Risk response development

The project applies both risk mitigation measures and contingency plan to ensure that the effective response mechanism is in place to tackle various risk scenarios. Mitigation strategies shall be applied for foreseen risks and contingency measures for the unforeseen risks as each strategy addresses risk during a different time in the

project. Both are crucial components of a comprehensive risk management strategy, and they often work in tandem to protect an organization or project from the negative effects of uncertainties.

	Risk mitigation	Contingency planning
Purpose	Risk mitigation aims to proactively reduce the likelihood or impact of identified risks before they occur. It focuses on preventive measures to minimize the risk's probability or severity.	Contingency planning is designed to prepare for and respond to risks that have already occurred or are likely to occur despite mitigation efforts. It focuses on having a response strategy in place to manage the consequences of the risk.
Timing	Risk mitigation strategies are put in place during the planning and implementation phases of a project or within an ongoing process to prevent or reduce the risk.	Contingency planning is typically implemented after risk mitigation efforts have been exhausted or when it's not feasible to eliminate a risk entirely. It's a reactive approach.
Approach	Mitigation strategies typically involve making changes to processes, procedures, or resources to eliminate or reduce the risk. This may include process improvements, redundancy, training, or equipment upgrades.	Contingency planning involves developing response strategies, procedures, and resources to address the specific impacts of a risk event. This may include crisis management plans, disaster recovery plans, or response teams.
Risk level	Risk mitigation is primarily applied to high-priority or high-impact risks that are critical to the project or organization's success.	Contingency planning is typically applied to risks that cannot be fully mitigated but could still have significant consequences.
Outcome	The goal of risk mitigation is to reduce the risk to an acceptable level or even eliminate it entirely.	The goal of contingency planning is to have a structured response in place that can be quickly executed when the risk event occurs, with

		the aim of minimizing the damage or disruption it causes.
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8.2.1 Risk Mitigation Strategies/measures

A risk mitigation plan is a strategy where the project team acts to decrease the probability of occurrence or impact of a threat or negative risk. The objective is to reduce risk exposure within acceptable limits, which is determined by the probability of occurrence and the impact of the risk. Risk mitigation focuses on lowering the likelihood or probability of the risk occurring or minimizing its impact if it does occur.

The risk mitigation measures used for Project foreseen risks are shown below:

Risk No / WP	Description	Likelihood and Impact	Risk-mitigation measures
1. Financial risks / WP1	Fluctuations in exchange rates impacting project costs. Budget overruns due to unforeseen expenses or changes in project scope.	Low Impact: it can lead to increased project costs and affects the budget allocated for various activities.	Include a buffer in the budget to accommodate unforeseen expenses
2. Personnel changes / WP1	Key team members are leaving the project, changing roles, or unexpected absences.	Medium Impact: can disrupt workflow, cause delays, and affect the overall coordination and communication within the project team	Maintain clear documentation of processes and procedures to facilitate a smooth transition during personnel changes.
3. Data security and compliance concerns / WP1	Security, compliance, and ethical risks in handling research/personal data for	Medium Impact: compromising the privacy of beneficiaries, raising ethical concerns about	Train project staff on data protection and ethics, engaging data storage experts for information

	service beneficiaries.	the project's impact. Undermined trust with stakeholders and beneficiaries	security.
4.Target Group engagement	Difficulty in building trust, reaching, and engaging homeless individuals due to resistance or mistrust. Difficulty to engage healthcare staff to provide services to homeless people.	High Impact: incomplete data collections, reduced effectiveness in delivering services that leads to the reduced impact of the project	Adopt trauma-informed approach, train outreach workers on communication, and build local partnerships for credibility.
5.Data collection / WP2	Challenges in obtaining accurate and comprehensive data from homeless individuals.	Medium Impact: gaps in understanding the homeless people needs, preferences, and conditions. Impaired decision-making based on incomplete or inaccurate data.	Create user-friendly questionnaires for easy participation, ensuring confidentiality and anonymity for open responses.
6.Infrastructure delay / WP2	Delays in renovating premises and securing permits for the outpatient clinic.	Medium Impact: postponed the delivery of integrated health and social care services to homeless individuals. Potential strain on project timeline, resources, and budgets.	Engage with local authorities early in the process to expedite permits. Have contingency plans for temporary facilities if delays occur.
7. Service delivery challenges / WP2	The number of homeless individuals seeking	Medium Impact: Limited access to services for some	Set up feedback mechanism for improvement, leverage

	services may exceed the planned capacity, putting a strain on available resources.	homeless individuals, potentially leading to unmet health and social care needs.	community resources to extend services, prioritize resource allocation based on needs' urgency and severity.
8. Shortage of healthcare professionals / WP2	There may be a shortage of healthcare and social care professionals, including doctors, nurses, and clinical psychologists, to meet the demand for medical, mental health and social services.	High Impact: Delays in services delivery, longer waiting times for appointments, and challenges in providing timely medical and social interventions.	Provide competitive compensation to skilled professionals, partner with local medical universities for student engagement and internships and collaborate with labour offices to recruit qualified social care professionals.
9. Content development delays / WP2	Unforeseen challenges in developing online training modules and materials, causing delays in course delivery	Low Impact: delays in delivering online training modules	Adopt an agile approach for iterative development to accommodate changes and updates efficiently.
10. Technology Implementation Issues / WP3	Challenges in implementing telemedicine technologies lead to difficulties in providing virtual services.	Low Impact: Disruptions in healthcare service delivery, beneficiaries lacking trust to engage.	Ensure thorough training on telehealth technology and equipment, compliance, and regulations, secure reliable technology provider.

11.Limited stakeholder engagement / WP5	Insufficient engagement with key stakeholders leads to a lack of understanding and support for the project.	Medium Impact: challenges in securing resources and cooperation. Reduced advocacy impact	Create a concise communication strategy to share project results and benefits with relevant parties
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8.3 Risk response control

- **Risk Response Control**

Risk response control is a critical phase in managing risks associated with the implementation and scaling of the Integration HUBs and Scaling Calculator. This phase ensures continuous assessment, tracking, and adjustment of risk responses and strategies throughout the project's lifecycle. The primary goal is to maintain the effectiveness of risk management strategies and promptly address emerging risks, ensuring the project's success in combating homelessness. The following measures will be applied:

1. **Monitoring and Tracking**

- o The Project Management Team will monitor and track risks identified during the implementation of Integration HUBs and the Scaling Calculator.
- o This includes verifying whether response strategies, such as the integration of services or stakeholder engagement plans, are being executed as intended and achieving desired outcomes.
- o Key metrics such as service adoption rates, stakeholder participation, and cost-effectiveness will be used to evaluate progress.

2. **Risk Identification**

- o New risks, such as technological challenges with the Scaling Calculator or resistance to adopting the HUB model, will be continuously identified.
- o These risks include those not initially foreseen, such as emerging policy shifts, funding uncertainties, or unforeseen operational challenges in scaling services.

3. Performance Assessment

- o Regular assessments will be conducted to evaluate how effectively risk response strategies are mitigating issues such as delayed HUB implementation or low stakeholder engagement.
- o For instance, performance indicators like user satisfaction, the scalability of services, and integration success rates will inform evaluations.

4. Adjustment of Responses

- o Based on ongoing assessments, adjustments will be made to risk response strategies.
- o For example, if the HUB adoption rate is lower than anticipated, enhanced outreach campaigns or modifications to the service model will be initiated. Similarly, if the Scaling Calculator encounters usability issues, iterative improvements will be prioritized.

5. Communication and Reporting

- o Transparent communication with stakeholders, including NGOs, governments, and local service providers, will ensure alignment on risk management efforts.
- o Detailed reports on risk status, adjustments, and lessons learned will be shared during quarterly follow-ups, with key updates published on the project website and newsletters.

6. Decision-Making

- o The Steering Committee will use findings from risk assessments to decide whether to continue with existing strategies, pivot to alternative approaches, or implement new actions.
- o For example, decisions may involve reallocating resources to HUB implementation in underperforming regions or seeking additional partnerships for Scaling Calculator deployment.

7. Lessons Learned

- o Capturing and documenting lessons from risk management will improve future initiatives and decision-making.

- o For example, insights on overcoming stakeholder resistance or refining the integration of services will inform subsequent scaling phases and future projects.

9 IPR handling rules, Confidentiality and Security

Intellectual property rights (IPR) will be handled fully in accordance with the Grant Agreement and Consortium Agreement. Results are owned by the Partner who generates them.

All parties involved in the SOLACE-CEE project must ensure the confidentiality of any data, documents, or materials identified in writing as sensitive (“sensitive information”). This obligation applies during the implementation of the project and continues for the duration specified in the Grant Agreement. In cases where a beneficiary requests an extension, the granting authority may agree to maintain confidentiality for a longer period.

Sensitive information must only be used for purposes directly related to the implementation of the Grant Agreement, unless explicitly agreed otherwise by the parties. Beneficiaries may share sensitive information with their personnel or other project participants under the following conditions:

(a) The information is necessary for the implementation of the Grant Agreement.

(b) The individuals accessing the information are bound by confidentiality obligations.

The granting authority is authorized to disclose sensitive information to its staff and other EU institutions and bodies as required for administrative and oversight purposes.

10 Conclusion

The Management and Contingency plan provides a guidelines for project managers from each organisation to manage the project according to set rules and standards, guidelines to financial reporting, presentation standards for deliverables, measures to ensure timely reporting and mitigation strategies in case of project risks. It can be said it is a guide to be used by the Project Management Team and the consortium partners to ensure the understanding of the roles and responsibilities of each member of the consortium in delivering the SOLACE-CEE project through efficient and well managed processes. This document should be used by Partners to complement the Grant Agreement and the Consortium Agreement.

Further guidelines may also be found on the EC Portal: [Funding & tenders \(europa.eu\)](https://ec.europa.eu/europa/eu-portal/)

If any item in this document is ambiguous, or further assistance or advise is required, then please contact the Project Management Team: Flora Reiter, reiter@nadaciadedo.sk

11 Relevant documents

- **ANNOTATED GRANT AGREEMENT** (a user guide that aims to explain to applicants and beneficiaries the EU Model Grant Agreements for the EU funding programmes 2021-2027) - [aga_en.pdf \(europa.eu\)](#)
- **LOGOS and funding statements in EU languages** - [Communication and GDPR rules \(europa.eu\)](#)
- **PRESENTATIONS from the Kick-off meeting**

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The Deliverable's quality review was carried out by the QAA.