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Report 1.1

Governance structure, communication flow and methods, Quality Plan, Risk analysis and contingency plan

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PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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Description of the related task and the deliverable in the DoW	<p>Main Objective: The overall objective is to carry out a sound overall management and coordination issues.</p> <p>Task 1.1: Governance structure, communication flow and methods</p> <p>The Governance structure will be confirmed including organizations and persons within these organizations as explained in the structure, as well as the roles, responsibilities and activities of the different committees and other decision rules. The main elements of the structure are: General Assembly, Steering Committee and the Executive Management Team, WP leader, Task leader. Moreover there will be an Advisory Board which will give inputs to the project from an external point of view as it will not be part of the Consortium. Communication flow and methods will be established. The communication flow will be bottom-up and top-down through the typical communication methods such as: meetings, video-conferences, e-mail, phone, fax, etc. In particular a co-operative working method using the web site will be established. The system will be organised with a structure in which all participants can leave and download information to and from the different WP and tasks according to their role and responsibilities. Another section will be for meetings, events, seminar, etc. Passwords will be facilitated to all partners as well as to the European Commission.</p>								
Planned resources PM	SOL	TUD	VTT	LU	FHR	UNIVA	SALD	GSM	Total
	25	1	1	1	1	1	1	1	32
Comments									
V	Date	Authors		Description					
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3	2013-12-20	D.Lanceta, J.M		Reviewed and errors corrected.					
4	2014-01-09	Maria Garrido Delgado		Reviewed by Ancodaq					
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6	2014-01-16	D.Lanceta		Updated taking into account the feedback from Partners and revision.					
7	2014-01-20	Bassanino May		Feedback from SALD					
8	2014-01-21	J.Manuel		Reviewed and ready to submit					

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1. EXECUTIVE SUMMARY

The objective of WP1 is to ensure a sound coordination and management of the project, covering technical, administrative, legal and financial issues, and the relation with the EC by;

- Creating and operating the necessary governance structure for an effective project direction and management to achieve the expected project results.
- Establishing the communication flow and methods and the quality plan.

All management and coordination practices are summarized in the present document, which serve as **Project Handbook** and all its contents are mandatory, after the previous acceptance of the consortium.

The governance structure set out in the present document define roles, responsibilities and activities of the different committees, organizations and bodies belonging to the project as well as decision rules. The main elements of the governance structure are:

- Project Executive Team: headed by the Project Coordinator Juan Manuel (SOL) with representatives from Industrial Steering Board, supported by the Scientific Committee.
- Scientific Committee: chaired by the Scientific & Technical Coordinator Terrence Fernando, is composed of the Scientific Partners (TUD, VTT, FHR, LU, UNINOVA, SALD)
- Project Management Team: headed by the Scientific & Technical Coordinator Terrence Fernando with closed cooperation with the Project Administrative/Legal/Financial Coordinator Juan Manuel, is supported by the Work Package and task leaders.

Moreover a Project Technical Advisor has been assigned by the European Commission, who has an external and independent advisory role and will assess the most important deliverables as a mean of verification before handing them to the EC.

The control of the project development will be carried out by making several revisions to the correct implementation of planned activities, delivering some reports that allow verifying the scopes of WP1.

In particular a co-operative working method using the web site will be established. Partners will be able to exchange information from the different WPs and tasks according to their role and responsibilities. There will be another section for meetings, events, seminar, etc. Each Partner will have access thanks to a username and password that will be facilitated in m4.

The complements to this document are: the Annex I and the Consortium Agreement. The Consortium Agreement is the prevailing document where general rules and responsibilities of the Beneficiaries and Consortium bodies are listed.

2. INTRODUCTION

2.1 Status of the Handbook

As described in the DoW and previously exposed at the Design4Energy Kick-off meeting held in Brussels on the 17 & 18 October of 2013, the General Assembly is aware of:

The Project Handbook represents a mandatory practice and it is to be considered by each party as a binding contractual document.

2.2 Purpose

This document outlines the procedures in Design4Energy project that are not already defined by the Description of Work (DoW), Consortium Agreement (CA), EC Contract and guidelines (quotes from such documents are clearly indicated).

The aim is to establish effective and common working procedures for:

- Communication,
- Document management,
- Reporting.

3. PROJECT ORGANIZATION

3.1 Project organization and management

The governance structure has been defined in order to ensure an effective project direction and management that assists in performing the financial, legal, administrative and technical coordination of the project.

The project coordination is headed by SOLINTEL M&P, with the responsibilities described in the Annex I; section B.2.1 “Management structure and procedures” and in the Consortium Agreement (Section 6 “Governance Structure”). The responsibilities of the rest of the partners that form the consortium, also known as “Beneficiaries”, are also described in Annex I; section B.2.2.

The work has been structured in 10 work packages. The WP1 is especially devoted to management. The next table shows the list of work packages with correspondent leaders and its duration.

WP Nº	Title	Type of Activity	Lead Beneficiary	Person months	Start month	End month
1	Project Management	MGT	1 SOL	32	1	48
2	Integrating design and building energy performance with electricity-heating local neighbourhood grid	RTD	3 VTT	55	1	36
3	Components and energy systems data base	RTD	6 FHR	63	1	42
4	Dynamic energy efficient-building information model definition	RTD	2 TUD	42	6	48
5	Maintenance and operation decision tool	RTD	5 LU	56	6	45
6	Interoperability	RTD	7 UNINOVA	55	4	42
7	Virtual workspace for holistic energy optimisation of buildings	RTD	9 SALD	75	6	36
8	Validation in three real projects	DEM	12 GSM	90	12	48
9	Integration in the building value chain and business model	RTD	1 SOL	57	12	48
10	Dissemination of results and training	OTHER	1 SOL	45	1	48

Table 1. Work Packages

The structure of the project and interrelations between the main governing bodies is shown in the chart below.

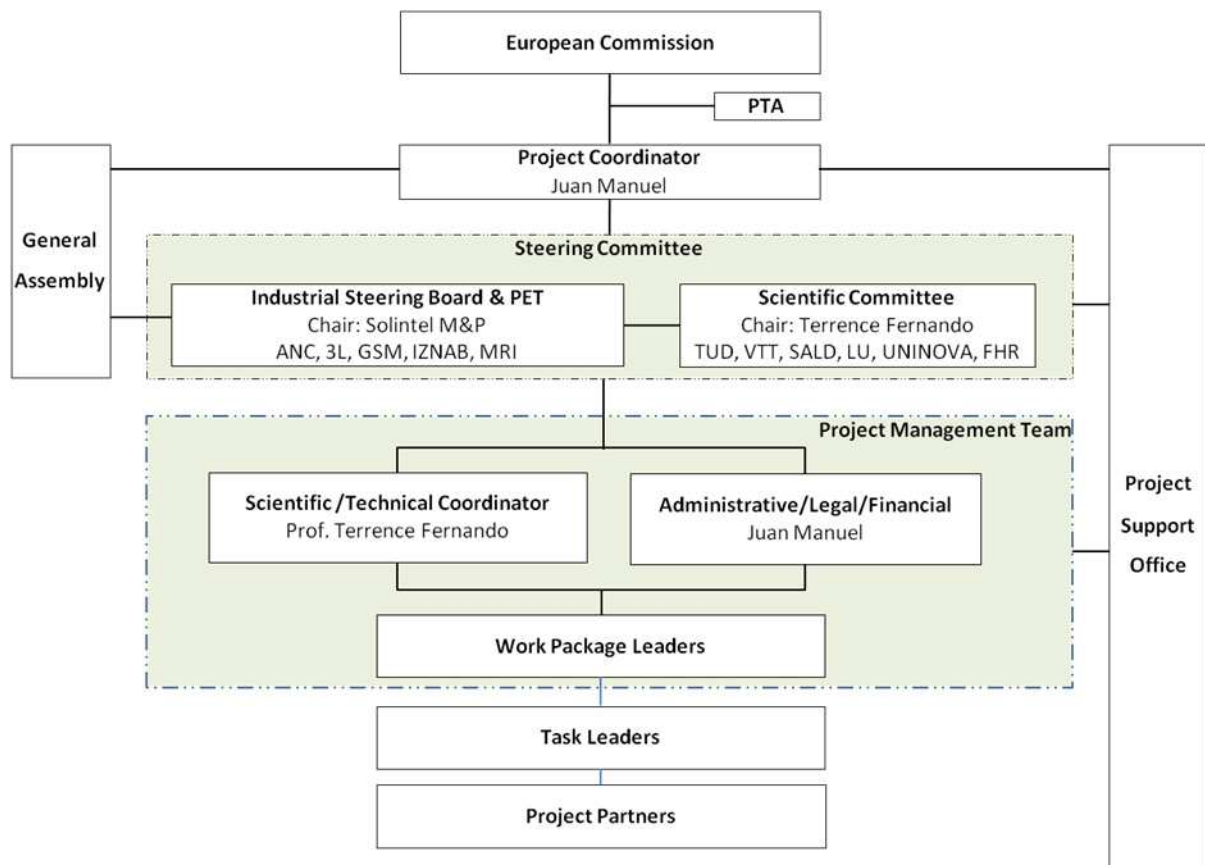


Figure 1. Project governance chart

The organizational structure of the Consortium shall comprise the following Consortium Bodies:

1. The General Assembly (GA) is the ultimate decision-making body of the Consortium. It is lead by SOLINTEL.
2. The Project Coordinator is the legal entity acting as the intermediary between the Parties and the European Commission. The coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Consortium Agreement. The coordinator is supported by Steering Committee.
3. Steering Committee, composed of Industrial Steering Board and Scientific Committee, will observe project results and develop direction, with the industrial and scientific focus. They will advise the GA with respect to the strategic course of the project and the implementation and uptake of the solution it develops. This will ensure that the project continues in the right direction over the 48 month project duration and that the final deliverable will be marketable and exploitable to a wide range of stakeholders.
 - Scientific Committee: Composed of representative from TUD, VTT, SALD, LU, UNINOVA and FHR. Professor Terrence Fernando is the Scientific & Technical Coordinator and chairman of the Scientific Committee.
 - Industrial Steering Board: Composed of representative from ANC, 3L, GSM, IZNAB, MRI and SOL. Chaired by Juan Manuel (SOL)
4. The Project Executive Team (PET), composed of representative from Industrial Steering Board and headed by SOLINTEL, serves as the supervisory body for the execution of the Project, shall report to and be accountable to the General Assembly
5. Work package leaders: They are responsible of managing the tasks grouped in the WP. The WP leader must report to the Administrative/Legal/Financial Coordinator and the Scientific & Technical Coordinator, ensuring the fulfilment of its duties from the scientific point of view.

6. Task leader: This responsibility is assigned to a specific partner, who will be in charge of the task execution and the reporting to the WP leader.

3.1.1 Members of the General Assembly

All partners are members of the General Assembly. Each member has one vote. In the event when the member is not available, the proxy will cast the vote on behalf of the partner.

Partner N°	Partner Short Name	GA member	Deputy	Email to:
1	SOL	Juan Manuel Mieres	Xiugang He Javier Royo Catalina Ospina	jmieres@solintel.eu; xiugang.he@solintel.eu javier.royo@solintel.eu catalina.ospina@solintel.eu
2	TUD	Raimar J. Scherer		raimar.scherer@tu-dresden.de
3	VTT	Krzysztof Klobut	Tarja Mäkeläinen	krzysztof.klobut@vtt.fi Tarja.Makelainen@vtt.fi
4	3L	Klaus Th. Luig		klaus.luig@3-l.de
5	LU	Tarek Hassan	Steven Firth	T.Hassan@Lboro.ac.uk S.K.Firth@Lboro.ac.uk
6	FHR	Frank Wagner		wagner@iao.fraunhofer.de
7	UNIVA	Pedro Malo		pmm@uninova.pt
8	CORIO	Victoria Portillo		victoria.portillo@es.corio-eu.com
9	SALD	Terrence Fernando		t.fernando@salford.ac.uk
10	SYM	Eloy Orti	Sergio Garcia	eloyorti@symelec.com sergio@symelec.com
11	IZN	Emil Lezak		emil.lezak@iznab.pl
12	GSM	Gaspar Sanchez	Sergio Moreno	gsm.eu.projects@gmail.com gaspar@arquired.es
13	MRI	József Hegedüs		hegedus@mri.hu
14	ANC	Maria Garrido	Carmen Tola	ancodarq@gmail.com
15	CAD	Van Khai Nguyen		vknguyen@cadcamation.ch
16	TPF	Dariusz Leszczyński		d.leszczynski@el-architetcts.pl
17	ASG	Juan Carlos Delgado		assignia.rdeu@gmail.com

Table 2. General Assembly members

The general assembly will be chaired by the Project Coordinator.

3.1.2 Members of the Project Executive Team

The Project Executive Team is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by the European Commission. It will be represented by the Project Coordinator and the Industrial Steering Board. The board will be composed of:

Partner Nº	Partner Short Name	PET member	Proxy	Email to:
1	SOL	Juan Manuel Mieres	Xiugang He Javier Royo Catalina Ospina	jmieres@solintel.eu xiugang.he@solintel.eu javier.royo@solintel.eu catalina.ospina@solintel.eu
4	3L	Klaus Th. Luig		klaus.luig@3-l.de
11	IZN	Emil Lezak		emil.lezak@iznab.pl
12	GSM	Sergio Moreno		gsm.eu.projects@gmail.com
13	MRI	József Hegedüs		hegedus@mri.hu
14	ANC	Maria Garrido	Carmen Tola	ancodarq@gmail.com

Table 3. Project Executive Team members

The Project Executive Team will be chaired by the Project Coordinator Juan Manuel.

3.1.3 Members of the Scientific Committee

The Scientific Committee is responsible to determine the technical direction of the project in order to fulfil its aims and those of the consortium members, and advise the GA. The SC is composed of:

Partner Nº	Partner Short Name	SC member	Email to:
2	TUD	Raimar J. Scherer	raimar.scherer@tu-dresden.de
3	VTT	Krzysztof Klobut	krzysztof.klobut@vtt.fi
5	LU	Tarek Hassan	t.hassan@lboro.ac.uk
6	FHR	Frank Wagner	wagner@iao.fraunhofer.de
7	UNIVA	Pedro Maló	pmm@uninova.pt
9	SALD	Terrence Fernando	t.fernando@salford.ac.uk

Table 4. Scientific Committee members

The SC will be chaired by the Terrence Fernando.

3.1.4 Members of the Project Management Team

The Project Management Team has the authority to run the project on a day-to-day basis on behalf of the PET within the constraints laid down by the PET. The team will consist of the Scientific & Technical Coordinator, the Administrative/Legal/Financial Coordinator and the Work Package Leaders.

Partner Nº	Partner Short Name	PMT member	Role	Email to:
1	SOL	Xiugang He Javier Royo Catalina Ospina	WP1, WP9 & WP10 Leader	xiugang.he@solintel.eu javier.royo@solintel.eu catalina.ospina@solintel.eu
2	TUD	Mathias Kadolsky	WP4 Leader	mathias.kadolsky@tu-dresden.de

Partner N°	Partner Short Name	PMT member	Role	Email to:
3	VTT	Krzysztof Klobut Tarja Mäkeläinen	WP2 Leader	krzysztof.klobut@vtt.fi Tarja.Makelainen@vtt.fi
5	LU	Farid Fouchal Tarek Hassan	WP5 Leader	F.Fouchal@Lboro.ac.uk T.Hassan@Lboro.ac.uk
6	FHR	Sven Schimpf	WP3 Leader	sven.schimpf@zv.fraunhofer.de
7	UNIVA	Pedro Maló	WP6 Leader	pmm@uninova.pt
9	SALD	May Bassanino Terrence Fernando	WP7 Leader	m.n.bassanino@salford.ac.uk
12	GSM	Sergio Moreno Gaspar Sanchez	WP8 Leader	sergio@symelec.com eloyorti@symelec.com

Table 5. Project Management Team members

The Project Management Team will be chaired by the Scientific & Technical Coordinator Terrence Fernando.

3.1.5 Project Administrative/Legal/Financial Coordinator and Scientific & Technical Coordinator

The Project Administrative/Legal/Financial Coordinator will be SOLINTEL, M&P and is represented by Juan Manuel Mieres.

The Scientific & Technical Coordinator will be the chair of the Scientific Committee Professor Terrence Fernando.

Role	Name	Email to:
Project Administrative/Legal/Financial Coordinator	Juan Manuel Mieres	jmieres@solintel.eu
Scientific & Technical Coordinator	Terrence Fernando	t.fernando@salford.ac.uk

Table 6. Coordinators

3.1.6 Contact information of the Design4Energy Project Support Office

The Project Office is held at Solintel M&P, S.L. and is represented by Xiugang He, Javier Royo and Catalina Ospina.

Mail: Xiugang He / Javier Royo / Catalina Ospina

Design4Energy Project Office

R&D Division

Edificio PAYMA

Avenida de la Industria N° 32, EP-2

28108 Alcobendas (Madrid), Spain

Email: info@design4energy.eu (external communication: web site, newsletters etc.)

xiugang.he@solintel.eu (internal communication within the consortium)

javier.royo@solintel.eu

catalina.ospina@solintel.eu

3.2 Roles and responsibilities

3.2.1 Role of the General Assembly

Consortium Agreement

6.3.1 General Assembly

In addition to the rules described in Article 6.2, the following rules apply:

6.3.1.1 Members

6.3.1.1.1 The General Assembly shall consist of one representative of each Party (hereinafter General Assembly Member).

6.3.1.1.2 Each General Assembly Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Article 6.3.1.2. of this Consortium Agreement.

6.3.1.1.3 The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise in a meeting of the General Assembly.

6.3.1.1.4 The Parties agree to abide by all decisions of the General Assembly.

This does not prevent the Parties to submit a dispute to resolution in accordance with the provisions of Settlement of disputes in Article 11.8.

6.3.1.2 Decisions

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, all proposals made by the Executive Team shall also be considered and decided upon by the General Assembly.

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

- Proposals for changes to Annex I of the EC-GA to be agreed by the European Commission
- Changes to the Consortium Plan (including the Consortium Budget)
- Withdrawals from /Additions to Attachment 1 (Background included)
- Additions to Attachment 2 (not in use)
- Additions to Attachment 4 (Listed Affiliated Entities)
- Additions to Attachment 5 (List of Third Parties)

Evolution of the Consortium

- Entry of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal

- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto
- Proposal to the European Commission for a change of the Coordinator
- Proposal to the European Commission for suspension of all or part of the Project
- Proposal to the European Commission for termination of the Project and the Consortium Agreement

3.2.2 Role of the Project Executive Team

- Organisation of the Industrial Steering Board meetings in collaboration with the chair person,
- Organisation of project reviews in collaboration with the Scientific Committee
- Make proposal to the GA for approval for any amendment/changes.
- Monitor the performance of partners and decide accordingly.
- Approve members (persons) of the project team.

DoW

Project Executive Team is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by the European Commission. It will consist of the Project Co-ordinator and the Industrial Steering Board. The Technical Manager will also sit on the Board to ensure effective communication between the Project Management Team and the Project Executive Team.

Responsibilities of the Board include:

- Approval of all major plans and authorisation of any major deviations.
- Sign off the completion of deliverables at each key milestone.
- Arbitrate and negotiate solutions on any conflicts within the project.
- Provide overall guidance and direction to the project including strategic planning relating to IPR, Commercialisation and Exploitation and Gender Equality
- Ensure compliance with EC directives.

The Board will meet every six months and shall also convene meetings at any time upon written request of any member of the Board in the case of an emergency situation. Each representative shall have one vote and may appoint a substitute to attend and vote at any Board meeting.

Panels may be appointed by the Project Executive Team to address any matters which arise in relation to implementation of the project. Any Panel appointed will have an advisory role only and shall report to the Project Board. Once the Panel has reported to the Project Board, it shall be discontinued.

3.2.3 Role of the Scientific Committee

The Scientific Committee (SC) is composed of the members listed in Table 4 and chaired by the Scientific & Technical Coordinator (STC). The nominated STC is Terrence.

The role of the SC is to determine the technical direction of the project in order to fulfil its aims and those of the consortium members. This includes the development of a consensus on the technical contents of the project at the global as well as the detailed level and the

recommendation of technical amendments to the project work programme to mitigate risks or to develop corrective actions. The SC will collaborate with PET on the organisation of project reviews; reason the technical decisions and directions of the project. Furthermore, the SC is responsible for the scientific integrity of the project in terms of the quality of the research and development outputs, will collaborate closely with the Industrial Steering Board to ensure the technical developments and outputs meet the industrial needs within the constraints of the Description of Work, offer technical supports to maximize the industrial impacts.

3.2.4 Role of the Industrial Steering Board

The Industrial Steering Board will act to reinforce the industrial perspective. The Industrial Steering Board will be directly involved with the Project Coordinator in ensuring that the value to industry is delivered. The board will collaborate closely with SC to ensure that the technical developments and outputs meet the needs of the industrial community, within the constraints of the Description of Work. Specific responsibilities include:

- Ensure the desired outcome of the project is clearly specified within the Implementation Plan.
- Ensure that progress towards the outcome required by the industrialists remains consistent from the industrial perspective.
- Monitor risks and evaluate the impact of potential changes.
- Advise on the design, methods and processes to be developed and implemented within the project.
- Ensure that the specification of industrial needs is accurate, complete and unambiguous.
- Ensure that any standards defined for the project are met and used to good effect.
- Resolve resource requirement and priority conflicts.

3.2.5 Role of the Project Management Team

The Project Management Team has the authority to run the project on a day-to-day basis on behalf of the PET within the constraints laid down by the PET. The team will consist of the Scientific & Technical Coordinator, the Administrative/Legal/Financial Coordinator and the Work Package Leaders.

The role of each member of the Project Management Team will be described in the following sessions.

3.2.6 Role of the Project Coordinator

The *Project Coordinator* is Juan Manuel Mieres (SOLINTEL), supported by the representatives from industry, research and academia, is the legal entity acting as the intermediary between the Parties and the European Commission. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

The *Administrative/Financial/Legal Coordination* is led by the project coordinator Juan Manuel Mieres (SOLINTEL). This Coordination will be responsible of:

- Guarantee the day-to-day management, coordination between all project partners.
- Ensure that all project partners set up and maintain appropriate accounting systems consistent with national and/or Commission requirements (if not already in place).
- Keep accounts making it possible to determine at any time what portion of the EC funds has been allocated to each contractor, and inform the EC of the fund distribution.

- Prepare the agenda of project meetings, chair the project meetings, prepare the meeting minutes and monitor the management implementation of decisions taken at meetings.
- Receive all payments made by the EC and administer the Community contribution regarding its allocation between contractors and activities in accordance with this contract and decisions taken by the consortium.
- Integrate, supervise and monitor the project in order to fulfil the objectives on time.
- Coordinate the administrative/financial reporting as well as other administrative /financial issues.
- Represent the project externally and function as the contact point with the EC.
- Obtain audit certificates of all project participants, where required.
- Bank guarantees for SMEs.

Consortium Agreement

6.4 Coordinator

6.4.1 The Coordinator shall be the intermediary between the Parties and the European Commission and shall perform all tasks assigned to it as described in the EC-GA and in this Consortium Agreement.

6.4.2 In particular, the Coordinator shall be responsible for:

- Monitoring compliance by the Parties with their obligations
- Keeping the address list of Members and other contact persons updated and available
- Collecting, reviewing to verify consistency and submitting reports and other deliverables (including financial statements and related certifications) to the European Commission
- Transmitting documents and information connected with the Project to any other Parties concerned
- Administering the financial contribution of the Union and fulfilling the financial tasks described in Article 7.3
- Providing, upon request, the Parties with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

6.4.3 If the Coordinator fails in its coordination tasks, the General Assembly may propose to the European Commission to change the Coordinator.

6.4.4 The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party.

6.4.5 The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the EC-GA.

Grant Agreement - Annex II General Conditions

II.2. Organisation of the consortium and role of coordinator

3. The coordinator shall:

Administer the financial contribution of [the Union] [Euratom] regarding its allocation between beneficiaries and activities, in accordance with this grant agreement and the decisions taken by the consortium. The coordinator shall ensure that all the appropriate

- payments are made to the other beneficiaries without unjustified delay;
- b) keep the records and financial accounts making it possible to determine at any time what portion of the financial contribution of [the Union] [Euratom] has been paid to each beneficiary for the purposes of the project;
 - c) inform the Commission of the distribution of the financial contribution of [the Union] [Euratom] and the date of transfers to the beneficiaries, when required by this grant agreement or by the Commission;
 - d) review the reports to verify consistency with the project tasks before transmitting them to the Commission;
 - e) monitor the compliance by beneficiaries with their obligations under this grant agreement.

3.2.7 Role of the Scientific & Technical Coordinator

The *Scientific & Technical Coordinator* is Prof. Terrence Fernando, and is supported by the Scientific Committee. The responsibilities of the STC are the following:

- Lead the technical coordination and ensure communication flows among WP leaders.
- Monitor compliance with the scientific objectives of the project.
- Monitor compliance by the project partners with their technical obligations.
- Chair the technical meetings with the PC, and distribute decisions/minutes to the partners.
- Take responsibility for revision of the technical and scientific deliverables.
- Assist WP leaders if some scientific difficulties arise and address any relevant technical change in the work plan.
- Set up the annual work plan with PC, the STC will focus on scientific and technical elements while the PC will concentrate on the Administrative and financial issues.

3.2.8 Role of the WP Leader

- WP planning & reporting
- Initialise Tasks
- Supervise Task leaders
- Monitor Task performance & progress
- Report to the Administrative/Legal/Financial Coordinator and the Scientific & Technical Coordinator.
- Suggest improvements of the Description of Work.
- Instruct other partners to provide contributions to the WP and integrate them into deliverable reports.
- Inform The Project Support Office about the meetings within Work Packages: time, venue and participants. Assure that progress reports from WP Leader contain this information.

DoW

The Work Package Leaders' prime responsibility is to ensure the completion of tasks and deliverables to an appropriate quality within the timescales agreed with the Technical Coordinator. The Work Package Leaders report to and take direction from the Technical Coordinator. Specific responsibilities include:

- Prepare plans for the work package tasks and agree these with the Technical Coordinator

- Direct, plan and monitor all tasks within the work package
- Take responsibility for the progress within the work package and initiate corrective action where necessary
- Advise the Technical Coordinator of any deviations from plan and recommend corrective action
- Identify and advise the Technical Coordinator of any risks associated with a Work Package

3.2.9 Role of the Project Support Office

The Project Office provides administrative support for collecting and maintaining project information, preparing meetings and reports etc.

Respond to information requests from outside:

- Send standard information about the project (Newsletters, press releases, public PowerPoint presentations etc.).
- Forward external inquiries to the proper person in the consortium.
- Maintain records of external communication.

Assist in reporting to the EC:

- Collect information from partners.
- Prepare information collected about financial and technical reports to the EC.

Assist arranging governance meetings:

- General Assembly meetings should be held every 12 months
- Assure that the invitation and agenda for General Assembly are prepared and circulated by the Chairman according to the time limit proposed in the CA
- Assure that the minutes are circulated within 10 calendar days after the meeting.

Maintain records of project information:

- Contract
- Description of Work.
- Minutes of the governance meetings: General Assembly, Steering Committee.
- Information about the meetings within Work Packages: time, venue and participants. This information must be provided by the WP Leaders.
- Communication with the EC by the Coordinator.
- List of deliverables including status information.
- Contact information of all persons in the project and upload the contact list regularly to the intranet
- All publications as well as reference of external presentations.
- Information about all subcontracts.

DoW

The Project Support Office will provide the Project Management Team and Project Executive Team with administrative, financial and project management support. Specific responsibilities will include:

- Set up and maintain project files
- Establish document control procedures
- Collect actual data and forecasts

- Update and maintain project plans
- Production and maintenance of the Project Handbook
- Administer Project Review Meetings
- Assist with the compilation of reports
- Coordinate and submit financial claims to the EC on behalf of the Consortium

3.3 Decision making structure

Decision-making in the technical domain is the main responsibility of Scientific Committee, with input from the WP leaders. Decisions regarding a technical issue of major importance, affecting the input, work content or the product of a WP or task group are expected to be made on the basis of the participation of the Scientific & Technical Coordinator and the Scientific Committee. In general all major technical issues and the related decisions are announced to Project Coordinator and all partners, even if the issue is not directly connected to their participation.

Decision-making in the administrative domain is the responsibility of the Financial/Administrative/Legal Coordination with the support of the Project Executive Team and all partners proceed to the efficient project administration and interface with the EC. Individual financial issues are primarily the responsibility of the partner itself, while the overall financial monitoring and decision making is the responsibility of the Administrative/Financial/Legal Coordination, who in collaboration with the EC seeks the best solutions for fulfilling the project objectives under the approved financial plan and the current circumstances.

4. MANAGEMENT PROCEDURES

4.1 Reporting

4.1.1 Activity reports

There will be internal regular reports (every 3 months), which will contain the detailed progress of the project and the plan for the next reporting period. Each partner needs to submit this cited report to the Project Coordinator by the end of the months in yellow colour indicated in Table 7. In addition, there will also be an internal summary management report every six months. Audit certificates of all partners will be also reported.

The Coordinator will have the final responsibility for editing according to a standard layout (use of a project template), summarizing the overall project status, looking for inconsistencies, further elaborating the reports (if needed) and taking care of final distribution. The Coordinator will also update the manpower chart using the data received from the partners.

The progress of the tasks will also be reported in terms of percentage of completion and estimated time to completion, as well as actual person-months spent and person-months needed to complete the task.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013										1	2	3
2014	4	5	6	7	8	9	10	11	12	13	14	15
2015	16	17	18	19	20	21	22	23	24	25	26	27
2016	28	29	30	31	32	33	34	35	36	37	38	39
2017	40	41	42	43	44	45	46	47	48			

Table 7. Internal Regular Reports Schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013										1	2	3
2014	4	5	6	7	8	9	10	11	12	13	14	15
2015	16	17	18	19	20	21	22	23	24	25	26	27
2016	28	29	30	31	32	33	34	35	36	37	38	39
2017	40	41	42	43	44	45	46	47	48			

Table 8. Internal Summary Management Report Schedule

4.1.2 Periodic and final report

Subject to the EC contractual requirements, the Coordinator will submit full summary progress reports (months 18, 36) and a final report (month 48) to the EC, including a cost statement and the manpower deployment for the reference periods. This will be sent within the month following the reference reporting period and the subsequent report will be prepared following the guidelines provided by the EC. Every eighteen months, the Coordinator will prepare a consolidated summary of the financial situation of the project based on the cost statements received from the partners and the payments that have been made. The financial

situation will be compared with the initial planning, which will be part of the updated Implementation Plan.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013										1	2	3
2014	4	5	6	7	8	9	10	11	12	13	14	15
2015	16	17	18	19	20	21	22	23	24	25	26	27
2016	28	29	30	31	32	33	34	35	36	37	38	39
2017	40	41	42	43	44	45	46	47	48			

Table 9. Reporting Periods according to GA

The periodic report comprises:

- a) An overview, including a publishable summary of the progress of work towards the objectives of the project, including achievements and attainment of any milestones and deliverables identified in the Annex I (Description of Work). This report should include the differences between work expected to be carried out in accordance with Annex I and that actually carried out.
- b) And explanation of the use of resources, and
- c) A Financial Statement (Form C – Annex VI of the Grant Agreement) from each beneficiary and each third party, if applicable, together with a summary financial report consolidating the claimed Community contribution of all the beneficiaries (and third parties) in an aggregate form, based on the information provided in Form C by each beneficiary. Financial statements should be accompanied by certificates, when this is appropriate.

The final report shall comprise:

- a) A final publishable summary report covering results, conclusions and socio-economic impact of the project.
- b) A report covering the wider societal implications of the project, in the form of a questionnaire, including gender equality actions, ethical issues, efforts to involve other actors and to spread awareness, as well as the plan for the use and dissemination foreground.

Copy of the deliverables produced during each reporting period shall be contained in annex to each periodic report as specified above.

4.1.3 Guidelines for reporting to the EC

Guidelines for project reporting to the EC are available at the ECAS participant portal in the following link:

http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html#fp7

(A-Z) Sitemap About this site Contact Legal Notice English

European Commission
RESEARCH & INNOVATION
Participant Portal

European Commission > Research & Innovation > Participant Portal > Reference Documents

HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT LOGIN REGISTER

H2020 online manual
Reference Documents
Beneficiary Register
Financial Viability Self-Check
SME Participation

Reference Documents

This page includes all the H2020 & FP7 reference documents starting with [legal documents](#) and the Commission work programmes for research and innovation up to model grant agreements and guides for specific actions and horizontal issues. The documents are grouped by categories. To access a document:

- Click on a folder
- Click on ARROW to have more information about the document and its available translations

You can search a specific H2020 or FP7 document on the [Europa Search](#) service.

H2020 FP7

This page gives you access to the reference documents

- Legal basis
 - FP7 framework programmes (EC-Euratom)
 - Specific programmes
 - Rules for participation
 - Legal documents for implementation
 - Rules for submission, evaluation, selection, award
 - Model grant agreement
 - Rules on legal and financial verification for FP7
 - Other documents
- All work programmes
 - 2013
 - 2012
 - 2011
 - 2010
 - 2009
 - 2008
 - 2007
 - Guidance documents for FP7
 - Financial issues
 - Negotiations and amendments
 - Project reporting

Figure 2. Reporting Guidelines – Participant Portal

4.1.4 Audit Certificates

Partners must submit audit certificates with Form C.

4.2 Meetings

4.2.1 Representation in meetings

Any member of a Consortium Body (hereinafter referred to as "Member"), should be present or represented at any meeting of such Consortium Body; may appoint a substitute or a proxy to attend and vote at any meeting; and shall participate in a cooperative manner in the meetings.

4.2.2 Preparation and organization of meetings

The chairperson of the meetings typically will be Solintel and Terrence Fernando for general annual consortium meetings, host and Terrence Fernando for the technical meetings.

4.2.2.1 Convening Meetings

The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

	<u>Ordinary meeting</u>	<u>Extraordinary meeting</u>
General Assembly	At least once a year	At any time upon written request of the Executive Team or 1/3 of the Members of the General Assembly

4.2.2.2 Notice of a meeting

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	<u>Ordinary meeting</u>	<u>Extraordinary meeting</u>
General Assembly	45 calendar days	15 calendar days

4.2.2.3 Sending the agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated below.

General Assembly	21 calendar days, 10 calendar days for an extraordinary meeting
------------------	---

4.2.2.4 Adding agenda items

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

General Assembly	14 calendar days, 7 calendar days for an extraordinary meeting
------------------	--

4.2.3 Meeting minutes

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He shall send the draft minutes to all Members within 10 calendar days of the meeting.

The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has objected in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The chairperson shall send the accepted minutes to all the Members of the Consortium Body and to the Coordinator, who shall safeguard them.

If requested the Coordinator shall provide authenticated duplicates to Parties.

4.2.4 Meeting Schedule

14 face to face meetings are foreseen, which includes kickoff meeting in Brussels, annual meetings, technical meetings, training meeting, demo meeting. Disseminations to scientific, research and industrial community are also planned.

Year 1												Year 2												Year 3												Year 4																							
M18 1st Report Period												M36 2nd Report Period												M48 Final Report Period																																			
1Q				2Q				3Q				4Q				1Q				2Q				3Q				4Q				1Q				2Q				3Q				4Q															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48												
2013												2014												2015												2016												2017											
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep												
HD SOL			Work Shop UK	Work Shop UK S&D			WP2 7 GE				1st Y AU				WP2 7 FT				1st RV UK				2nd Y UK				WP2 7 UK				WP2 7 FIN				2nd Y RVES				Training WP2-7 UK								Demo hop Indu. Bus. Recor				Fin RV Prep				Final RV Brus SOL				
			WPs TELE	WPs TELE			WPs TELE								WPs TELE				WPs TELE				WPs TELE				WPs TELE				WPs TELE								WPs TELE																				
Common workshop with Embedded HOLISTECC, STREAMER at the ECPPM, Vienna on 17-19 Sept. 2014																																																											
LU (Conference participation and paper presentation)																																																											
FHR MG (Conference participation and paper presentation)																																																											
VTT (Conference participation and paper presentation)																																																											
S&D (Conference participation and paper presentation)																																																											
TUD (Conference participation and paper presentation)																																																											
UNNOVA (Conference participation and paper presentation)																																																											

Table 10. Meeting Schedule

5. WORKING PROCEDURES

5.1 Project-progress monitoring and early risk identification

Progress monitoring will be delegated to partners acting on lower levels of the work-plan (decentralized progress control), which preferably are aware of the actions in the specific task but are not responsible for it. At the same time the coordinators will be able to identify the problematic spots in the project, identify risks and react appropriately. In the project, the progress monitoring is implemented in a web service (work-plan section), an internal platform of the project web site (refer to the section 6 for more information).

The complete work-plan is structured into task objects describing the work to be done, the time frame in which the work will be done and names a responsible (task-leader) and an internal reviewer. These task objects are nested and named according to the level (e.g., WP, task, subtask) and form a tree-like structure. Every task object has an associated state visualized with percentage scheme.

5.2 Technical deliverables

A deliverable template (Annex 1) is available from the project file server and is already distributed to partners via email. This template is to be used for all the technical deliverables. It may also be used for non-technical reports and other project documents. The title page contains information that is necessary for the identification of the document including its status, editor(s) and contributors, the companies they belong to, version and date. For official deliverables, the title page must contain the name of the deliverable as defined in the Annex I (DoW) of the Contract (Grant agreement).

Naming rules:

File name: **DX.X_ddmmyyyy_partner abr_v001**

e.g.

First original version: **D9.1_17102013_SOL_v001**

Modified by partner: **D9.1_17102013_SOL_v001_IZNAB_v001**

5.2.1 Quality control procedure

In all elements of the work-plan section, a responsible/reviewer scheme is implemented (as well as in the financial section). Each object (work-package, task, deliverable, and milestone) is assigned to a responsible person, who is indeed responsible for doing the work or producing the deliverable.

After finishing the report, deliverable or milestone, the responsible submits it to the internal reviewer, who will check the result. In most cases the reviewer will accept the judgment of the responsible, thus assuring the coordinator that the judgment is correct. When rejected, the responsible has to rework and resubmit the result. In the case of rejection, the reviewers need to justify their reasons for the rejection.

In case of reports and milestones arriving at the “accepted” state finishes the workflow. For a deliverable being a legally required document, the workflow includes also the delivery to the Commission and the result of the annual review procedure (handled by the administrator and/or Project Coordinator depending of the actual schedule and way of delivery). All

deliverables are collected via the portal in PDF format and are subject to the complete workflow connected to the assessment process. The Commission and the external reviewers may have direct access via the web to deliverables in the state “delivered” or “approved”.

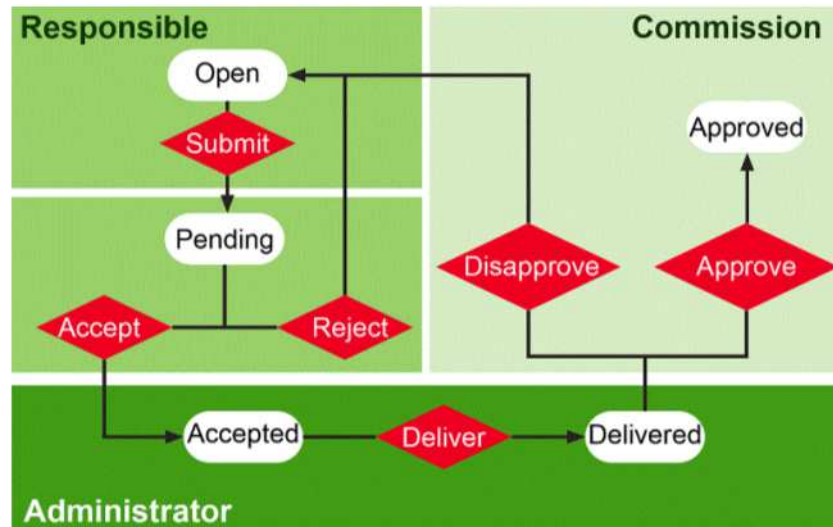


Figure 3. Quality Control Work Flow

5.2.1.1 Responsible/reviewer selection

The responsible and reviewer can be chosen individually for each object. There are three rules, which are applied:

- The responsible and reviewer must not be in the same partner organization (mandatory).
- The reviewer should know enough about the responsible colleagues’ work to judge the quality and the progress (not mandatory but can be met in most cases).
- If possible, the reviewer should be the recipient of the results produced by the responsible (very advisable).

5.2.1.2 Responsible/reviewer scheme advantages

Applying such a workflow controlled responsible/reviewer scheme has many advantages:

- The work progress (in fact of every element of the work-plan) is seen and judged by two independent persons. This first check is done on a very low level of the work-plan without the need for the coordinator to interfere if everything develops as expected.
- Both responsible and reviewer form an internal quality control. Reviewers do have a specific set of rules, which they must apply especially for reviewing deliverables. These rules can be the same for all deliverables or they can be individually assigned together with individual risk factors and/or contingency measures. Any combination of the two strategies is possible.
- In case of a conflict between the responsible and the reviewer, the coordinator needs to take individual action. Because every state change is recorded together with a comment of either the responsible or the reviewer, the coordinator is able to act on a “neutral” and fact based strategy, which is a huge benefit in conflict situations. Of course, the coordinator gets automatically informed about rejections by email.
- The information flow between the partners largely improves when the “right” responsible/reviewer pair is selected. This is a major advantage when the work-plan is based on a “supplier/consumer” relationship.

- Usually, interim or pre-payments from the coordinator to the partners will be based on the progress of work. Such views are available for tasks/work-packages, organization and individual persons. This contributes to allow (financial) risk in the project.

5.2.1.3 Delivery

Once agreement for delivery is obtained by the responsible participant, the Coordinator shall be responsible for the distribution of the Deliverable in agreement to specifications laid down within the List of deliverables as defined in Annex I of the Contract, and specifically as defined under the item “Dissemination level”, which shall be distinguished between:

- PU: Public.
- PP: Restricted to other programme participants (including the Commission services).
- RE: Restricted to a group specified by the consortium (including the Commission services).
- CO: Confidential, only for members of the consortium (including the Commission service).

Deliverables shall be put at the disposal of the Consortium through the internal area of the website providing restricted access to the Consortium solely, as well as put at public disposal through the public area of the website providing public access.

Deliverables shall be numbered according to the List of Deliverables as specified within Annex I, i.e. D X.Y with X representing the number of the relevant Work Package and Y representing the progressive number of the Deliverable item to be submitted within a specific Work programme.

5.2.2 Storage of documents

Documents such as deliverables and any other kind of document to be developed under the framework of the project shall be stored within the internal file sharing system, accessible from the website, either in the public or in the private area, according to the dissemination level as specified above.

6. COMMUNICATION

6.1 Design4Energy Corporate Image

6.1.1 Logo

A project logo (Figure 4) has been created at the beginning of the project in order to define the project identity, thus clearly identifying any kind of internal or public document such as deliverables, reports, internal communications, publications, project fact sheet, and any other kind of document within the framework of the project. The project logo shall be used in the following cases:

- In all the documents developed under the framework of the Design4Energy project, and in particular in documents to be submitted to the EC such as deliverables, project slides, project fact sheet, etc.
- In PowerPoint presentations to be used for Communication and Dissemination activities to be carried out by each participant under the framework of the Design4Energy project.
- In the Design4Energy project website, and in the websites of the participants with a link to the Design4Energy project website.



Figure 4. Project Logo

6.1.2 Presentation templates

- PowerPoint template (Annex 2): Public and review presentations will be based on the official PowerPoint template distributed to partners.
- Other templates: It has been prepared meeting agenda template (Annex 3) and meeting minutes template (Annex 4) to facilitate decision making process transparency.

6.2 ICT-based Project Management Support

Design4Energy will make use of efficient project management tools, such as online workspaces, mailing lists, etc. in order to facilitate the smooth implementation of the project.

6.2.1 Project Website

The project will use web-based services for internal and external communication. The platform is organised in:

- The public part of the site will be used for dissemination and all publicly accessible information. The Project Coordinator will be in charge of organising the structure and the contents of the public part (e.g., event calendar, news, e-mailings), and will make use of the sophisticated content management features of the platform including the publication workflow.

- The internal section forms the working space for all projects partners. This is the place to store contractual information, intermediate and/or final working documents, and all information related to internal meetings (project calendar, agenda, minutes, presentations). Here we will have the central “project handbook”, with all necessary information (internal procedures, dissemination workflow, usage of website), which must be known by every partner.

6.2.1.1 Public website structure and content

The public website is structured as follows:

- **Home:** general information of the project, such as: acronym and full name, project reference, project cost and funding, duration, coordinator and partners.
- **Project:** summary, objectives and work packages.
- **Partners:** logo, address, website (link), activity & experience description.
- **News & Events:** Project / partners related news and events.
- **Download:** public deliverables, scientific and technical journal publications, presentations, videos and brochure.
- **Internal:** The website restricted to project members (Internal File Sharing System, Project Management System).
- **Links:** European Commission, Technologic Platforms (European and National), Standardization and Normalization body, related projects and research activities etc.
- **Newsletter:** outcomes of the project up to publish date.
- **Contact:** Project Office and coordinators contact details.

6.2.1.2 Internal website

The main characteristics of the internal website are described below:

- **Access:** Will be granted to the given Email address of project partners, and then user accounts will be registered and a password will be sent.
- **Task management:** Task assignment (due dates on tasks, Start dates on tasks, Attach files and comments to a task. Set task priority and percentage complete, Create task reminders).
- **Gantt chart:** Track project and task progress, deadlines and task dependencies view using the project manager’s favourite graph.
- **Time tracking:** Tool for users to track timesheets filled out by users using Time Reports. Fill out timesheets using a time clock (Timer App is available for Mac, Linux, Window).
- **Time clock:** Punch in and out while working on specific tasks. The time elapsed is auto-recorded in the users time sheet.
- **Time reports:** Track time sheets in table-based reports, which can also be exported to Excel, PDF, etc.
- **E-mail notifications:** Get notified by e-mail about project and tasks updated, without login through the website.
- **Internal mailbox:** Send e-mails from internal webpage. This internal messaging system allows the users to communicate with other users in your account.
- **Internal Message:** Create topics, share knowledge, ask questions and communicate with the project team using this collaboration feature.
- **Notebook:** To write a press release, it can even be used to keep track of individual partner’s opinions and ideas during the projects course.
- **Task reminder:** Get notified by e-mail when tasks are late or engaging soon. Realign work teams to deliver tasks on time and avoid delays.

- **File Sharing System:** Document sharing. A web based File Sharing System is built (www.design4energy.eu/fss); user can access the system anytime anywhere by using any web navigator to upload and access file.

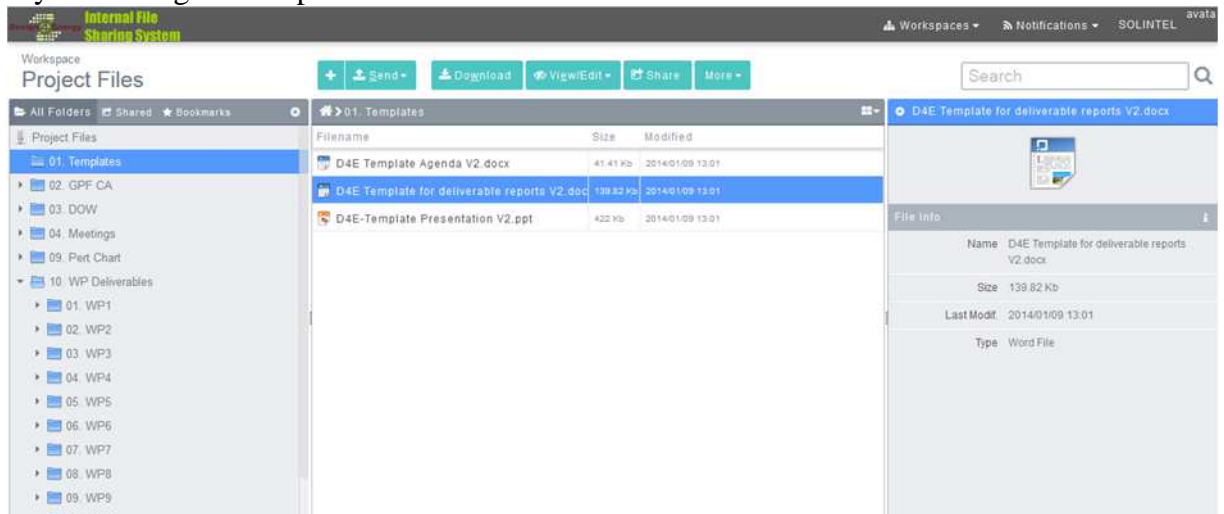


Figure 5. Web interface for internal file sharing

6.2.1.3 Web Domain

www.design4energy.eu

6.2.2 Communication via Email

Electronic mail is used extensively by the partners to communicate and exchange documents. The Project Coordinator will elaborate and periodically update the mailing list with all the official members and its deputies.

Email naming rules:

E-mail subject: **[D4E] subject name_ddmmyyy_info**

“[D4E]” is required in the Email subject in order to help partners to reduce their management work.

Communication of relevance to a particular group (such as comments and votes) will be given as group replies so as to give all group members the opportunity to receive a clear view of every partner’s opinion, in an effort to speed up and harmonized the agreement process.

6.3 Monthly WP highlights

It is difficult for partners to have an overview of what is going on in different WPs. WP leaders are encouraged to issue a monthly notice "WPXX highlights of the month" by email (also stored on the intranet) highlighting specific issues that require attention by the WP team and other participants (Free form format can be used).

6.4 Contact Information

Contact information is collected and maintained by the Design4Energy Project Office and is available on the intranet



Figure 6. Example of Contact Information

Partners must therefore inform the Project Office of any changes in their team and provide the following information of each person:

- Name,
- Phone number (landline),
- Mobile phone number,
- Fax number,

Email address (+ a back-up email address during travels / holidays).

6.5 Confidentiality

By default all communication and documents in Design4Energy are for internal use only unless otherwise specified.

- All emails that are labelled with “Design4Energy:” or “D4E:” in the subject heading shall be regarded as confidential and shall not be forwarded to others than the original receivers.
- All Design4Energy documents shall be treated as confidential unless otherwise explicitly specified.
- The dissemination level shall be marked in all documents. In case of any unclarity, a document is to be regarded as confidential internal information for the consortium only.

Please note that Breach of Confidentiality is governed by the Consortium Agreement.

6.6 Publication

Publication is clearly addressed by the Design4Energy Consortium Agreement. Section 8.3.1 of the CA states that no publication is allowed without the parties concerned approval.

The Design4Energy Project Office will keep record of ALL publications as well as reference of external presentations based on inputs from partners.

6.7 Presentation

All external presentations request the Coordinator's approval. Request for authorization has to typically be submitted to the Coordinator and the Design4Energy Project Office 15 days prior to the presentation. The request must include a copy of the presentation, where and to whom it will be presented. The Project Office will keep a copy of all presentations.

7. RISK ANALYSIS AND CONTINGENCY PLAN

An analysis of the potential risks regarding technical and non-technical aspect has been carried out during the proposal phase in order to minimize the impact of the risks. The risk to achieve the overall project objectives depends on reaching the targets of individual tasks. The potential risks rise from the subsequent solution of the tasks and the interactions between them. Potential risks have been taken into account in the design of different WPs and tasks as well for the methodology approach followed in the whole project. However, any research project like Design4Energy, implicit risks that have not been identified in the proposal could appear during the project execution, a deeper study of the potential risks and risk reduction strategy is done in this session, serving as a guide line during the execution of the project to further reduce the potential impacts. Such risk analysis plan addresses 1) identification of the risks of any nature that might occur in the course of the project and of the measures to offset or prevent the occurrence of that risk 2) assessment of the potential probability and likely severity of each risk and its potential impact on the project 3) identification of the measures to minimize the impact of the risk should it nevertheless occur.

The following Table shows the potential risks covering different categories that can appear throughout the execution of the project, the Risks Reduction Strategy and contingency plans.

Cat.	Identified risk	L.	I.	Risk reduction strategy and Contingency plan
DEVELOPMENT	Inter relations between WPs are not fully considered	H	M	A deep analysis regarding the inter connections of different WPs and task have been carried out before Kick-Off meeting and further consolidated in m1. Pert Chart and Interim milestones have been defined to reduce the risk.
	Project outputs don't meet well the industrial needs.	M	H	9 partners are SMEs and two are Large from industrial among the 17 partners, the consortium is designed to avoid this risk. Furthermore, scenarios will be developed in the initial of the project with the focus of technological innovation and industrial practical needs. During the implementation, the industrial committee board will collaborate closely with Science Committee to ensure that the technical developments and outputs meet the needs of the industrial community, within the constraints of the Description of Work.
	Overestimated work load. Budget not utilized	H	L	Constant monitoring of the work and eventual reallocation of resources in other WP where there is more work to be done. Scientific Committee will be responsible to avoid this situation.
	Underestimated work load. Resources non sufficient	H	L	Constant monitoring of the work and eventual reallocation of resources from other WP

	Project complexity too high. Difficulty to manage the project	H	L	Division of the work in smaller tasks that can be controlled more easily. Task/WP interconnection is built in the initial of the project, and then the conceptual architecture will be setup to help reduce the complexity.
	Critical outputs to be delivered among tasks not available in due time. Depending tasks not starting in due time and service potentially not provided	M	L	Actually, the project consortium had decided to have several internal releases before the due date defined in DoW in order to have earlier input for other tasks. This possibility of this risk is highly reduced. In other case, re-planning of activities and pooling of resources from other partners is another option.
	Unrealistic time schedule. Some deliverables behind schedule and mismatch between WPs	M	L	Internal releases have been defined in Gantt Chart in the Kick-Off meeting. Re-planning of activities if necessary.
	Assignment of unanticipated new tasks. No planned resources allocated	M	H	Re-planning of activities.
TECHNICAL	Availability of other/new technologies that may make parts of the project obsolete.	L	M	State of Art related to the project will be studied. Technology watch will be carried out continuously in each work package, scanning alternative technology baselines that can be utilized for the project. Adopt alternative technologies.
	Diverging technical objectives.	L	M	The project has set up a Scientific Committee offering support to the technical decision making process. The Chairman of the Scientific Committee, Terrence Fernando, who is at the same time the Scientific & Technical Coordinator will act as mediator and will monitor compliance with the scientific objectives of the project.
	The development of innovative components takes too much time.	L	L	Realization of the optimized cycles with commercially available components.
COST	Cost will be taken into account from the very beginning of the Project as it is considered an essential indicator for the control and monitoring of the Project development. However, there is the potential risk that the cost of the new technologies could be higher than the accepted by the Market.	M	H	The possibility to invest in technology production in more cost competitive areas of Europe will be analyzed and the cost reduction will be asses and compared with the project member current cost. Additional costing will be a constant concern in the project and for that most cost effective systems will have preference. Steering committee will analyze the overall cost of the proposed development.

INTEGRATION	The integration of Design4Energy technologies with building existing scenarios in real demonstrators could create incompatibilities.	M	M	The compatibility will be taken into account in the development of scenarios in the initial stage of the project. The development of Scenarios in WP2 will also consider the projects executed by the architects. Scientific Committee and the expert panel are responsible for avoid this situation.
MANAG	A key person at decision or technical organization of the project change of enterprise.	M	H	To replace key person by other qualified one in principle of the same organization or other inside the consortium. Project coordinator is responsible for solving conflict.
GENERAL	Losing critical staff at crucial point of the project.	L	H	Consortium has been built looking for some level of overlapping skills. Most critical skills are available in at least two partners. To replace key person by other qualified one of the same organization.
	Disagreement between consortium partners	L	H	Strong leadership at work package and project level. Monthly Teleconferences will be held at least during the initial of the project, face to face technical meetings are organized every 3-4 months to discuss technical issues and build up the consensus. Project Coordinator is responsible for solving conflict.
	Unexpected delay in achieving milestones	L	M	Flexible planning of interim milestones and constant review of progress based on internal draft and release deliverables. WP leaders will be the main responsible and will keep monitoring the progress and report it to SCT and PC.
	Communication problems between partners	L	H	Common events will be held to establish personal contacts among partners. Web based internal platform is built up offering another alternative of communication. Project Coordinator is responsible for solving communication.
DEMONSTRATION PROJECTS	Difficulties in order to have a working team (D4E) gathering members from GSM, 3L, TPF.	H	L	The personnel will be selected for the virtual design in the first year. The three groups of architects will be the key of the working team; each architect will make sure of having a replacement in the case that the personnel selected are not able to perform a task. Both the main architect and the replacement member will participate in the training sessions.

	<p>It is not possible to find adequate demonstration projects for the third and fourth year of the project.</p>	M	H	<p>A study of the project executed in the past years and the building trend in EU have been carried out. Affirmative feedback from the architects has been received as the project objectives fit well with their development strategy. Task 8.2 includes a period from m13 until m30 in order to select the appropriate demonstration Project. The requirements are: Continental climate and Mediterranean climate. At least two of the demonstration sites will be residential. Having architect partners from 3 different countries allows for flexibility and reduces the risk.</p>
	<p>In the third- fourth year of the Design4Energy Project, It is not possible to find any project connected to a neighborhood energy system.</p>	M	M	<p>During Phase 1, a search for demonstration projects connected to a neighbourhood energy system infrastructure will be conducted. If during the first 24 months of the project, it is not possible to obtain a demonstration project that meet these requirements, the Consortium partners will design inside WP8 a scenario covering the framework conditions of a neighbourhood energy system infrastructure. The building design will be subjected to the specified framework conditions and the evaluation of the building energy performance will be performed with a connection to the neighbourhood network.</p>

Table 11. Risks and Contingency Plan

Note:

L: Likelihood; I: Impact.

8. ACRONYMS AND TERMS

CA.....	Consortium Agreement
CO.....	Coordinator
DoW.....	Description of Work
D4E.....	“Deisgn4Energy” - Keyword in the naming rules and acronym of the project
EC.....	European Commission
FP7.....	7 TH Framework Programme
GA.....	Grant Agreement
ICT.....	Information and Communication Technologies
m1, m2, etc.	Project month
M1, M2, etc.	Milestone
PC.....	Project Coordinator
PET.....	Project Executive Team
PMT.....	Project Management Team
PO.....	Project Officer of the FP7 programme
SC.....	Scientific Committee
STC.....	Scientific & Technical Coordinator
WP.....	Work Package

9. REFERENCES

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10. APPENDICES

Annex 1: Deliverable Template

Annex 2: Power Point Template

Annex 3: Meeting Agenda Template

Annex 4 Meeting Minutes Template