D6.1 – Project management handbook and quality assurance manual

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EC Project Officer	Teresa De Martino
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[1] **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 Services).

Contents

Abbreviations

AB	Advisory Board
CA	Consortium Agreement
DEM	Dissemination Exploitation manager
DoA	Description of Action
EC	European Commission
EU	European Union
GA	Grant Agreement
IPR	Intellectual Property Rights
PSC	Project Steering Committee
QA	Quality Assurance
SP	Stakeholder Panel
TM	Technical Manager
WP	Work Package
WPL	Work Package Leader

1   Summary

This Project management handbook and quality assurance manual is written in the framework of WP6 – Project Management (Task 6.1 Project Management) of EnTimeMent project under Grant Agreement No. 824160. Its intention is to provide useful information to all partners about the procedures of the project, its governance structure, main roles, key project contacts, decision making and working procedures, IPR management, deliverables, peer-review quality control procedures and communication and reporting procedures as well as about general issues of the H2020 Programme.

The terms and provisions of the EU Grant Agreement (and its annexes) and the EnTimeMent Consortium Agreement will prevail in the event of any inconsistency with recommendation and guidelines defined in the present Project management handbook and quality assurance manual.

Partners are advised to read carefully and follow all H2020 documentation.

This document will be used within the EnTimeMent Project. It reflects the current state of information (organizational and procedural) and might be updated during the duration of the Project to deal with possible new needs for Quality Assurance and Project Management.

2   Introduction

This document is the deliverable D6.1 Project management handbook and quality assurance manual, from Work Package 6 (Management).

 The purpose of this document is double:

i. Serve as a guideline and reference for project management activities to be followed throughout the entire project duration.

ii. Be used as a handbook and manual for all the members of the EnTimeMent project consortium, compiling all the procedures and tools to enable a successful collaborative work towards achieving the project objectives with the highest quality.

The document covers procedures and best practices for the following project management activities:

- Project governance

- Communication and collaboration

- Decision Making and Conflict Resolution

- IPR management

- Quality Assurance Plan

This document is released in Month 3 (M3) and provides a first release of procedures, tools to support the procedures and guidelines. Although the processes and guidelines described in this document are in a mature state and have been proved successful in other projects, it is envisioned that, as time passes and the procedures are put in place and the tools are used, some modifications and adaptations could be necessary. Therefore, this document will be revised when required, and the consortium will be notified about the changes in due time.

3   Management Structure and procedures

3.1   Project organization and management

This section describes the project governing bodies that have in charge all the project management activities and the procedures/recommendations aiming to the correct implementation of the management activities concerned with the WPs of the EnTimeMent project. The organizational structure of the project has been designed taking into account the complexity and the effort required to encompass management of knowledge, intellectual property, innovation activities, communication coordination and exploitation and sustainability activities.

Organisational structure: The management structure of the EnTimeMent project has been designed taking into account the complexity and the effort required to encompass management of knowledge, intellectual property, innovation activities, communication coordination and exploitation and sustainability activities. The aforementioned activities need to be clear and well-defined in order to be managed effectively and successfully. As can be seen in **Figure *3.1***, the management structure of EnTimeMent will have four levels of organization:

(1) Project Steering Committee → (2) Project Coordinator

 → (3) Technical Manager & Dissemination and Exploitation Management → (4) WP Leaders
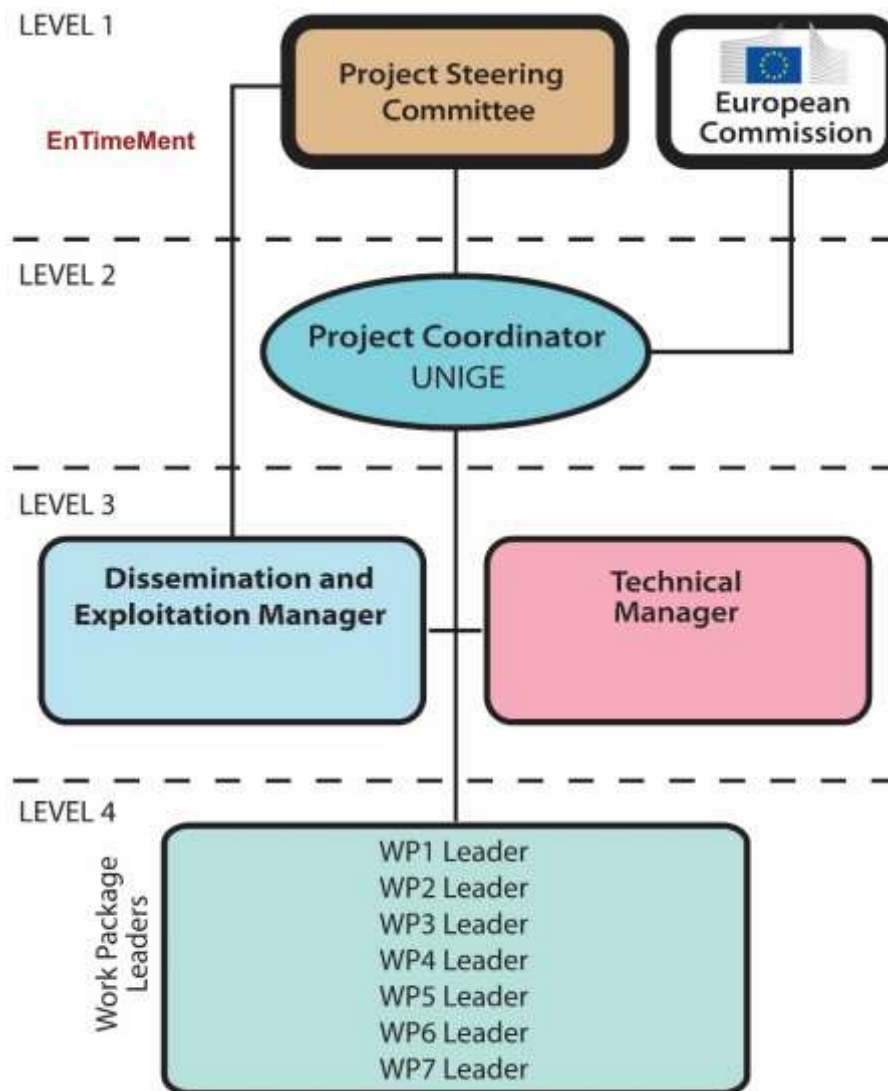
Figure 3.1: Management Structure of EnTimeMent

The project will be directed by the Project Steering Committee (PSC) which includes 1 representative from each consortium member, each with 1 vote. Decisions will be made by majority voting. It has been ascertained that all PSC Members have been empowered to make decisions on behalf of their organization. This means that most of the members will be Executives, which will avoid unnecessary delays in the decision-making process. The EnTimeMent project is ambitious and has participants of varying sizes. It is thus vital to the success of the project that the co-ordination and the project management activities are in the hands of a participant who is experienced at managing large European

funded projects. The PSC Members have already appointed Prof. Antonio Camurri as the Project Coordinator who will be responsible for managing the project on a day-to-day basis.

Level 1: Project Steering Committee: The PSC will be responsible for the overall success of the project and will be the ultimate escalation point for any project problems. It will approve the commencement of individual work packages based on the progress of specific milestones. To this end, the committee will closely monitor these milestones and critical stop/go decision points in accordance with the risk mitigation and contingency plan. Resolving any administrative/contractual issues with the EC or within the consortium will be the sole responsibility of the PSC. The Project Management Committee (PMC) will be in charge of the effective coordination and integration of the events. The PMC is led by the PC and consists of the following voting members: Antonio Camurri (UNIGE), Benoit Bardy (EuroMov), Nadia Berthouze (UCL), Dimitrios Karadimas (VBC), Fredrik Muller (Qualisys), Martin Clayton (DU), Marten Bjorkman (KTH), Luciano Fadiga (IIT), Beatrice de Gelder (UM). PMC members are permanent for the whole project duration, except if they wish to leave the PMC themselves or because of EU intervention. The PMC shall be in charge of supervising the project, of coordinating the events, of deciding upon all relevant scientific, technical, organisational, and administrative issues of the project. Along with the PMC, a Stakeholder Panel (SP) will: (i) discuss and provide feedback on the project activities; (ii) collaborate with the PMC in the evaluation of the project results; (iii) contribute to dissemination and exploitation.

The aim of SP is to build a loop of information exchange with wider stakeholders & public engagement, aiming to focus on all expected impacts on education, gender, societal, ethical and legal implications. Further, the Consortium benefits from two partners contributing to unique theoretical and methodological approaches: affective entrainment (WSU), and Living Architecture Systems (UW). Peter Keller from WSU is a world-wide recognized scientist leader in the study of affective entrainment in music. Dana Kulic is leader of the Living Architecture Systems is a large Canadian National research project. WSU (Peter Keller) and WU (Dana Kulic) will bring to the EU partners their unique knowhow, will contribute to the project with their personal funding by their national projects, and will sign a Consortium Agreement for confidentiality treatment of project results. The presence of WU and WSU is essential to the project to carry out the project, in particular in the design of scientific experiments and of use case scenarios to support the design and validation of models of entrainment and in scenario 3 informed by the results of the Living Architecture project. The personnel costs of WSU and WU are not charged to EU: EnTimeMent will contribute only to travel costs of WSU and WU for their participation to the periodic project meetings and workshops to contribute with their unique know-how to the project.

Level 2: The Project Coordinator: UNIGE is the coordinating organisation, in charge of the technical, financial and administrative management of the project. The Project Coordinator will be Prof. Antonio Camurri with the following responsibilities: has the overall responsibility for the project - guarantees its continuity and consistency and allocates its resources adequately; handles any conflict resolution within the project, which could not be handled at a lower level; monitors compliance by the parties with

their obligations; keeps the list contact persons updated and available; collects reviews and submits information on the progress of the project and reports and other deliverables (including financial statements and related certification) to the European Commission; acts as the speaker of the project in all interactions with the EC and third parties; promptly transmits documents, minutes of the Executive Board and General Assembly meetings and information connected with the project; prepares and chairs the meetings, proposes decisions and prepares the agenda and minutes of the Executive Board and General Assembly meetings, and monitors the implementation of decisions taken at meetings; ensure that the project is conducted in accordance with any contractual agreement between the Consortium and the EC, and maintain a continuous link with the EC; organise the exploitation and the diffusion of the results generated by the project.

Level 3: The Technical Manager is in line with the EC definitions, the consortium recognizes "Management Activities" as being those over and above the technical management of individual work packages and specifically those linking together all the project components and maintaining communications with the Commission. As the role of the technical manager requires experience in H2020 project management the consortium has decided to appoint UNIGE who has experience in such projects and included in the role of Coordinator. UNIGE will monitor the technical delivery of all WPs and the role will involve the direct day to day management of technical project activities and coordinate activities between WP Leaders. This will also involve maintaining a risk log and milestone progress reports. The "Lead Partner" from each WP report directly to the technical manager and will be directly responsible for: Dictate workflow scheduling and work plan change control procedure; Coordinate communication between partners within the work package; Provide the minutes taken during working group meetings; Coordinate the work package specific technical activities; Review and manage the impact of economical and societal issues; Review and manage the gender specific, ethical safety and educational issues.

Dissemination and Exploitation Manager (DEM). The DEM will report to the Project Coordinator and the PSC and will be responsible for further developing the dissemination and exploitation strategies outlined in this project. This will include developing and approving dissemination materials (i.e. papers, conference presentations, workshops) and identifying funding opportunities for the commercialization of project results. The DEM will liaise closely with the partners to safeguard any IPR created during the project. The consortium has appointed Mr. Dimitrios Karadimas from VBC.

Level 4: Work Package Leaders (WPLs): Each Work Package will have a WP Leader (WPL) and Work Packages (WPs) will be organised by the respective WPLs. These have been chosen for their technical expertise in the specific areas required and will be responsible for the successful performance and the reporting assigned to their WPs. The frequency of meetings of WP teams will be at the discretion of the individual WPL. However, it is expected that each WP team will meet, physically or via teleconferences, at least once every three months for the period in which that WP is active. Each WP is

divided into several Technical Tasks led by a partner appropriate to carry out that task. The WPL will collate the results of the individual tasks and report them to the Technical Manager and Project Coordinator, who will circulate these reports to the PSC and incorporate them into the periodic reports to the EC, as appropriate. In addition, each WPL will also be responsible for communicating their activities to other Work Package Leaders so that any integration issues can quickly be resolved.

3.2   Decision Making and Conflict Resolution

Milestone and Deliverable Management: The consortium has clearly allocated individual WP responsible to relevant partners which is also reflected in the detailed Work Plan and highlights clear WP milestone deliverables. The milestones of the project, will become the fundamental criteria for making decisions on the project relative to progress per partner per deliverable. The consortium has specifically timed strategically important groupings of deliverables to coincide with milestone points in the project and specific meetings of the PSC to enable go/no go decisions to be made.

Conflict Resolution: The Project Steering Committee will be making all decisions regarding the progress of the project. As outlined above, each PSC member will have a vote in the decision-making process. However, we will need to have a decision-making process for a wide range of issues ranging from day-to-day activities to issues that affect the overall outcome of the proposal. The policy described above, of regular updating at all reporting intervals, should minimise the risk of conflict and compromise the overall outcome. However, in the event of the risk management proving inadequate and a conflict arising the procedure that will be adopted are as follows:

1. **The PSC will have the ultimate and final responsibility** of resolving any **issues of conflict** between the partners and will take a reasoned approach based on the most appropriate decision to meet the project objectives.
2. The partners will use a **Project Steering Committee Meeting**, additional to the normal schedule if necessary to agree the best course of action for the project. As usual the voting rights rest with all the PSC members. **No decision can be taken against the collective interest of the Consortium members.**
3. If a consensus agreement cannot be made, the PSC will use an **independent professional mediator** who will be funded by the conflicted parties.

All processes have been also described into the Consortium Agreement document. Where a programme activity is running behind schedule, to the point that it may jeopardize a WP, contingency action plan will be agreed and implemented. In the event, that the Technical Manager determines that a programme item is in need of a contingency plan, the WP leader will be asked to prepare such a plan within no more than 2 weeks of the request. The plan will be evaluated by the Project Coordinator and a course of action will be agreed with the WP Leader. The Technical manager will monitor the timely execution of the

contingency plan throughout and keep the PSC members informed. An escalation path for all technical activities has been developed and it is presented in Table *3-1* below.

Table 3-1: Decision Escalation Mechanisms

Management Level	Decision Scope	Escalate to:
Work Package Leader	Task-level or WP-level technology or planning decisions, where impact is contained within work package and planned contingencies exist	Technical Manager
Technical Manager	Work Package-level or communication issues, where impact is contained within project phase and planned contingencies exist	Project Coordinator
Project Coordinator	Project-level financial or planning issues, where planned contingencies exist, any other issues, where impact is within project tolerances	Project Steering Committee

The DEM will be empowered to make decisions within the framework of the agreed Dissemination and Exploitation plans and will escalate any issues directly to the Exploitation Sub-Committee who will subsequently bring them to the attention of the PSC and the Project Coordinator. In the unlikely case of irreconcilable differences that cannot be resolved by the Project Steering Committee, the issue will be escalated to the European Commission for guidance and advice or taken to independent arbitration, as defined in the Grant Agreement. Finally, the Consortium Agreement will give provision for third party mediation for decisions outside the scope of the EC.

Innovation Management: The innovation management facilitates the Dissemination and Exploitation strategies, developed by the DEM and approved by the PSC. Mr. Dimitrios Karadimas will be responsible for executing this task. The innovation management includes the design of strategic objectives related to innovation, identification of innovation margins, customer segmentation based on their needs, the required technology for novel ideas, planning of the activities to achieve the technologies, allocation of the resources (human and non-human) to execute the identified activities, and extensive market research to measure the respective market capacity, i.e. growth rate, emerging, Porter's Five forces, competition, etc. Several tasks of the Innovation Management include:

(1) Identify potential customers/users and government bodies other than those that are already in the consortium,

(2) Target these customers with marketing activity that specifically addresses their particular needs such as new technology developed from this project and novel systems,

(3) Carry out SWOT, Porter's Five Forces analysis to identify competitive techniques, product status/quality, etc.,

(4) Identify suitable advertising and promotional plans, and

(5) To exploit the technology, a business plan and innovation strategies will be developed.

The generated IPR for each innovation will be considered in order to create effective Dissemination and Exploitation strategies. As mentioned, all IPR resulting from this project will be the sole property of the originating participants. The DEM will be responsible for decisions relating to protection and control of IPR during the project.

4   Meetings

Communication-Monitoring-Reporting: A structured communication process will be essential to effectively manage and achieve project objectives. Although informal communication will be encouraged at Work Package level. The Project Coordinator will issue standardised reporting templates that will have to be submitted at frequent intervals. These reports will be based on structured templates that can easily be consolidated into different reporting formats or intervals. This will ensure that actual report writing work is minimised.

Table 4-1: Communication Strategy

Meeting type	Frequency	Purpose
Project Coordination Meeting	Quarterly (meeting or teleconference)	Quarterly progress reports
PSC Meeting	6 Monthly meeting	Milestone report
Technical Meeting	6 Monthly meeting	Technical progress monitor
Special Meeting	Whenever required	Special issue resolution

Preparation and organization of meetings

The chairperson shall give notice in writing of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

Also, the chairperson shall prepare and send each Member a written (original) agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting. Any agenda item requiring a decision by the Members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 7 calendar days preceding the meeting. During a meeting of the Project Management Committee the Members present or represented can unanimously agree to add a new item to the original agenda. Meetings of the Project Management Committee may also be held by teleconference or other telecommunication means.

Voting rules and quorum: The Project Management Committee shall not deliberate and decide validly unless two thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson of the Project Management Committee shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented. Each Member present or represented in the meeting shall have one vote. The Coordinator may not vote on decisions regarding a proposal to the Commission for a change of the Coordinator.

Minutes of meetings: The chairperson shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send 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 sent an objection 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 Project Management Committee, and to the Coordinator, who shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties, which may be in the form of a PDF scan sent via e-mail.

5 Reporting

5.1 Periodic Technical & Financial Reports

The coordinator must submit to the Commission (EU GA: Article 52) the technical and financial reports set out in the GA of EnTimeMent. These reports include requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system (EU GA: Article 52).

The action is divided into the following '**reporting periods**':

- RP1: from month 1 to month 18

- RP2: from month 19 to month 36

- RP3: from month 37 to month 48

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

The **periodic report** must include the following:

(a) a '**periodic technical report**' containing:

(i) an **explanation of the work carried out** by the beneficiaries;

(ii) an **overview of the progress** towards the objectives of the action, including milestones

and deliverables identified in Annex 1.

This report must include explanations justifying the differences between work expected

to be carried out in accordance with Annex 1 and that actually carried out.

The report must detail the exploitation and dissemination of the results and — if required

in Annex 1 — an updated '**plan for the exploitation and dissemination of the results**'.

The report must indicate the communication activities;

(iii) a **summary** for publication by the Commission;

(iv) the answers to the '**questionnaire**', covering issues related to the action implementation

and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements.

(b) a **'periodic financial report'** containing:

(i) an 'individual financial statement' (see Annex 4 in GA) from each beneficiary and from each

linked third party, for the reporting period concerned.

   The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6 in GA) for each budget category (see Annex 2 in GA).

The beneficiaries and linked third parties must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget (see Annex 2 in GA). Amounts which are not declared in the individual financial statement will not be taken into account by the Commission.

If an individual financial statement is not submitted for a reporting period, it may be

included in the periodic financial report for the next reporting period.

The individual financial statements of the last reporting period must also detail the

receipts of the action (see Article 5.3.3 in GA).

Each beneficiary and each linked third party must **certify** that:

- the information provided is full, reliable and true,

- the costs declared are eligible (see Article 6 in GA),

- the costs can be substantiated by adequate records and supporting documentation

(see Article 18) that will be produced upon request (see Article 17 in GA) or in the context

of checks, reviews, audits and investigations (see Article 22 in GA), and

- for the last reporting period: that all the receipts have been declared (see Article 5.3.3 in GA);

(ii) an explanation of the use of resources and the information on subcontracting (see Article 13 in GA) and in-kind contributions provided by third parties (see Articles 11 and 12 in GA) from each beneficiary and from each linked third party, for the reporting period concerned,

(iii) not applicable,

(iv) a 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

5.2   Final Report

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 calendar days following the end of the last reporting period.

The **final report** will most probably include the following:

1. a **'final technical report'** with a summary for publication containing:

- an overview of the results and their exploitation and dissemination;

- the conclusions on the action and

- the socio-economic impact of the action.

The project coordinator compiles this final technical report in consultation with the partners.

2. a '**final financial report'** containing:

- a **'final summary financial statement'** will be created automatically by the electronic exchange system, consolidating the individual financial statements of the partners for all reporting periods;
- a **'certificate on the financial statements'** for each partner (and for each linked third party), if it requests a total contribution of EUR 325 000 (or more) reimbursement of actual costs and unit costs.

6   Dissemination and Exploitation of results

6.1   Dissemination

The partners must - as soon as possible (but not before a decision on their possible protection) — disseminate their results (i.e. make them public). Some of the classic forms of dissemination are:

- Website,

- Peer reviewed publication,

- Presentation at a scientific conference.

All sorts of external communication are encouraged to promote the EnTimeMent project and its results. The dissemination strategy of EnTimeMent focuses on print media, internet media and public events.

Provisions are made to provide PC, consistency and quality of publications for the benefit of the project's reputation. A second purpose is to give visibility within the project to any public relation activities of the partners.

During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 29.1 of the Grant Agreement.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing 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.

An objection is justified if

(a) the protection of the objecting Party's Results or Background would be adversely affected

(b) the objecting Party's legitimate interests in relation to the Results or Background would be significantly harmed.

The objection has to include a precise request for necessary modifications. If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate

measures are taken following the discussion. The objecting Party can request a publication delay of not more than 90 calendar days from the time it raises such an objection. After 90 calendar days the publication is permitted.

Scientific publications resulting from the EnTimeMent research work shall acknowledge this by including the following phrase, either as a part of the summary or in a separate section:

Acknowledgements

"The result presented in this paper is part of the EnTimeMent project funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 824160"

6.2   Exploitation

Activities pertain to the identification of potential industrial applications and markets for EnTimeMent, the development of a business plan for the exploitation of the most promising and innovative results in motion analysis and capture technologies, considering Intellectual Property Rights and devising an adequate Risk Assessment Strategy. Co-operation between the partners, during and after the project, plays an essential role in the successful exploitation of the innovations originated in EnTimeMent. Each partner will plan how to turn the results of the project into commercial products. The actions are reported in the Plan for the Exploitation and Dissemination of Results (PEDR) that will be prepared during the project (Deliverable D5.3).

7   Intellectual Property Rights

The purpose of the Consortium Agreement is to establish a legal framework for the project in order to provide clear regulations for issues within the consortium related to the work, IP-Ownership, Confidential Information, Access Rights to Background and Foreground IP for the duration of the project and any other matters of the consortium interest. The CA regulates the ownership of generated foreground.

8   Quality Assurance Plan

This section presents the concepts under the Quality Policy of EnTimeMent and the methodology adopted to ensure an appropriate quality assurance contributing to the successful achievement of the project's technical, scientific and validation objectives.

The goal of the quality assurance plan is (1) to provide for successful implementation of tasks, milestones, deliverables and the overall project objectives, and (2) to produce deliverables with high scientific quality. Taken together, risk management and quality assurance are interdependencies necessary to guarantee successful project results.

The quality assurance plan aims at:

- Creating a set of clearly defined quality procedures to cover all key project processes for both project management and research activities.
- Ensuring an effective workflow and progress through identification and management of risks that could impede the successful execution the project.
- Providing procedures for maintaining transparent documentation of quality management activities and results.
- Establishing regular review of individual processes and the quality system itself to evaluate effectiveness and facilitate continual improvement.

8.1   Quality assurance procedures

All partners have responsibility towards the quality assurance for EnTimeMent until obligations of the project are fulfilled.

Deliverables

A total of 28 deliverables need to be submitted to the European Commission over the project implementation. The deliverables must be created according to the project work scope. The deliverables are the official documents that serve as content-oriented reporting to the EC. Once the deliverable development plan is confirmed by the project coordinator, all project partners will focus on providing appropriate content to the partner responsible for the corresponding deliverable. The coordinator must submit the '**deliverables**' identified in the project, in accordance with the timing and conditions set out in it. The procedure for the submission of the deliverables is the following:

a. Preparation of Deliverables
b. Review of Deliverables
c. Update of Deliverables
d. Submission in EU

For the submission of the deliverable in the EU the reviewer is in charge of a thorough check of the deliverable, making sure that the following quality criteria are respected:

- The content is consistent with the project Description of Action
- The objectives of the deliverable are clear, smart and in line with project objectives
- The content is scientifically correct
- Appropriate references and citations are provided
- English grammar rules are correctly applied and the text is easy to read and understand
- The report follows the formatting rules and templates of the project

Once the deliverable has been approved and finalized, the corresponding team will submit the deliverable to the Commission on the EC portal, will upload a copy on the project platform and inform the consortium via email.

The flow diagram for the deliverables is shown in **Figure 8.1** below.
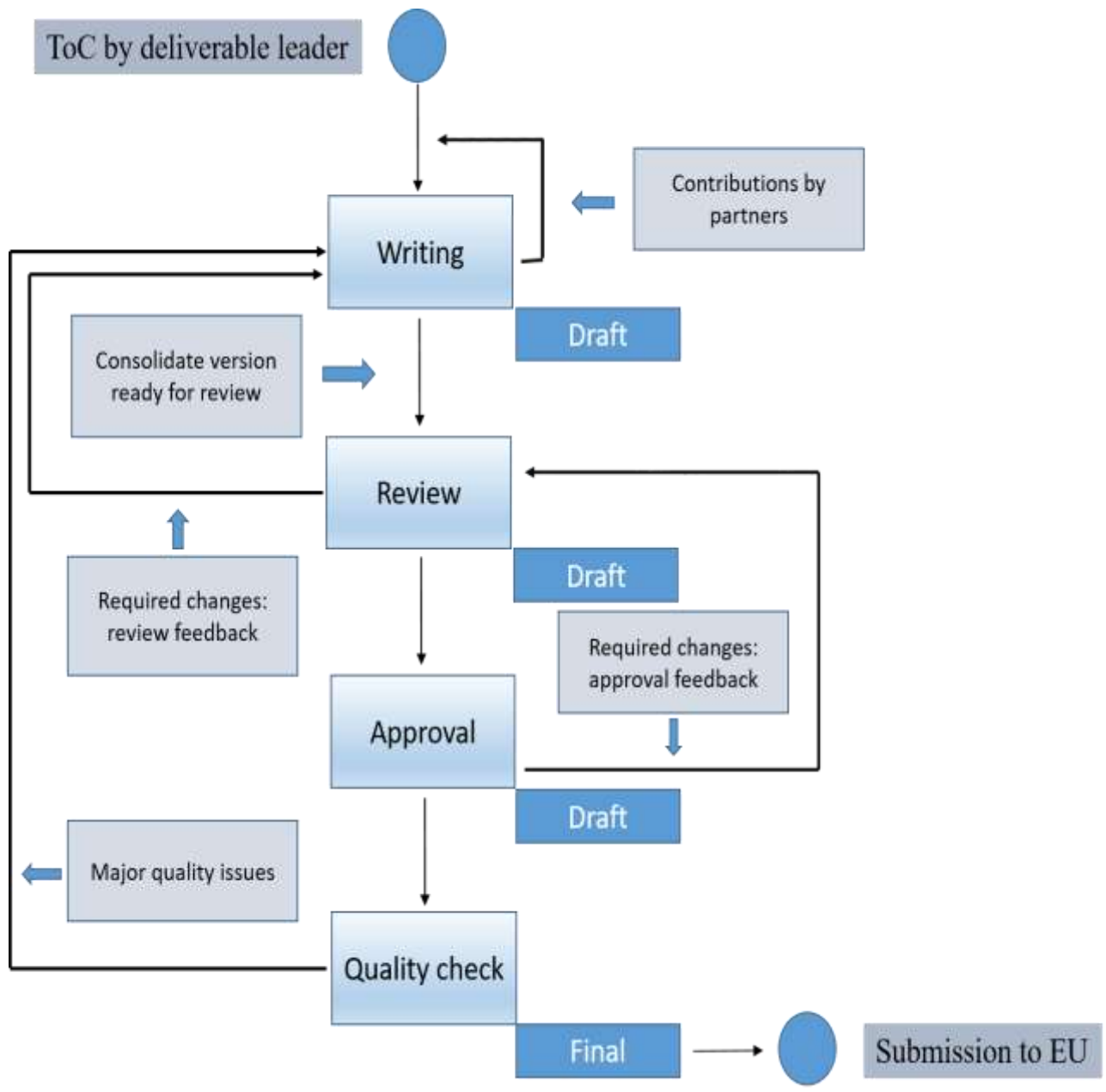
Figure 8.1: Deliverable Flow diagram

Milestones

Milestones are project checkpoints representing the end of a project phase, helping the evaluation and monitoring of project progress.

4 milestones, at the end of each phase of the project, have been identified within the EnTimeMent project to be accomplished along the 48-month implementation. For each milestone, a list of reference deliverables has been identified as means of verification.

WP Leaders are responsible for the timely achievement of the milestones as identified in Part A of Annex 1 to the Grant Agreement. The Technical Manager and the Management Team will monitor their progress throughout the duration of the Project. The responsible partners will be informed of upcoming milestones 1 month before the respective due date. In case of potential delays, the Coordinator will work with the responsible WP leader to develop a contingency plan.

8.2   Risk Management

Risk management aims to reduce the risk areas in the project life cycle. Proper risk management helps to avoid project crises and improve problem solving by managing risks early in the project life cycle.

Responsibility for risk management is carried by many contributors within the project and each contributor must be aware of risk warning signs throughout the project's lifetime. The Steering Committee, Work Package Leaders, the Project Coordinator and the Project Office are the main contributors to quality assurance.

In order to prevent possible risks and conflicts, the definition of the possible critical risks in projects is necessary. Risk management starts with identifying potential problems and eliminating or reducing the damage the realisation of those risks would cause. Risk assessment and management should be conducted at the start of the project and also throughout the project life cycle, in order to ensure that risks are acknowledged and controlled appropriately. Risk identification, analysis, planning, and monitoring and control are the steps involved in processing risk.

Risk identification will be performed within work packages. WP leaders will report the risks and suggestions for the risk priority to the Steering Committee, which will agree on the final risk priority as well as on the respective response strategy. WP leaders will report the developed strategy to all WP partners and implement it.

In order to have clear procedures for conflict management processes, these topics should be analysed and agreed at the project management level:

1) a clear project management/organisation chart,

2) a decision about the body in charge of major conflicts must be made in the early stages of the project,

3) a way of dealing with day-to-day conflicts (e.g. open discussion),

4) a selection of conflict resolution approach and procedures.

9   Conclusions

This report compiles definitions of the project management structure, summarizes all the procedures to ensure a successful collaborative work within the project, describes the involved roles and tasks, the tools and instruments available, in order to conduct the work towards meeting the project objectives with the highest possible quality level.

The document aims at being a project handbook and quality assurance manual for all project consortium members for the entire project duration.