

## D8.1 – Project Management Handbook

## Project Information

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Project Full Title	Customizable AI-based in-line process monitoring platform for achieving zero-defect manufacturing in the PV industry
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Project Coordinator	VIR (IREC)
Project Website	<a href="https://www.platform-zero-project.eu">https://www.platform-zero-project.eu</a>

## Deliverable Information

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Deliverable title	Project Management Handbook											
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SEN	Sensitive – Limited under the conditions of the Grant Agreement	

## Document Log

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V1.0	15/03/2023	First draft for review
V1.1	24/03/2023	Version with consortium feedback
V2.0	30/03/2023	Final version

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# 1 Deliverable description

Description of the general strategies that will be followed for the scientific and technical management of the project and to monitor its quality during its implementation.

## 2 Executive Summary

Project Management is a key aspect to achieve an optimal level of coordination and cooperation between the consortium partners. Platform-ZERO consortium comprises 11 beneficiaries and 1 AE (affiliated entity) from Central, South and Eastern Europe. As most collaborative projects, Platform-ZERO is a complex project in terms of both the structure of the consortium and the workflow between the different partners. For this reason, coordination and management aspects need to be detailed in depth.

As a summary, this deliverable is a manual and reference document for the project beneficiaries to reach a common understanding of project procedures for an efficient implementation of the project with the aim of monitoring project activity, the quality of the outputs produced and the achievement of project objectives fixed in the Grant Agreement.

## 3 Introduction

This deliverable describes the strategy to implement an appropriate coordination framework, addressing general issues regarding the project structure, governance, monitoring, partner responsibilities as well as specific guidelines about internal procedures and risk assessment.

This deliverable will serve the project partners as a common understanding of the project procedures, facilitating an efficient implementation of the project and the objectives accomplishment.

The main sections developed in this deliverable are:

- Project structure
- Governance
- Internal Management Procedures
- Communication and dissemination
- Risk assessment

## 4 Project Structure

### 4.1 Project Breakdown at Work Package Level

Platform-ZERO implementation has been structured into 8 WPs comprised into 4 different phases to be executed in 48 months. WP1 to WP6 constitute the technological core of the project, as represented in the detailed Pert chart shown in Figure 1.

The Phase 1 of the project covers the identification of the industrial specifications and needs of the different manufacturing partners that must be taken into account to design the in-line Process Monitoring and Control (PMC) platform. The main activities of this phase are included mainly within the WP1, as shown in the diagram. After this first stage of the project, the activities will be focused on the development of the different elements and parts of the platform: advanced sensing stations (Adv-SS), AI system, data management and

control unit, contained within the WP2, WP3 and WP4. These WP will be directly transferred to WP5 where the platform implementation and installation of demonstrators will take place. In summary, in this third phase, four fully functional PMC platform prototypes in the manufacturing lines will be implemented:

1. LUREDERRA – Smart coating for PV applications
2. ZSW – High efficiency CIGS solar modules
3. SUNPLUGGED – Customizable CIGS flexible solar foil
4. SAULE – Perovskite solar modules

The fourth and last phase of the project will cover the test and validation of the four PMC demonstrator installed at the different manufacturing lines of the different partners.

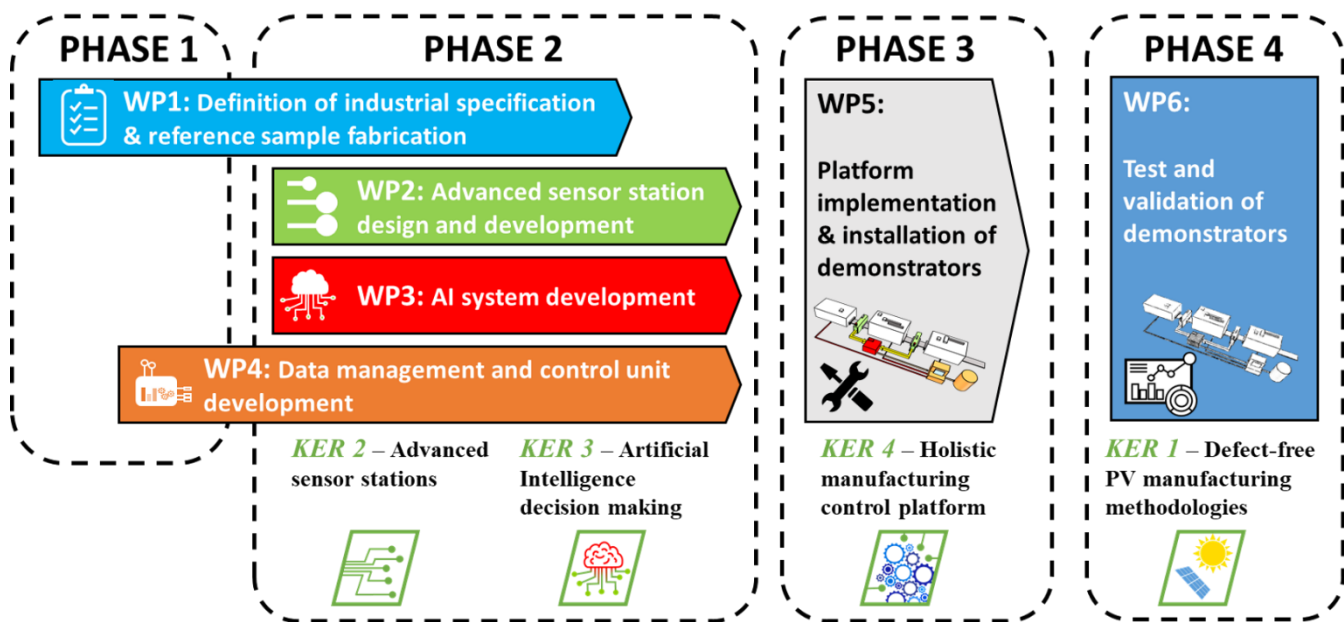


Figure 1. Platform-Zero Project Phases and Dependencies

Moreover, there are two transversal and supporting WPs that will be executed throughout the project:

WP7 - Dissemination, exploitation and communication (DEC) of the project results. This WP will ensure that Platform-ZERO solutions are appropriately communicated and disseminated while tailored exploitation and replication strategies are set in motion by the entire Platform-ZERO team.

WP8 – Project management. This WP will ensure an effective project management all along the execution of the work plan. The timing of the proposed tasks, deliverables and milestones ensures adequate management and coordination.

The timing of the proposed tasks, deliverables and milestones is shown in the Gantt chart in Figure 2.

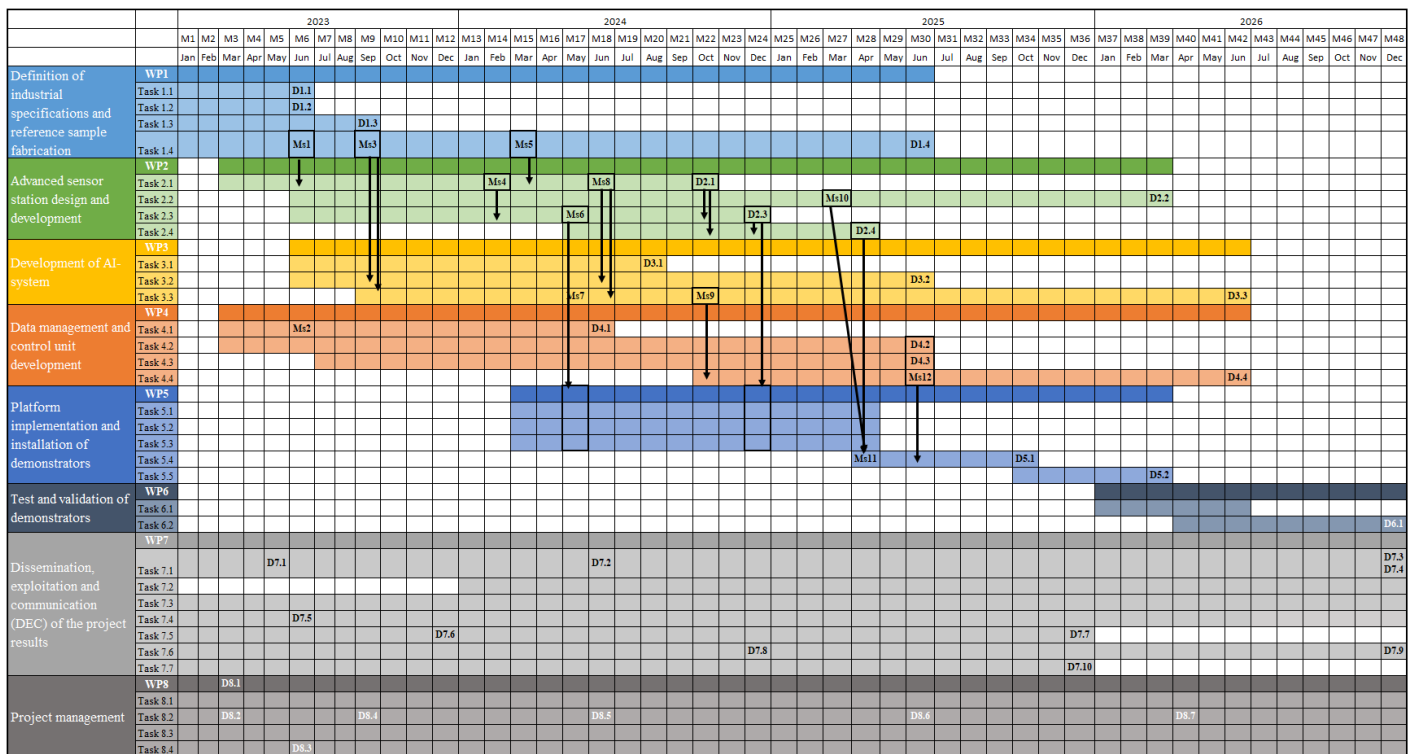


Figure 2. Platform-Zero Gantt chart

## 4.2 Coordination and Responsibilities

### 4.2.1 WPs, Tasks and Responsibilities

As stated in the previous section, Platform-ZERO is divided in 8 inter-related WPs and each WP is divided in different tasks.

Each Work Package is led and coordinated by a Work Package Leader, who will monitor the progress of the corresponding WP in collaboration with the different Tasks Leaders. The Task Leader will report to the WP Leader, who will be responsible for reporting to the Technical Committee and the General Assembly.

The different WPs including the WP Leader (Lead Beneficiary), the estimated effort (in PM) as well as the start and end months are defined in the Grant Agreement. Each WP is divided in different tasks which, together with their leaders, participants and duration are also defined in the Grant Agreement.

### 4.2.2 Deliverables and Responsibilities

All project deliverables are linked to a specific work package task. It will be the responsibility of the Deliverable Lead Beneficiary supported by the task and WP leaders to co-ordinate the drafting of the deliverable and ensure the inputs of other partners where necessary. In this sense, during the Platform-ZERO project execution, the partners will be in charge of generating 35 deliverables detailing the development, results, and conclusions of the project activities. Each deliverable features a due date and a lead beneficiary. The lead beneficiary will act as the responsible to coordinate and edit the document in a timely manner following the internal procedures. The deliverables will be submitted by the Project Coordinator through the Funding and Tenders Portal before the due date. A deliverable template has been designed by the Project Coordinator and it will be used during the duration of the project for all written deliverables. All the deliverables, their dissemination level, the lead partner and the deadlines for submission to the Commission are defined in the Grant Agreement of the project.



### 4.2.3 Milestones and Responsibilities

Each milestone has been defined with a due date and a lead beneficiary. The lead beneficiary will act as the responsible to report the milestone achievement to the WP leader and to the Executive Board (EB). All the milestones, the lead beneficiary and the achievement deadlines are defined in the Grant Agreement of the project.

### 4.2.4 Summary of Effort

Finally, the estimated effort per partner (and Affiliated Entities) at WP level is also defined in the Grant Agreement of Platform-ZERO.

## 5 Governance

Platform-ZERO has a governance structure that is aimed at establishing an effective framework in the decision-making processes and the management of day-to-day activities, monitoring the development of the work plan in order to achieve the project objectives. Platform-ZERO is a collaborative project and its governance structure involves four different levels:

1. Strategic level: The General Assembly (GA) as the ultimate decision-making body.
2. Operational level: The Executive Board (EB) is responsible for the overall progress and deliverables of the Project. The Exploitation and Innovation Board (EIB) will give guidance with a strong focus on the impact and exploitation of results. The Project Coordinator serves as ‘bridge’ between the consortium and the Funding Authority.
3. Content level: each WP has a WP Leader that is responsible for monitoring the development and implementation of the technical activity in agreement with the quality requirements fixed by the General Assembly.
4. External advice will be provided by a consultative body (Advisory Board - AB).

The standard decision-making process within the Consortium is fixed in the CA. If necessary, additional mechanisms will be established by the General Assembly in agreement with the CA. In some cases, the representatives were formally nominated and constituted during the Kick-off Meeting that took place in January 2023. The subchapters below summarize the roles of all the different consortium bodies.

### 5.1 General Assembly (GA)

The GA is the main decision-making body of the consortium. The General Assembly shall consist of one representative of each Party and it is chaired by the Project Coordinator (VIR). Among others, the following decisions shall be taken by the General Assembly:

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority
- Changes to the Consortium Plan
- Modifications or withdrawal of Background in Attachment 1 (Background Included), additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2), additions to Attachment 4 (Identified entities under the same control), modifications to Attachment 5 (NDA for Advisory Board members)
- Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party

- Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Appointment, if necessary, of Advisory Board Members

Table 1. General Assembly Representatives

Beneficiary No	Beneficiary	GA Representative	Function
1	IREC-CERCA	VIR	General Chair
2	AITE	GL	Member
3	ZSW	SP	Member
4	R2M-IT	MC	Member
5	LUREDERRA	TO	Member
6	SUNPLUGGED	AZ	Member
7	LENZ	JA	Member
8	RISC	PH	Member
9	HZB	TU	Member
10	UPO	PP	Member
11	SAULE	PS	Member

## 5.2 Executive Board (EB)

The EB is the consortium body responsible for the overall progress and deliverables of the Project. The EB is composed by the following representatives: the Coordinator + the WP leaders. The EB is responsible for:

- Executing and implementing the decisions of the General Assembly



- Seeking solutions to all matters of importance to the achievement of the Project goals on a day-to-day basis
- Monitoring and ascertain the implementations of the Project and monitoring its technical progress
- Ensuring good communication and sufficient information flow within and between the Work Packages
- Ensuring the quality of the work and to streamline the interdependencies in the Project and implementation of the exploitation activities.

Table 2. Executive Board Representatives

Beneficiary	GA Representative	Function
IREC-CERCA	VIR	Coordinator
SUNPLUGGED	AZ	WP1 Leader
IREC-CERCA	IBR	WP2 Leader
AITE	GL	WP3 Leader
RISC	PH	WP4 Leader
LENZ	JA	WP5 Leader
ZSW	SP	WP6 Leader
R2M-IT	MC	WP7 Leader
IREC-CERCA	MS	WP8 Leader

### 5.3 Exploitation and Innovation Board (EIB)

The Exploitation and Innovation Board is the consortium body responsible for advising the dissemination and exploitation strategies of the Project. In this sense, the members of the EIB are composed by the WP7 Leader (Dissemination and Exploitation Leader), the Project Coordinator, the Consortium for-profit entities and the Consortium non-profit entities interested in participating in this board. The main functions of the EIB board are:

- Continuous monitoring and recording of results achieved within the Project with an identification of results, ownership and possible dependencies on other results and/or background intellectual property
- Advising on adequateness of dissemination and exploitation strategies, with corresponding means for protection of the partners' intellectual property
- Coordinate the project dissemination strategy according to maturity of developments and exploitation visions
- Align technical, dissemination and exploitation roadmaps and strategies; coordinate the elaboration of an overall exploitation plan fitting all partners' interests
- Assess new processes and products, detecting and adapting changes taking place in the technologies involved and evaluating changes in the market
- Advising on adequate intellectual property rights protection, technology transfer of the results, including possible agreements among entities

Table 3. Exploitation and Innovation Board Representatives

Beneficiary	GA Representative	Function
IREC-CERCA	VIR	Coordinator
R2M-IT	MC	WP7 Leader
SUNPLUGGED	AZ	Profit Legal Entity
LENZ	JA	Profit Legal Entity
SAULE	PP	Profit Legal Entity

## 5.4 Advisory Board (AB)

The Advisory Board is a consultative body with external experts, playing a key consulting role in the Project:

- The AB will be a consultative body composed of selected stakeholders covering a plurality of perspectives and providing their knowledge during the product design process
- The AB members will be appointed by decision of the General Assembly
- The Coordinator will ensure that a non-disclosure agreement (NDA) is executed between all Parties and each AB member

As agreed in the Kick-off meeting in January 2023, the Advisory Board will be formally appointed in the 6M meeting. The partners will propose candidates and the General Assembly will agree by e-mail on the final members to be contacted. A document summarizing project abstract and role of the Advisory Board will be generated. The Advisory Board members will need to sign an NDA.

## 5.5 Project Coordinator Partner (CO)

The Project Coordinator partner (CO) shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in the Consortium Agreement. As CO, IREC-CERCA is responsible for the following functions:

- ✓ Monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement
- ✓ Keeping the address list of Members and other contact persons updated and available
- ✓ Collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certification) and specific requested documents to the Granting Authority
- ✓ Preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings
- ✓ Transmitting promptly documents and information connected with the Project to any other Party concerned
- ✓ Administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2 of the Consortium Agreement

- ✓ 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

Table 4. Project Coordinator Representatives

Beneficiary	CO Representative	Function
Main Contact	VIR	Project Leader
Key S&T Personnel	IBR	Scientific and Technical Aspect
	MG	
	APR	
Project Management	MS	Administrative, financial and legal aspects
	JMH	

## 6 Internal Management Procedures

Platform-ZERO internal management procedures aim to establish an effective day-to-day activity monitoring and of the development of the work plan in order to achieve the project objectives.

The standard decision-making process among partners is fixed in the Consortium Agreement. Nonetheless, additional procedures are defined in the present section to cover specific less-critical situations that are not included in the Consortium Agreement. If needed, new mechanisms will be established by the GA in agreement with the Consortium Agreement and the EC.

### 6.1 Meetings

In this section we describe different kind of meetings that will be organized throughout the project in order to ensure the successful completion of the project.

#### 6.1.1 General Assembly Meetings

As defined in the Consortium Agreement, the GA will meet at least once every six months. GA meetings will be held physically (in a venue previously chosen by consensus among partners) or remotely (online). It is mandatory for all the partners to provide at least one representative to these meetings. The CO shall also convene extraordinary GA meetings at any time upon written request of any member of the project.

They are scheduled in order to inform the partners on the WP development status, the obtained results and conclusions, check the completion of the milestones and the status of the tasks. These meetings will comprise (but not limited to) the following slots:

- ✓ One slot to describe briefly the general status of the project, as an introduction to the rest of specific WP slots. Chaired by the CO
- ✓ One slot per WP to follow up the progress of work, inform on the obtained results and conclusions (if any), analyse risks and plan the next actions. Chaired by the WP leaders
- ✓ One slot for wrap-up and next steps: to recap all the agreements and actions, outcomes of the meeting. Chaired by CO



- ✓ Specific slot for the Exploitation and Innovation board
- ✓ Optional slot to discuss specific issues related to the whole project. Chaired by CO

### 6.1.2 Executive Board Meetings

According to the CA, the Executive Board will meet at least twice a year (face-to-face and/or through teleconference) and shall also convene extraordinary meetings at any time upon written request of any Member. In addition, members of the EB will maintain a regular communication. The EB meeting will be led by the Coordinator.

The CO shall give notice in writing of a meeting to each Member of the EB as soon as possible and no later than a minimum of 7 days preceding the meeting.

### 6.1.3 Work Package Meetings

WP Leaders can organize teleconference calls with all implied beneficiaries in the respective WP to follow-up on progress and to guarantee proper implementation of the work plan. WP Leaders will keep the Project Coordinator informed.

### 6.1.4 Rehearsal Meetings

Rehearsal meetings could be scheduled after every Reporting Period to prepare for a Technical Review Meeting. The main objective is to rehearse the presentations for the Project Officer and reviewers. Questions and requests that might be raised by the Project Officer and the reviewers will be anticipated during these meetings.

### 6.1.5 Technical Review meetings (with Project officer)

The Technical review meeting with the Project Officer (PO) and Reviewers will take place after every reporting period of the project. The date and place for the meeting is previously agreed with the PO. Each partner must provide the needed staff to give the presentations and contribute to the discussions. The PO will likely appoint some people to act as reviewers during the meeting. As a result of the meeting, a report assessing the progression of the project is sent to the CO by the EC.

The CO, with the support of WP Leaders and all partners, will organize and prepare the review meetings in advance, following these guidelines:

- ✓ Preparing the agenda for review preparation and for the meeting
- ✓ Liaising with participants, making sure that all necessary participants will attend the event
- ✓ Chairing all review presentations
- ✓ Presenting an overview of the project/activity at the beginning of the review
- ✓ Sending all partners the review report from the EC
- ✓ Following up all comments and recommendations from the reviewers and the PO

### 6.1.6 Minutes

The partner chairing the meetings shall produce the corresponding meeting minutes. The detail level of the minutes will depend on the nature of the meeting; e.g. the GA minutes will be more detailed than the WP meeting minutes. Nonetheless, the minutes shall reflect at least the meeting date, meeting agenda, attendees list and the decisions agreed. The GA and EB minutes, once accepted, shall be sent by the CO to the rest of partners for information. The follow-up calls and WP meetings minutes shall be distributed to the relevant partners within 15 calendar days of the meeting.



## 6.2 Project Monitoring

Project monitoring refers to all the tasks defined to ensure that the project is within scope, on time and on budget. The CO is in charge of the coordination of project monitoring, with the support of the members of the coordination team and the whole consortium. To that end, the following points need to be considered at any time during the project implementation, and beneficiary must immediately inform the CO — who is bound to inform the Agency and the other beneficiaries — of any of the following situations:

- ✓ Events which are likely to affect significantly or delay the implementation of the action or the EU's financial interests, in particular:
  - Changes in its legal, financial, technical, organizational or ownership situation (or those of its linked third parties)
  - Changes in the name, address, legal form, organization type of its linked third parties
- ✓ Circumstances affecting the decision to award the grant or compliance with requirements under the Agreement

## 6.3 Documentation

Each partner is responsible for the quality of its contribution. Thus, every responsible for the preparation of the Deliverables and the contributors must agree on the table of contents, the work that each contributor has to provide and a tentative schedule for closure, but the template originated by the CO should be used for this purpose.

The WP leader will support the deliverable editor by checking the alignment of the deliverable with the features described below, in agreement with the quality assurance methodology described in the corresponding section of this deliverable. WP leaders will specifically check that:

- Section assignment is consistent with the roles of the partners in the work package;
- Proposed timetable is realistic according to the expected deadline;
- Proposed contents are compliant with objectives stated in the work plan.

Platform-ZERO outputs (deliverables, reports, presentations...) will be produced using the templates that will be distributed to the partners and that will be available at the project repository. If necessary, these templates will be improved and/or updated.

All relevant documents and all communication in the framework of Platform-ZERO will be done in English. Nevertheless, dissemination materials (such as press releases or technical publications) can be translated to other languages (mainly the Consortium languages). In this scenario, each partner is responsible for translation of official Platform-ZERO documents to its language of interest.

All the project-related documentation will be stored in the Platform-ZERO private project repository. This tool has been created as an internal management instrument for communication and documentation between the beneficiaries. The project repository is hosted in the Microsoft Teams platform of IREC which ensures a high level of protection and privacy of the documents and data stored.

All the relevant people defined by the different partners have been given access to the repository, where they can access the different folders as well as to create and edit documents. The consortium will work directly in the project repository (preferably online with live document editing) to ensure a higher work efficiency, an easy accessibility, the privacy and protection of the documents as well as proper document version control and backup. Each beneficiary is responsible for keeping information stored and up to date in the repository.

The documents in the repository should be identified with a unique coded name, regardless filenames and referencing conventions each partner is free to use in local archives. Document coded names are recommended to be structured into the following fields:

[DoctypeX – Title of the Document – VU.V]

where

- Doctype stands for document type which can be each of the following: D (deliverable), Ms (milestone report), IntRep (internal report). In the case of presentations and other documents, the Doctype can be freely chosen using, to the extent possible, a self-explanatory nomenclature.
- X stands for the document ID, (in the case of deliverables and milestones, this ID must be in agreement with the Grant Agreement, e.g. deliverable D1.2, milestone Ms4...);
- VU.V stands for the versions of the document, where U reflects the document status and V indicates the document release number for the current status, with:
  - U = 0 indicates draft status; i.e. an intermediate version of the document.
  - U = 1 indicates review status; i.e. the version for internal review.
  - U = 2 indicates final status; i.e. the version for official submission to the EC.

An example of the document ID in the case of deliverables is shown below:

### ***D1.1 – Project Management Handbook – V0.1***

Finally, it is important to mention that each beneficiary is responsible for keeping information stored and up to date in the Funding and Tenders Portal its name, address, legal representatives, legal form and organization type.

## **6.4 Quality Assurance**

A well-established quality assessment methodology is required to ensure the good attainment of the objectives of the project. At the same time, this methodology needs to be based on a very simplified procedure, which ensures good results while avoiding non-essential procedures. The quality assessment procedure for the content validation of the deliverables is described as follows:

- The quality review procedure for documents should start at least 3 weeks before the official submission of the deliverable to the EC. The draft is uploaded to the Platform-ZERO repository and a communication (by email) is made to the consortium for any interested partner to review and provide constructive feedback on the document
- The deliverable editor will request the WP leader, WP members and CO (i.e. the internal reviewers) to review the document and provide feedback if necessary. Reviewers are requested to provide a reviewed version of the document with ‘track of changes’
- Then, the deliverable editor must consolidate a revised version of the deliverable and request the internal reviewers and CO, their approval, at least one week before the submission deadline
- Finally, the deliverable undergoes a subsequent release check by the CO. This later step might call for additional quality improvements from the deliverable authors

The internal reviewers are expected to evaluate the deliverables / reports providing feedback according to the following criteria:

Table 5. Project Coordinator Representatives

Criteria	Points to be considered
<b>Technical</b>	<ul style="list-style-type: none"> <li>➤ The appropriateness of the document in relation to the expected contribution (i.e. deliverable description)</li> <li>➤ Technical decisions are appropriately elaborated and justified</li> </ul>



<b>Innovation</b>	<ul style="list-style-type: none"> <li>➤ Innovative aspects are sufficiently illustrated and well explained</li> <li>➤ Described work represents technical innovation or advance ahead of the state-of-the-art and is clearly exposed</li> <li>➤ Described work is expected to represent a significant impact (e.g. in standards, internal to the Consortium, etc.)</li> <li>➤ The deliverable will lead to further outputs, such as papers, standards contributions, or exploitable outcomes</li> </ul>
<b>Style and Format</b>	<ul style="list-style-type: none"> <li>➤ Executive summary allowing readers to understand document objectives and scope.</li> <li>➤ Clear writing and logical order: easy to read and to understand by different types of public, but specially it targets adequately the intended audience.</li> <li>➤ Content is focused on key issues, with a suitable level of detail.</li> <li>➤ Completeness: there are no significant omissions.</li> <li>➤ Suitable conclusions.</li> <li>➤ Appropriate references.</li> <li>➤ Template compliance.</li> <li>➤ Correct English spelling and grammar.</li> <li>➤ Content-free of relative temporal references.</li> </ul>

During the document production and, especially during the review process several issues might arise:

- Any expected delay must be notified by the document editor to the Project Coordinator and WP leader with enough time. Mitigation actions must be defined and agreed between the deliverable editor and the WP leader to reduce the impact of the delay as much as possible. The WP leader will brief the CO about the decision.
- If the Project Coordinator does not accept the deliverable before delivery date due to lack of quality or due to other reasons:
  - Deliverable editor, WP leader and Project Coordinator will agree on a mitigation plan.
  - GA could be reached for corrective actions if Project Coordinator deems the issue is serious.
  - If needed, Project Coordinator will inform PO about the issue and the corrective measures.

## 6.5 Reporting

### 6.5.1 Official Reporting

Platform-ZERO has three official Reporting Periods (RPs), as displayed in the Table 11:

Table 6. Reporting Periods

RP	Months	Start Date	End date	Payment
Reporting period 1	M1 – M18	01/01/2023	30/06/2024	Interim Payment
Reporting Period 2	M19 – M36	01/07/2024	31/12/2025	Interim Payment
Reporting Period 3	M37 – M48	01/01/2026	31/12/2026	Final Payment



The CO must submit a periodic report within 60 days following the end of each reporting period. The periodic report will include the following contents:

### Technical Report:

- Explanation of the work carried out by the beneficiaries;
- Overview of the progress towards the objectives, including milestones and deliverables identified in the Description of the action. This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and work actually completed. The report must also detail the exploitation and dissemination of the results;
- Summary for publication by the Agency;

### Financial Report:

- Individual financial statement from each beneficiary for the reporting period concerned, detailing the eligible costs for each budget category according to the “Estimated budget for the action”.
- Beneficiaries and their affiliated entities must declare all eligible costs, even if these exceed the EU Grant Amount. Costs that are not declared in the individual financial statement will not be taken into account by the European Commission.

Moreover, each beneficiary must certify that:

- The information provided is complete, reliable and true;
- The costs declared are eligible;
- The costs can be supported by adequate records and supporting documentation.
- Explanation on the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each partner and from each affiliated entity, for the reporting period concerned;
- Periodic summary financial statement, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including the request for interim payment.

### Final report:

The final report (M50) is similar to the interim reports (M20 and M38) but will include some additional contents such as the Certificate on the Financial Statements (CFS) for all Beneficiaries and Affiliated Entities that request a total contribution of EUR 430.000 or more. The CFS must cover all reporting periods and must be composed of two separate documents:

- The Terms of Reference to be signed by the Beneficiary and the Auditor;
- The Auditor’s Independent Report of Factual Findings to be issued on the Auditor’s letterhead, dated, stamped and signed by the Auditor (or the competent public officer) which includes the agreed-upon procedures to be performed by the Auditor, and the standard factual findings to be confirmed by the Auditor.

Reviews and audits by the European Commission can be initiated during the implementation of the action and up to five years after the payment of the balance.

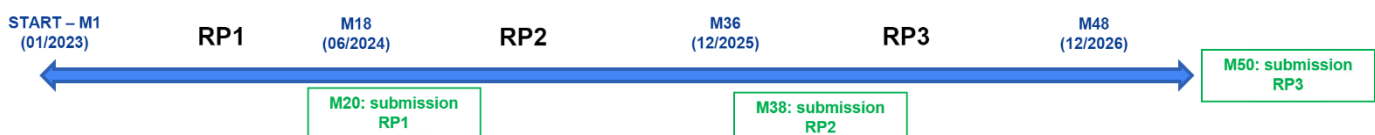






Figure 3. Reporting Timeline

## 6.5.2 Internal Reporting

Partners shall provide to the CO periodically full reports on their activities in each active work package at least for every six-month period (or under request of CO and/or the GA), with the following additional contents:

- ✓ Summary of the resources consumption for project monitoring purposes, consisting of an estimate of efforts spent per WP and major eligible cost items incurred in the interval;
- ✓ Any foreseen deviation of the effort or costs foreseen for the next six-month interval;

The CO will define an excel template for collection of this six-monthly report to monitor potential effort deviations from internal resources planning. This template will be distributed to the partners. The CO will compile all inputs and will generate reports that will be presented during the GA Meetings. This monitoring action will help understand the project status and apply corrective measures when necessary.

## 6.6 Payments

The CO is responsible for payments to partners according to the agreed procedures in the CA. The CO will receive the funding from the funding authority and will distribute the corresponding grant amounts to the parties in several payments.

➤ Pre-financing: two instalments:

- First instalment at the beginning of the project implementation;
- Second instalment after M12;

➤ Interim payments:

- 1st interim payment after RP1;
- 2nd interim payment after RP2;

➤ Payment of the balance: final payment after RP3.

The Project Coordinator will distribute the funding to the project beneficiaries. Beneficiaries with Affiliated Entity are responsible to distribute the corresponding payment to their AE(s).

# 7 Communication and Dissemination

## 7.1 Internal Communication

IREC, as CO, is responsible for managing and maintaining the contacts list of the project, covering technical staff and at least one person from each partner dealing with financial, contractual and legal issues. It is the responsibility of these partners to appoint the appropriate people to be part of the list.

Mailing will be the preferred medium for internal communication (e.g. to organize meetings and for other common activities that require a fast and effective coordination among the parties involved). The e-mail subject must contain all useful information to allow an easy and rapid classification of the message. The subject should always start with 'Platform-ZERO', and an 'URGENT' label in the e-mail subject should identify any deliverable and decision deadline as well as urgent information or requests coming from the Commission.

## 7.2 Dissemination of Results

The protection of Intellectual Property Rights (IPR) and the associated procedures have been agreed and signed by the Partners in the Consortium Agreement (CA) within the article 8.2. Ownership of results are defined in the Consortium Agreement.

To comply with Open Research Data of the European Commission, each beneficiary must ensure open access to all peer-reviewed scientific publications relating to its results, as well of any kind of publication containing project results. In addition, a Data Knowledge Management Plan will be set up on month 6 of the Platform-ZERO project, which will describe the specifications for management and exploitation of data throughout the whole data life cycle, including the definition of the type of data, data management methodologies and standards.

Prior notice of any planned publication shall be given to the other Parties at least 30 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement by written notice to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

By exception to the 30 calendar days' notice, the prior notice period shall be reduced to 15 calendar days only for the following dissemination activities: poster presentations, slides and abstracts for oral presentations at workshops, conferences and summer schools. In this case, any objection to the planned dissemination shall be made in writing to the Project Coordinator, the dissemination manager and to the partner or partners proposing the dissemination within 10 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the dissemination is permitted.

Any dissemination of results (in any form, including electronic) must:

- ✓ Display the European Union emblem in any of the forms shown in Figure 4. However, the Consortium will preferably use the emblem with the Co-funded flag.
- ✓ Include the following disclaimer:

'Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor the granting authority can be held responsible for them.'

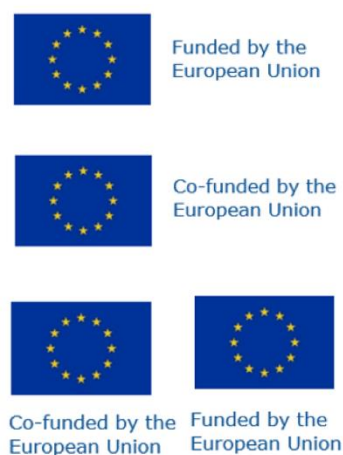


Figure 4. EU Emblems



## 8 Risk Assessment

Risk assessment is a continuous process oriented to early identification of any deviation in the achievement of objectives and/or scope of the project work plan, in the foreseen timing and with the allocated resources, and with the expected quality. Risk assessment intends to apply the right countermeasures and considers the steps shown below to minimize the undesirable effects.

To accomplish this risk assessment process, the cooperation of project partners is a key aspect, and they must participate by providing risk input (any issue that might have negative impact on successful implementation of the project), and by supporting risk mitigation planning and execution activities. In this sense, risk assessment is a shared responsibility among all partners.

Each Deliverable responsible and editor is responsible for the risk management of the Deliverable. According to this, they should report the identified risks to the WP Leader. At WP level, each WP Leader is responsible for the compliance of the WP and risks regarding quality, scope, time, and cost should be reported to the Project Coordinator. If a WP Leader is not able to manage a certain risk, the Executive Board will take it under control. Risks involving any interdependency between WPs will be directly managed by the EB. The EB can escalate to the General Assembly, depending on the nature and severity of the risk.

Some risks (e.g. administrative, financial, legal...) may affect multiple WPs and or may affect the partners of the project (such as a partner withdrawing from the project, overspending, IPR conflicts, etc.). These risks will be directly managed by the EB in close collaboration with the General Assembly.

A preliminary list of critical risks was included in the Grant Agreement. An update of the risks status will be done at least during each reporting period. If any new risk is identified, it will be monitored accordingly, and the table of risks will be adequately updated when necessary.

## 9 Conclusions

This deliverable is a manual and reference document for the partners to reach a common understanding of project procedures for an efficient implementation of the project, with the aim of achieving the objectives fixed in the Grant Agreement. In addition, project responsibilities and schedule are presented and well defined within the document. Finally, it is worth noting that this document makes reference to the Grant Agreement, and will need to be updated in the event of an amendment as well as other potential project modifications.