REMORA
Small fishes in a big pond

D6.2
HORIZONTAL DIMENSION PLAN

REMORA 2024 - 2027

Information

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SUMMARY

The REMORA Horizontal Dimension Plan provides a structured framework to ensure compliance with Horizon Europe's requirements while supporting the responsible conduct of research. It addresses several horizontal dimensions that must be integrated throughout the project's lifecycle: engagement of the Advisory Board (AB) members, risk management, gender dimension, open science, ethical considerations and carbon footprint mitigation (the data management plan being part of a dedicated deliverable). Developed under Task 6.4 of WP6, this plan is built to provide guidance and practical tools to support the project team in integrating these horizontal dimensions into each of the project's activities. It also highlights the importance of systematically monitoring and adjusting practices to meet the requirements for an inclusive, transparent, and ethical approach to research.

- **Objective**: Provide a practical guide to help the project team adhere to and comply with horizontal standards across project tasks implementation
- **Audience**: REMORA coordinator team, WP leaders, and consortium members.

TABLE

LIST OF ABBREVIATIONS

AB: Advisory Board

DEC: Dissemination, Exploitation, Communication

DMP: Data Management Plan

EC: European Commission

ERA: European Research Area

ERDF: European Regional Development Fund

ESIF: European Structural & Investments Funds

FP: Framework Programme

HRS4R: Human resources strategy for researchers

KPI: Key Performance Indicators

NCP: National Contact Point

OR: Outermost Regions

R&I: Research & Innovation

RI: Research Infrastructures

RRI: Responsible Research & Innovation

INTRODUCTION

Presentation of REMORA

The growing innovation divide across the European Union appears particularly detrimental to small and emerging regional research and innovation systems like the Outermost Regions[1] (OR). With limited resources, these regions struggle to reach the critical mass needed to build comparative advantages and become knowledge societies. Though the European Research Area (ERA) and the Framework Programme (FP) could compensate this marginalization through greater knowledge circulation, resources sharing and talents mobilities, the Outermost Regions present a limited participation in FP7 and Horizon 2020. This underutilization notably stems from the competing relations between European Structural & Investments Funds (ESIF) and the framework programs or "substitution effect": many organizations and individuals prioritize easily accessible ESIF, decide not to apply to the FP and end up in "substitution trap" which isolates them from promising collaborations. To move Outermost Regions' R&I organizations and systems from substitution to synergies, REMORA ambitions to transform three Ocean and Marine ESIF-funded institutions in La Réunion, Madeira and the Azores into Horizon Europe champions: **CITEB** – the Technical Center for Blue Economy of La Reunion, **OKEANOS** – the Institute of Marine Sciences of the University of the Açores and **OOM** - the Oceanic Observatory of Madeira. To that end, REMORA will enhance their competitiveness (notably human resources, knowledge transfer and innovation capacities), strategic positioning and connections with major EU networks through a joint internationalization strategy with the support of **ARDITI** – the Regional Agency for the Development of Research, Technology and Innovation of Madeira, **Nexa** – the regional agency for Development of La Reunion, the Marine Institute of **Denmark Technical University** and **ERINN**, a Marine Impact & Innovation expert SME. REMORA will then use the successful transformation of these 3 role models to lead other ESIF-oriented R&I organizations and policy-makers in Outermost and Widening Regions on the path to synergies.

Presentation of WP6 (Coordination & Management) & Task 6.4 (Horizontal dimension)

Under the responsibility of ARDITI and Nexa, WP6 carries out an effective technical, scientific, legal, financial and administrative coordination, establishing the mechanisms and management procedures to that end. Its main outputs include: an appropriate governance structure and internal communication method, including an Advisory Board; smooth communication with the EC; a sound monitoring & risk-management system; effective data management and a continuous integration of Gender dimension in the activities and mitigation of their ecological impacts.

Task 6.4 is specifically dedicated to the integration of Horizontal dimension within REMORA's implementation. Led by Nexa, this task includes the management of data sets with the production of a Data Management Plan, the reporting of risks on the Funding&Tenders Portal, regular information to partners of their obligations, and the management of the other horizontal dimensions during the project implementation notably: engagement of the Advisory Board (AB) members, risk management, gender dimension, open science, ethical considerations and carbon footprint mitigation.

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[1] The European Union (EU) counts nine outermost regions, which are integral part of the Union and geographically distant from the continent: Azores, Canaries, Guadeloupe, Guyana, Madeira, Mayotte, Martinique, Réunion and Saint Martin.

About the deliverable 6.2 "Horizontal dimension plan"

Deliverable (D)6.2 addresses several horizontal dimensions that must be integrated throughout the project's lifecycle: engagement of the Advisory Board (AB) members, risk management, gender dimension, open science, ethical considerations and carbon footprint mitigation and provides the coordination team and consortium partners guidance to comply with them across REMORA's activities.

I. ENGAGEMENT OF AB STAKEHOLDERS

The members of REMORA's Advisory board serve on a voluntary basis. By fostering co-creation, ethical rigor, gender dimension integration, open access, and sustainability, the AB's engagement ensures that REMORA fully integrates Responsible Research & Innovation (RRI) principles and European Research Area (ERA) standards into its horizontal dimensions, making the project both locally and at EU-level impactful.

a. Advisory board composition

Name	Profile
Dr. Luz Paramio	Ocean governance expert for 20 years; member of the Executive Board of the Regional Science and Technology of the Azores Regional Government (FRCT) involved in 40 EU projects, Contact point for Ocean Mission Atlantic Lighthouse, partner of the Sustainable Blue Economy Partnership
Mr. Luis Lozano Gutiérrez	Executive Director at EuroMarine, Expert evaluator and rapporteur for the European Commission
Dr. Ingrid Puillat,	Marine researcher, Scientific Management and Design of Research Infrastructures (RI) at IFREMER, scientific coordination of 3 successive EU RI projects : JERICO-FP7 (2011-2015), JERICO-NEXT (2015-2019), new Director General of EMSO-ERIC
Mr. Ian Gauci Borda	Executive NCP for Health, Cancer Mission, Widening, European Research Area and Research Infrastructures
Ms. Adeline Kroll	Official Scientifc Officer for the Widening Pillar at DG RTD, European Commission
Dr. Mathieu Doussineau	R&I systems, Smart Specialization Strategies & Synergies expert; former member of the JRC; co-author of "Exploring synergies between EU Cohesion policy and Horizon 2020 funding across European Regions" and "Smart Specialization and Blue Biotechnology in Europe" EC reports

b. Roles and Responsibilities of AB members

REMORA advisory board comprises qualified personalities, experts in Ocean Sciences, Research & Innovation (R&I) systems and Synergies who will provide:
- independent advice and feedback on methodology tools and deliverables,
- guidance on ethical, gender, and open science dimensions for the project itself
- networking opportunities
- project results dissemination channels
- strategic advice on funding sources, to ensure REMORA's objectives and sustainability.

c. Engagement and Communication

The REMORA project will include a dedicated section on its website to publicly acknowledge the expertise and contributions of the Advisory Board (AB) members as well as to enhance their visibility and sense of ownership within the project.

REMORA plans to hold at least five meetings with AB members:

- an online introduction meeting in October 2024 (M6),
- an online workshop to help REMORA consortium identify R&I fields for joint internationalization (WP2),
- a symposium in La Réunion in September 2025 (M16),
- a symposium in Madeira in February 2026 (M21),
- and a mutual learning event in Brussels in May 2027 (M36).

During these meetings, the coordination team will present project progress, achievements, and deviations while gathering feedback from the AB to refine activities. Both consortium and AB members will collaborate to explore additional networking opportunities, dissemination channels, and funding sources.

Additionally, AB members will be consulted via email on key tools and deliverables. Their contribution and propositions will be highlighted through regular feedback by emails to ensure ongoing engagement and recognition of their valuable input.

II.   RISK MANAGEMENT

The REMORA project, given its complex structure and multi-partner collaboration, faces several potential risks that may affect its successful execution. The Risk Management Plan for the REMORA project is a comprehensive strategy designed to ensure the project's resilience and success by actively managing risks that may arise. The plan operates on two key principles: (i) monitoring identified risks and implementing appropriate mitigation measures and (ii) continuously detecting potential new risks and formulating management strategies.

1.   Monitoring Identified Risks and Implementing Adequate Mitigation Measures

At the heart of the risk management process is the systematic monitoring of risks identified at the project's outset. Table 2 outlines the key risks identified at proposal stage, their potential impact, and corresponding mitigation strategies to ensure project continuity and success. The project management team will track the evolution of these risks, once a year and at reporting periods, adjusting mitigation measures as necessary to respond to any changes in the project context. This tracking will be monitored using the *Risk Monitoring* template.

2.   Regularly Detecting Potential New Risks and Writing Down Management Measures

Risk management is not static; new challenges may emerge as the project progresses. The Risk Management Plan thus incorporates a proactive mechanism for the regular detection of potential new risks. During project meetings and milestone reviews, project members will be encouraged to flag emerging issues or external factors that could impact project delivery, using the *Risk management checklist* template. Once identified, new risks will be assessed based on their likelihood and impact, and appropriate mitigation strategies will be formulated in the *Risk Update* template.

Table 1. Pre-identified risks

N°	Description of risk (Li:Likelihood/S:severity (L: Low, M: Medium, High: H)	WP	Proposed risk-mitigation measures
1	Delayed constitution of the project execution team: L/H	WP6	ARDITI&NEXA will dynamize the relations between partners to preserve REMORA preparation momentum and plan the launch of project in time with adequate resources.
2	Lack of commitment of partners to deadlines & qualitative deliverables: L/M	WP6	As a small consortium, REMORA will implement a continuous monitoring to keep tracks of deadlines. Resources are allocated to DTU and ERINN to revise deliverables.
3	Lack of adhesion of researchers and other staff members to REMORA ambition and activities: M/H	WP1 WP2 WP3	Before the project implementation, motivational meetings will be organized within CITEB, OOM and OKEANOS teams to present REMORA & its benefits and identify potential reluctances & levers.
4	Competition between the 3 Research entities on R&I fields: L/H	WP2	The Joint strategy will create synergies among the 3 research entities, ie polling common expertise to create critical mass, defining complementary expertise and valorizing the added value of a various settings.
5	Difficulties in implementing field visits & fellowships due to changing flight conditions (prices, restrictions, etc.): M/M	WP3	Consortium members are trained to organize online events and have already adjusted H2020 project implementation during the COVID crisis.
6	Difficulties in mobilizing the Regional policy-makers of the 3 regions: L/H	WP4	The board of ARDITI, NEXA and FRCT (AB member) are composed of High-level regional officials who are already involved in the design of REMORA and convinced of the benefits of Synergies.
7	Difficulties in mobilizing other widening R&I actors and Widening & EU policy-makers: L/M	WP5	At the beginning of the project, consortium members will inform Key head of their networks (ERRIN, WIDERA NCPs, S3 COP, DG REGIO OR Working group, etc.) of REMORA, notably the dual added value provided by the Outermost regions : (i) pilot sites to experiment and broaden the geographic scope of existing EU solutions ; (ii) specific expertise provision.

III. Gender Dimension

Women remain under-represented in science, particularly within decision-making & senior positions, and Marine Sciences is no exception (*Johannesen, 2022*). This unequal representation poses an inherent risk of bias into the direction of funded R&I activities, including the focus of research efforts, interpretation of data, awarding of grants and research opportunities and transfer of research into policy and society.

REMORA aims to help overcome this in-built gender bias by incorporating an active gender perspective as an important part of the project's efforts, taking into account the challenges women face in pursuing a career in ocean science (social norms; gender-biased culture; family care when away from home; gender-insensitive design of researchetc.) and maximizing equal representation in the project's activities.

1. Gender equality and perspective across activities

REMORA will ensure gender dimension are a de rigueur part of activities: on one hand, a gender balance will be sought across activities, notably in terms of recruitment of participants, and women participation will be actively facilitated. If a 50-50 balance is the objective, women participation should not be lower than 35% of the participants. On the other hand, gender perspective will consistently be considered throughout the project. More specifically, REMORA will ensure that gender-sensitive approaches and tools are prominent in the development of the three centers' "Excellence for ERA" roadmaps, in the joint internationalization roadmap, as well as in the policylab tools. REMORA's DEC plan will include activities to promote women's involvement in the project and in Ocean science in the three regions. A list of preliminary recommendations is provided in Annex 1 to help WP leaders translating REMORA's gender strategy to the activities. During this seminar, gender-related barriers to project's implementation will be discussed with participants.

2. Dedicated seminar on gender dimension in Ocean Science and Innovation

During the 1st REMORA symposium in La Reunion (Sept 2025) a seminar will be organized focusing on how gender (& other societal biases) impact funding, research activities, output interpretation & impact. This seminar will notably provide REMORA's consortium with an introduction to Gender and Societal Biases in Marine Science, an overview of Impact of Bias on Research and Policy, as well as an exploration of potential strategies for overcoming Gender bias.

3. Monitoring Gender Dimension integration:

Based on Annex 1, the coordination team will provide a report of gender metrics at reporting periods, such as:
- gender representation across WPs and tasks
- integration of gender perspectives in the activities
- integration of gender perspectives in the 3 centers' ERA roadmaps, in the joint internationalization roadmap and in the policylab tools.

This report will be discussed during steering committees to define or adjust specific actions to increase gender dimension consideration in the project implementation.

IV.   Ethics, Responsible Research and Open science

REMORA raises several ethical issues that require careful consideration in its implementation. First, as REMORA aims to enhance marine sciences in La Réunion, Madeira, and the Azores, it faces ethical risks associated with the ongoing marine biodiversity unprecedent decline and population collapses. The introduction of new technologies and research practices could inadvertently **increase the exploitation of marine resources**, the disruption of unique ecosystems, and contribute to biodiversity loss, potentially overshadowing the need for holistic ecological approaches that prioritize ecosystem health and resilience.

Second, if the project privileges external expertise over **local knowledge** systems, it risks reinforcing power imbalances and further degrading vulnerable marine environments. This could undermine the sustainability and ecological integrity objectives that REMORA seeks to promote, emphasizing the need to incorporate diverse perspectives in its strategies and practices.

Finally, in projects aiming to transform people, organizations, and territories like REMORA, **a knowledge/power nexus** may emerge, where knowledge is concentrated among a few experts, leading to power imbalances that marginalize local stakeholders and limit their agency. This can result in the imposition of external norms and practices without fully considering local contexts, hindering genuine collaboration and perpetuating inequalities in knowledge production and decision-making.

To effectively mitigate these ethical risks, a series of proactive measures will be implemented that prioritize sustainable and responsible practices that support both marine ecosystems and community empowerment, notably:

- REMORA will leverage insights from key projects such as DTU and ERINN's H2020-COLUMBUS and H2020-MISSION Atlantic, which focus on sustainable blue growth and ecosystem assessments. Collaborating with representatives from the Sustainable Blue Economy partnership, EU Mission "Restore our Ocean and Waters by 2030", and Euromarine will further facilitate the exchange of best practices, enabling REMORA to develop responsible marine research and innovation in the three Outermost Regions.
- In addition, the project will emphasize a reflexive approach by involving social scientists from Nexa. This approach will critically examine the power dynamics and normative assumptions inherent in the EU Research Agenda, particularly as they relate to "emerging" and "periphery" regions. This critical perspective aims to ensure that local contexts and voices are considered in decision-making processes, thus promoting equitable knowledge production.
- Participatory approaches are central to REMORA's strategy, empowering end-users to actively participate in diagnosis and strategic activities. REMORA will indeed engage governance and staff members of the three research centers into the production of their "Excellence for ERA" self-assessment and of their roadmap to Excellence, as well as in the design of an international value proposition through the Joint internationalization strategy, ensuring that the tools are relevant, desirable, and usable. REMORA will also engage other research institutions of the three regions and regional managing authorities in a participatory approach (with self diagnosis tool) help ensure that Synergies briefs and reports are relevant for local communities. These resources will be made accessible through a dedicated online repository, accompanied by promotional activities to raise awareness and encourage utilization.

- Lastly, REMORA will embed Open science principles: under WP1, we will ensure Open Science principles are promoted as part of ERA capacity-building (Task 1.4), with a focus on making research outputs freely accessible. All results from symposia and networking activities (Task 3.1, 3.3) will be published in open access repositories, including ZENODO or ARDITI's repository. Finally, all promotional and project results (Task 5.3) will be disseminated under Open Science principles, ensuring data, reports, and research tools are freely accessible, in compliance with the Data Management Plan (DPM) (D6.1) which addresse the FAIR data principles.

V.   Carbon Footprint Mitigation

Reducing the carbon footprint of a project linking three outermost regions and two mainland partners constitutes a challenge.To alleviate this issue,the number of physical meetings has been kept to a minimum and mutualized, without compromising the smooth implementation of the project.

Partners will be encouraged to consider virtual alternatives to minimize travel and reduce the project's carbon footprint, notably when implementing the joint internationalization roadmap (Task 2.3). The CO_2 emissions induced by mandatory travels will be compensated through the use of companies that provide carbon compensation services or alternative means defined with REMORA participants.

- **Guidance and Tools**:
  - awareness messages will be sent to partners at each event/action requiring travel
  - a CO_2 emission calculator will be provided to REMORA team
  - a template for reporting on mitigation actions taken

VI. Management and monitoring of Horizontal dimension plan

The implementation of this Horizontal dimension plan is under the responsibility of REMORA coordination team. The plan will be shared with project partners during a steering committee. To ensure compliance with the plan, a "Horizontal vigilante" within each WP will be designated as the person responsible for reflecting, tracking and reporting on horizontal dimensions.

Compliance will be monitored at the initial stage of the project (during the 3 first months) and then every 6 months by the coordination team with the help of WP Leaders. A Horizontal dimension plan monitoring template is attached to the plan.

ANNEX 1: REMORA Gender dimension recommendations

WP	Tasks	Gender balance	Gender perspective
1	1.1 Inspiration from Horizon Europe champions	**Seminars and Workshops:** Ensure that the speakers and facilitators for the seminars on "advanced research" and "innovation" management practices include a balanced representation of genders. **Peer-Learning Roundtable:** During the online peer-learning roundtable, aim for gender balance in the participants from CITEB, OOM, and OKEANOS.	**Training Content**: Include specific sessions on gender equality and diversity as part of the seminar topics, ensuring that these issues are integrated into the broader discussion of research and innovation practices. **Active support** : eg mobility fellowships for mother researchers. **HRS4R Transformation**: Ensure that the Human Resources strategy addresses gender-specific issues, such as career progression barriers faced by different genders, and include measures to promote gender equity in recruitment and development policies.
	1.2 "Excellence for ERA" Gap analysis	**Interview Protocol:** Ensure that the semi-directive interviews are conducted with a balanced mix of male and female representatives from each organization, including governance, researchers, and financial officers or EU project managers. **Workshop Participation:** Aim for gender balance in the staff members participating in the joint workshop where the obstacles will be discussed.	**Gap Analysis Focus**: Include questions in the interview protocol and self-assessment tools that address gender-related barriers and gaps, such as differences in career development opportunities or research output by gender. **Analysis Outcomes**: Ensure that the findings from the gap analysis consider gender disparities and that strategies to address these disparities are incorporated into the roadmaps.
	1.3 Drafting "Excellence for ERA" strategies	**Workshop Representation**: Ensure that the workshops held to define key objectives and interventions for the roadmaps have a gender-balanced representation of staff members from the partner organizations. **Roadmap Contributors:** Involve a diverse group of contributors in the drafting of the roadmaps to ensure multiple perspectives are considered / Group moderators can also help ensure balanced participation and equal consideration of contributions	**Roadmap Content:** Incorporate specific actions in the roadmaps that address gender equality, such as promoting women in leadership roles or creating supportive policies for gender diversity. **Evaluation Criteria:** Include gender equality as one of the criteria for evaluating the effectiveness of the roadmaps.
	1.4 ERA capacity-building	**Training Sessions:** Ensure gender balance in trainers and participants for all joint training sessions. Actively encourage female participation in all training sessions. **Training Topics:** Address gender-related issues in training topics, such as including content on gender-sensitive research and project management practices.	**Training Content:** Include sessions on integrating gender perspectives in research and innovation practices, and address how gender biases can impact research outcomes and project success. **Support Structures:** Develop support structures within the capacity-building program that specifically address gender-related challenges, such as mentorship programs or networking opportunities for underrepresented genders.

WP	Tasks	Gender balance	Gender perspective
2	2.1 - Defining promising Ocean R&I fields with EU added value	**Seminar Participation:** Ensure gender balance among the speakers and participants in the seminars organized by DTU and ERINN. Actively seek diverse expertise and perspectives from both male and female researchers and international organizations. **Mapping Tool Development:** Include diverse teams for developing and using the mapping tool, ensuring gender diversity in the teams evaluating resources and outputs	**Research Trends**: Ensure that the overview of research and innovation trends includes an analysis of how gender perspectives are integrated into marine science and ocean observation technologies. **Gender Inclusivity in Mapping**: When mapping resources and outputs, include an assessment of gender diversity within the research teams and the impact of gender on research outcomes and innovations.
	2.2 - Ocean/Marine EU intelligence	**Mapping Team**: Form teams with a balanced gender representation to conduct the mapping of the EU R&I landscape, ensuring diverse viewpoints in identifying key research organizations and funding opportunities. **Workshop Participation**: Ensure that the joint workshop for assessing the mapping results includes a gender-balanced group of stakeholders and experts.	**Mapping Criteria**: Include gender-related criteria in the mapping process, such as the presence of gender-focused research initiatives or gender balance in funded projects. **Assessment of Gender-Specific Opportunities**: Identify and highlight funding opportunities and projects that specifically address gender issues in marine sciences or promote gender diversity in research teams.
	2.3 - Internationalization joint roadmap 1.4 ERA capacity-building	**Workshop Representation**: Ensure gender balance in the teams leading and participating in the co-design workshops (W1 to W4). Strive for a mix of male and female participants in discussions about international mobility, talent attraction, and Horizon Europe applications. **Strategy Drafting**: Include diverse perspectives in drafting the joint internationalization strategy, ensuring that gender issues are considered in setting priorities and action plans.	**Strategic Priorities**: Integrate gender perspectives into the strategic priorities defined during the workshops, such as promoting gender equality in international collaborations and talent attraction. **Action Plan Development**: Ensure that the action plans for international mobility and Horizon Europe applications include specific actions to address gender disparities and promote gender inclusivity. **Monitoring and KPIs**: Develop KPIs that track gender diversity and the impact of gender-focused actions within the internationalization strategy, ensuring continuous assessment and improvement of gender equity in the strategy's implementation.

WP	Tasks	Gender balance	Gender perspective
WP3 - Networking & inter-nationalization support to join the ERA	3.1 - 3 R&I symposia and field trip visits	**Symposia Speakers and Attendees:** Ensure gender balance among the invited EU champions, high-level experts, and field visit participants. This includes having equal representation of men and women as keynote speakers, panelists, and participants. **Hackathon Participation:** Encourage equal participation of both male and female researchers and innovators in the Horizon Europe hackathons. Provide targeted outreach to female researchers to balance gender representation in proposal development activities.	**Symposia Topics:** Include discussions on how marine science and technology can address gender-related challenges, such as the role of women in ocean research, gendered impacts of marine environmental issues, and integrating gender-sensitive approaches into biodiversity protection and marine technology research. **Field Visit Focus:** In the interventions and discussions during field visits, ensure that gender-related aspects of marine research (such as equitable access to research opportunities) are highlighted.
	3.2 - Joint Roadmap & partnerships EU lobbying	**Webinar Participation:** Ensure that the three promotional webinars for EU institutional stakeholders feature gender-balanced representation in terms of speakers, experts, and stakeholders involved. **Awareness-Raising Team:** Form a gender-balanced team to lead the advocacy and communication efforts, ensuring diverse perspectives and approaches in promoting the joint internationalization strategy.	**EU Agenda and Horizon Europe Calls:** When advocating for new topics or influencing future Horizon Europe calls, promote the inclusion of gender-responsive research and innovation agendas, especially in the marine and ocean sciences field. **Promotion of Women's Expertise:** Actively promote the achievements and expertise of female scientists and researchers in the joint strategy, highlighting their role in advancing ocean and marine sciences.
	3.3 - Implementation of 15 Networking fellowships	**Fellowship Allocation:** Ensure equal opportunities for both male and female researchers when awarding the 17 networking fellowships. Actively encourage female researchers, especially early-career ones, to apply for these fellowships by designing a gender-sensitive call for interest. **Fellowship Evaluation Committee:** Ensure that the fellowship evaluation and selection committee is gender-balanced to avoid unconscious biases in the selection process.	**Fellowship Outcomes:** In the outcome reports following each fellowship, include an analysis of how gender perspectives were integrated into the collaborative work and research outcomes, particularly regarding inclusion in Horizon Europe applications. **Support for Female Researchers:** Identify and address specific barriers that female researchers may face in participating in fellowships, such as work-life balance or access to resources, and provide targeted support where necessary.

| | 3.4 - Horizon Europe incubator | **Incubator Participation:** Ensure gender balance among the participants in the Horizon Europe incubator, providing equal opportunities for both male and female researchers to engage in project development and leadership.
Proposal Development Teams: Encourage the formation of gender-balanced teams when developing the 8 Horizon Europe projects, promoting diversity in leadership and collaboration within each proposal. | **Gender-Sensitive Proposal Design:** Ensure that the projects developed in the incubator integrate gender-sensitive approaches in their design, such as addressing gender-related issues in marine science and technology or promoting gender equality in the project's research teams and outcomes.
Monitoring Gender in Proposals: Establish KPIs within the incubator to track gender inclusion in the project proposals, ensuring that gender equality and gender dimensions are considered at every stage of proposal development. |

WP	Tasks	Gender balance	Gender perspective
WP4 - Systematizing pathways to synergies at local and inter-regional levels	4.1 - Designing policy tools through Policy lab	**Gender balance measure:** Ensure balanced participation in Policy Lab sessions and regional workshops by setting a target of at least 40% female participation among policy-makers, R&I organizations, and experts involved in the policy discussions. This can be achieved by explicitly targeting women in invitations and encouraging female participation in leading roles (e.g., chairing sessions). **When forming the Policy Lab**, give preference to gender-diverse teams and include gender-sensitive criteria in the recruitment process for participants, focusing on balanced representation from La Réunion, Madeira, and the Azores.	**During the workshops**, include sessions specifically addressing how synergies between Horizon Europe and ESIF can contribute to reducing gender inequalities in regional R&I systems. Introduce an analysis of the gendered impact of R&I policies in the discussions, ensuring recommendations for policy evolution incorporate gender-equality perspectives (e.g., how funding and program structures can help support women-led R&I organizations). Integrate gender-focused sessions within the Policy Lab workshops to explore the gender dimensions of regional R&I policies and the impact of structural funds on promoting gender equality in research and innovation. This would include discussions on gender-specific challenges and best practices for fostering equal opportunities in Horizon Europe and structural fund coordination.
	4.2 - Synergies pathways for other regional organizations	**Workshop participation:** Ensure gender parity in workshop speakers and facilitators, ensuring women are equally represented in leadership and teaching roles. Aim for at least 40% of workshop participants to be women,	**Workshop sessions:** Integrate a session on how R&I organizations can better support gender-inclusive innovation, including tools for identifying and addressing barriers faced by women in R&I (e.g., in accessing funds or participating in research networks).

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		particularly encouraging participation from female researchers and management staff. Encourage female-focused R&I organizations or women-led initiatives to take part, including prioritizing invitations to women's networks in science and innovation.	Showcase examples of how synergies between Horizon Europe and structural funds can be leveraged to promote gender equality in R&I settings, such as supporting women-led projects, share successful examples of women's participation in Horizon Europe projects.
	4.3 - Production of systematizing notices	**Policy briefs:** Ensure that the teams responsible for writing and reviewing the synergy systematizing briefs have gender-balanced representation, and that gender equality experts are consulted during the development of the documents. Incorporate contributions from women who participated in T4.1 and T4.2, ensuring their perspectives and experiences are included in the final systemizing briefs.	**Policy briefs:** Include a dedicated section in each brief that addresses how synergies between Horizon Europe and structural funds can support gender equality in R&I, providing concrete examples and recommendations. The briefs should highlight the importance of gender-sensitive policy tools and include practical recommendations for how regional policymakers and R&I organizations can integrate gender equality in their strategic approaches.

WP	Tasks	Gender balance	Gender perspective
WP5 – Communicat° & Disseminat°	T5.1 - Elaboration of a C&D plan	**DEC plan workshop:** ensure equal representation of women in the discussion and decision-making process. Assign responsibility for gender-sensitive content to specific team members, ensuring gender equality is addressed throughout the plan.	**DEC plan**: include a dedicated section on gender equality, specifying communication objectives that promote women's involvement in REMORA's activities. This can include showcasing female role models in project results and highlighting gender equality as a key priority in dissemination strategies.
	T5.2 - Production and dissemination of project's branding material	**DEC activities**: Ensure that women are actively involved in the production and dissemination of branding material, newsletters, and promotional content. A gender-balanced approach should also be taken when selecting individuals to feature in these materials.	**branding material and promotional kit :** Ensure that it highlights gender equality in research and innovation, as well as the project's contribution to reducing gender disparities in the participating regions. Include case studies of women-led R&I organizations and showcase gender-sensitive initiatives promoted through REMORA.

	T5.3 – Dissemination of projects results and promotional material	**Dissemination events:** Ensure that female speakers and panelists are equally represented in all dissemination events, particularly the webinars and the final conference. Set a target of 40% women among invited speakers and panelists, ensuring diversity in expertise and leadership.	**Dissemination workshops**: Incorporate discussions on how REMORA's synergies between Horizon Europe and structural funds can promote gender equality in Widening regions. This could include presenting policy tools that address gender disparities in research funding and showcasing how gender equality contributes to successful R&I outcomes.

WP	Tasks	Gender balance	Gender perspective
WP6 - Management & Coordination	T6.1 – Project Management & Consortium Coordination	**Steering Committee Composition:** Ensure gender balance in the Steering Committee. Aim for at least 40% female representation among the committee members to reflect diverse perspectives in decision-making. **Advisory Board Representation:** Ensure that the Advisory Board (AB) has a gender-balanced composition, with equal representation of men and women. This balance should be maintained in all reviews and consultations.	**Meeting Agendas and Minutes:** Include gender equality as a standing agenda item in Steering Committee and Advisory Board meetings. Ensure that gender issues are addressed in the minutes and follow-up actions. **Monitoring Gender Integration:** Develop and implement a monitoring system to evaluate how gender perspectives are integrated into project activities and management processes.
	T6.2 – Financial and Administrative Management	**Financial Reporting Teams:** Ensure gender balance in teams responsible for preparing financial reports and managing administrative tasks. This includes having women in leadership roles within these teams. **Audit and Compliance:** When selecting auditors or compliance officers, ensure a gender-balanced approach to avoid biases in financial oversight.	**Gender Impact Assessment:** Include an assessment of the financial and administrative processes' impact on gender equality. Ensure that financial allocations and resource management support gender equality goals. **Gender-Sensitive Reporting:** Develop financial reports that include a section on gender impact, detailing how funds have been allocated to support gender equality initiatives within the project.
	T6.3 - Final project meeting & conference	**Event Speakers and Panelists:** Ensure gender balance among speakers and panelists at the final project meeting and conference. Aim for at least 40% female representation among invited speakers and panelists. **Participant Diversity:** Promote gender balance among attendees by actively encouraging both male and female participants from various regions and organizations.	**Conference Content:** Incorporate discussions on gender equality in research and innovation as a key topic in the conference program. Highlight how REMORA addresses gender issues and promotes gender equality. **Networking Opportunities:** Facilitate networking sessions that encourage diverse interactions, ensuring that women have equal opportunities to engage with stakeholders and present their work.

	T6.4 – Preparation for and monitoring of horizontal aspects	**Task Force Composition:** Ensure that the task force responsible for integrating horizontal dimensions, including gender equality, is gender-balanced. Include equal representation of men and women in the development and review of key documents. **External Experts:** When involving external experts for reviews or consultations, ensure gender diversity to bring varied perspectives on gender equality and other horizontal dimensions.	**Gender in Data Management:** Ensure that the Data Management Plan (DMP) includes guidelines for gender-disaggregated data collection and analysis, where applicable. Address gender-sensitive aspects in data handling and reporting. **Ethics and Gender Integration:** In the ethics guidelines and roadmaps, include specific sections on gender equality, detailing how the project addresses and promotes gender equity in its activities and outcomes.

TEMPLATE 1: Risk Management Checklist

Use this checklist to ensure that risks are identified, assessed, and managed uniformly across all WPs:

Risk Identification

- Have you identified all potential risks in your WP?
- Have you classified the risks by category (e.g., technical, financial, ethical)?
- Are all risks documented with clear descriptions and ownership?

Risk Assessment

- Have you assessed the impact and likelihood of each risk on a consistent scale (e.g., 1-5)?
- Have you calculated the risk level (Impact x Likelihood) for each risk?
- Are high-priority risks clearly flagged?

Risk Mitigation

- Is there a mitigation strategy for each identified risk?
- Have you assigned responsibility for each mitigation plan?
- Are timelines and due dates for risk mitigation clear and realistic?

Risk Monitoring

- Are risks being reviewed at regular intervals?
- Is there a process for updating the risk level if conditions change?
- Are risk mitigation activities being tracked and followed up on?

Reporting

- Are risk reports being shared with the project management team regularly?
- Have significant risks been escalated to the necessary stakeholders (e.g., Advisory Board)?
- Is there a clear process for communicating new or changing risks across WPs?

TEMPLATE 2: Risk monitoring template

1. **Risk identification**

(see list of risks below , if it is a new risk, add it to the table without n°)

N°	Description of risk (Li:Likelihood/S:severity (L: Low, M: Medium, High: H)	WP	Proposed risk-mitigation measures

2. **Risk Response Monitoring**

Risk ID	Mitigation Strategy	Action Steps	Responsible Person	Target Completion Date	Current Status	Progress	Comments
1	[Strategy Description]	[Steps Taken]	[Person/Team]	[Date]	[In Progress/Completed]	[Percentage]	[Additional Notes]
2	[Strategy Description]	[Steps Taken]	[Person/Team]	[Date]	[In Progress/Completed]	[Percentage]	[Additional Notes]
...	...	...	...	...	...	...	...

3. **Risk Monitoring Actions**

Risk ID	Monitoring Actions	Responsible Person	Review Date	Status	Comments
1	[Monitoring Actions]	[Person/Team]	[Date]	[On Track/Delayed/Completed]	[Additional Notes]
2	[Monitoring Actions]	[Person/Team]	[Date]	[On Track/Delayed/Completed]	[Additional Notes]
...	...	...	...	...	...

4. **List of risks**

N°	Description of risk (Li:Likelihood/S:severity (L: Low, M: Medium, High: H)	WP	Proposed risk-mitigation measures
1	Delayed constitution of the project execution team: L/H	WP6	ARDITI&NEXA will dynamize the relations between partners to preserve REMORA preparation momentum and plan the launch of project in time with adequate resources.
2	Lack of commitment of partners to deadlines & qualitative deliverables: L/M	WP6	As a small consortium, REMORA will implement a continuous monitoring to keep tracks of deadlines. Resources are allocated to DTU and ERINN to revise deliverables.

3	Lack of adhesion of researchers and other staff members to REMORA ambition and activities: M/H	WP1 WP2 WP3	Before the project implementation, motivational meetings will be organized within CITEB, OOM and OKEANOS teams to present REMORA & its benefits and identify potential reluctances & levers.
4	Competition between the 3 Research entities on R&I fields: L/H	WP2	The Joint strategy will focus on complementary expertise and valorize the added value of a various settings.
5	Difficulties in implementing field visits & fellowships due to changing flight conditions (prices, restrictions, etc.): M/M	WP3	Consortium members are trained to organize online events and have already adjusted H2020 project implementation during the COVID crisis.
6	Difficulties in mobilizing the Regional policy-makers of the 3 regions: L/H	WP4	The board of ARDITI, NEXA and FRCT (AB member) are composed of High-level regional officials who are already involved in the design of REMORA and convinced of the benefits of Synergies.
7	Difficulties in mobilizing other widening R&I actors and Widening & EU policy-makers: L/M	WP5	At the beginning of the project, consortium members will inform Key head of their networks (ERRIN, WIDERA NCPs, S3 COP, DG REGIO OR Working group, etc.) of REMORA.

TEMPLATE 3: New risk template

N°	Description of risk (Li:Likelihood/S:severity (L: Low, M: Medium, High: H)	WP	Proposed risk-mitigation measures

Actual risk management plan

N°	Description of risk (Li:Likelihood/S:severity (L: Low, M: Medium, High: H)	WP	Proposed risk-mitigation measures
1	Delayed constitution of the project execution team: L/H	WP6	ARDITI&NEXA will dynamize the relations between partners to preserve REMORA preparation momentum and plan the launch of project in time with adequate resources.
2	Lack of commitment of partners to deadlines & qualitative deliverables: L/M	WP6	As a small consortium, REMORA will implement a continuous monitoring to keep tracks of deadlines. Resources are allocated to DTU and ERINN to revise deliverables.
3	Lack of adhesion of researchers and other staff members to REMORA ambition and activities: M/H	WP1 WP2 WP3	Before the project implementation, motivational meetings will be organized within CITEB, OOM and OKEANOS teams to present REMORA & its benefits and identify potential reluctances & levers.
4	Competition between the 3 Research entities on R&I fields: L/H	WP2	The Joint strategy will focus on complementary expertise and valorize the added value of a various settings.
5	Difficulties in implementing field visits & fellowships due to changing flight conditions (prices, restrictions, etc.): M/M	WP3	Consortium members are trained to organize online events and have already adjusted H2020 project implementation during the COVID crisis.
6	Difficulties in mobilizing the Regional policy-makers of the 3 regions: L/H	WP4	The board of ARDITI, NEXA and FRCT (AB member) are composed of High-level regional officials who are already involved in the design of REMORA and convinced of the benefits of Synergies.
7	Difficulties in mobilizing other widening R&I actors and Widening & EU policy-makers: L/M	WP5	At the beginning of the project, consortium members will inform Key head of their networks (ERRIN, WIDERA NCPs, S3 COP, DG REGIO OR Working group, etc.) of REMORA.

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TEMPLATE 4: Horizontal dimension plan monitoring template

Initial situation at :
Date :
Name of the Person in charge of completing the table :

Dimension	WP1	WP2	WP3	WP4	WP5	WP6
Engagement of AB stakeholders	1.1 : 1.2 : 1.3 : 1.4 :	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Risk Management	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Gender Dimension	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Ethics, Responsible Research & Open science	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Carbon Footprint Mitigation	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
General comments & Measures to increase the compliance :						

Not considered yet: 0; Planification is done: 1; Planification is done and some actions are implemented: 2; Totally managed :3.

Situation at :
Date :
Name of the Person in charge of completing the table :

Dimension	WP1	WP2	WP3	WP4	WP5	WP6
Engagement of AB stakeholders	1.5 : 1.6 : 1.7 : 1.8 :	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Risk Management	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Gender Dimension	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Ethics, Responsible Research & Open science	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
Carbon Footprint Mitigation	1.1: 1.2: 1.3: 1.4:	2.1 : 2.2 : 2.3 :	3.1 : 3.2 : 3.3 : 3.4 :	4.1: 4.2: 4.3:	5.1: 5.2: 5.3:	6.1: 6.2: 6.3: 6.4:
Comments & Measures to increase the compliance :						
General comments & Measures to increase the compliance :						

Not considered yet: 0 ; Planification is done: 1; Planification is done and some actions are implemented: 2; Totally managed: 3.