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I-PAN

INNOVATIVE POPLAR LOW DENSITY STRUCTURAL PANEL

Project type: Collaborative Project

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D1.1 - Project management and quality plan

WP n° and title	WP1 – Project Management
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Contributor(s)	CTECH
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Dissemination Level		
PU	Public	X
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)	

Document information

Abstract

This documents highlights the overall organization of project coordination and management as well as the main management procedures adopted in I-PAN project.

It describes the management structures and roles, the adopted procedures related to project reporting and quality assurance, as well as the methods and base tools chosen for partners communication and collaborations.

Keywords

Quality control, deliverable workflow, partners roles and responsibilities

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Document history

Version	Date	Reviewed paragraphs	Short description
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* Abbreviations of editor/contributor name

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LIST OF ABBREVIATIONS AND DEFINITIONS

DoW	Description of Work
EC	European Commission
PMQP	Project Management and Quality Plan
WP	Work Package
PMB	Project Management Board
TMB	Technical Management Board
PM	Project Manager
DM	Deliverable Manager
QM	Quality Manager
PR	Peer reviewer

INTRODUCTION

The present document “Project Management and Quality Plan (PMQP)” describes the I-PAN approach of implementing an appropriate management and quality assessment framework. The main objective is to facilitate co-operation in the I-PAN project by defining common rules and standards for the day-to-day work. The document addresses several issues concerning partners’ roles and responsibilities, in accordance with Annex I of the Grant Agreement, and quality control procedures. In particular a large part is devoted to explain the mechanisms for the submission of deliverables, the internal review process of deliverables, and the format of documents. It further defines procedures on the preparation, frequency, hosting, and holding of the general project assemblies.

The PMQP includes the following key sections and type of information:

- Project Organisational Structure
- Responsibilities of the Project Manager, the Technical manager, the Quality manager, the Work Package Leaders and all participants
- Quality procedures for meetings, communication and deliverables

The Quality Plan is intended as a reference material to the project participants and will be kept up-to-date throughout the project lifetime.

1 PROJECT ORGANISATION AND MANAGEMENT

1.1 OVERVIEW OF ORGANISATIONAL STRUCTURE

The I-PAN project is organised in 9 Work Packages and the work flow is described in the following chart:

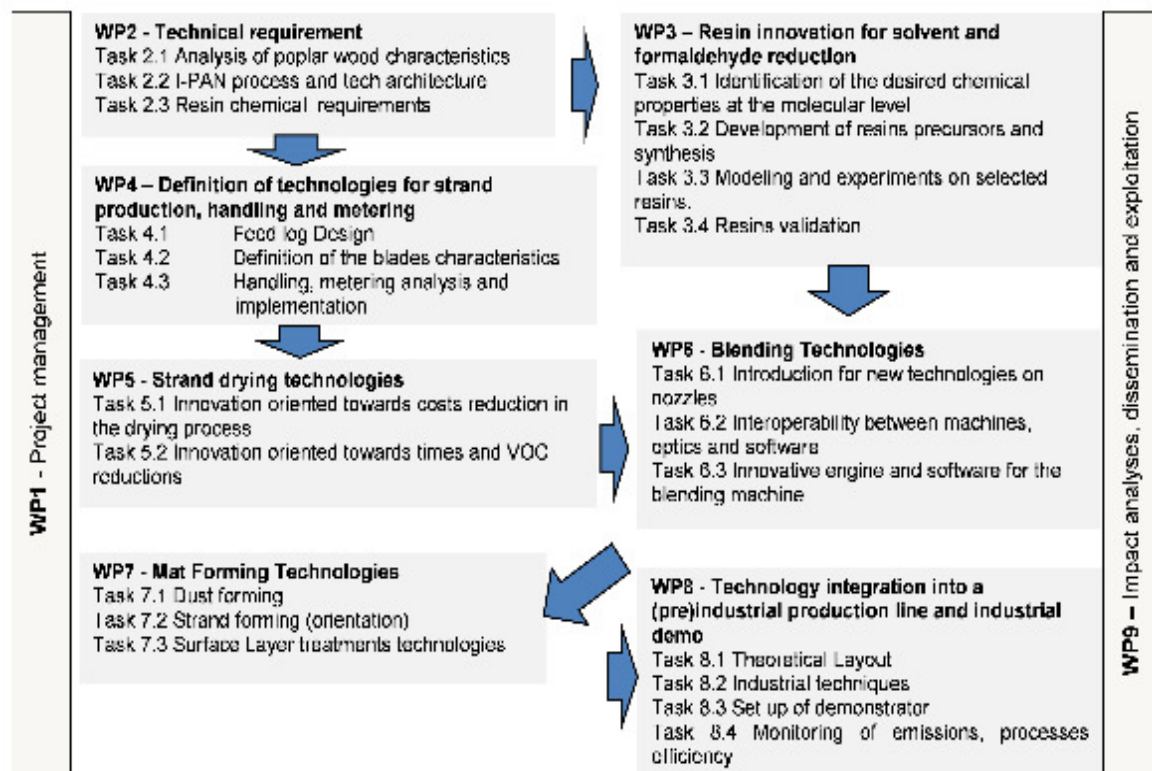


Figure 1 – Pert Chart of the I-PAN WPs organisation

I-PAN project is composed of a consortium of 8 partners bound by the terms and conditions of:

- the Grant Agreement and its annexes (contract signed with the EC)
- the Consortium Agreement (contract which will be signed by all partners, formalizing the project organizational structure and decision-making mechanisms)

The organisational structure of the project management includes the following bodies: the Project Management Board (PMB), the Technical Management Board (TMB), the Quality Manager (QM), the Work-packages Leaders and the Task Leaders.

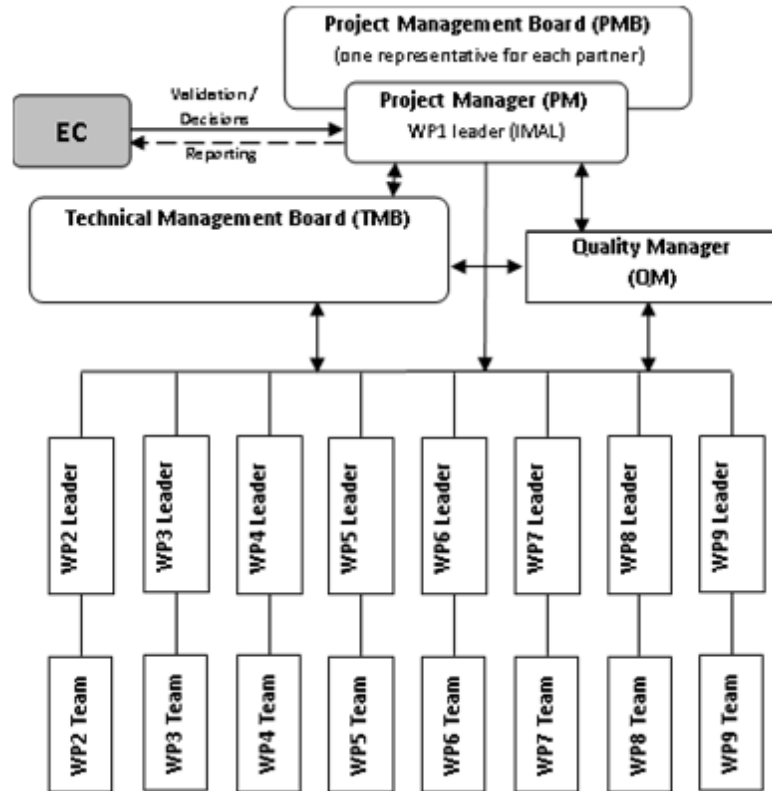


Figure 2 – I-PAN Management Structure

This structure, as reported in Figure n° 2, has been designed to guarantee the achievement of the foreseen project objectives:

- the project responsibilities lie within the Project Management Board, which is also the decision-making-body and is composed by the Project Manager and one representative for each partner;
- the daily management is carried out by the Project Manager with full collaboration of the Technical manager, Quality Manager and WP Leaders

1.2 COORDINATING PARTNER

IMAL Srl is the coordinating partner of the I-PAN project. The coordinator is a beneficiary in his own right, but with additional duties.

IMAL is the single point of contact between the European Commission and the I-PAN Consortium. The Coordinator signs the Contract with the EC, receives all payments from the EC and transfers them to the partners in accordance with the conditions specified in the Consortium

Agreement. The Coordinator is also responsible for ensuring that all contractual documents (official reports and deliverables) are provided to the EC.

1.2.1 PROJECT MANAGER

All I-PAN activities are monitored by the Project Manager, who is overall in charge of the project co-ordination. Lauro Zoffoli is the Project manager on behalf of IMAL Srl. His responsibilities include:

- communicate all information about the I-PAN Project to the Project Officer and ensures a smooth flow of information by sharing with the partners all communication received by the EC
- receive the entire financial contribution from the Commission and allocate them to the project partners proportionally to their total amount of funding and pursuant to the decisions taken for the distribution of the pre-financing and interim payments and indicated in the Consortium Agreement;
- keep precise track of the distribution of funds among the Beneficiaries
- provide day to day co-ordination of the project, monitoring project planning and progress, deadlines, deliverables;
- approve all the Project Deliverables and address them to the Commission, after validation by the Peer Reviewers and Quality Manager (see section n.4) ;
- communicate within the project, to users, and to the general public;
- organise and chair Project Management Board meetings, ordinary progress meetings and extraordinary meetings;
- co-ordinate with other EU-funded or other international projects

1.3 PROJECT MANAGEMENT BOARD

The Project Management Board, which is chaired by the Project Manager, is composed of one institutional representative appointed by each of the partners. This Board, which represents the partners' interest, ultimately validates the major decisions concerning the project. Matters to be acted upon by the Board may include:

- achievement of the project objectives in a timely and efficient manner
- The political and strategic orientation of the project
- proposals for the review and/or amendment of the terms of the Grant Agreement and/or Consortium Agreement;
- Decide upon major changes in work (e.g. termination, creation, or reallocation of activities, suspension, entrance of new partners)
- The Consortium's budget and the financial allocation of the EU's contribution between the various activities on the one hand, and between the various partners on the other;
- procedures for the knowledge and IPR management

The Project Management Board is composed of the following members:

Name	Institution
Eng. Lauro Zoffoli	IMAL
Eng. Mario Lugli	IBL
Eng. Marco Romeo	CTECH
Eng. Manfred Lagleder	STELA
Vicente Jiménez de la Fuente	IDP
Luis Magdalena	ECSC
Fabio Scotti	UMIL
Eng. Eleftheria Athanasiadou	CHIMAR

Table 1 - Project Management Board Representatives

1.4 WORK PACKAGES LEADERS

Work Package Leaders are composed of participants involved in carrying out the work of the specific Work Package.

The **Task Leader** is responsible for the technical coordination of the activities of all the partners involved in a specific task of the project. The Task Leader is responsible for:

- Keeping the WP Leader informed on a regular basis of the progress status of the task activities
- Collaborating with the WP Leader in the preparation and timely submission of deliverables.

The **Work Package Leaders** co-ordinate the tasks and the task leaders within their sector of activity, integrate the work of the partners, control and update planning of the tasks, organise thematic meetings as appropriate, monitor production and stimulate scientific and technical exchange within their work. As such, each Work Package Leader assumes significant project management tasks. The Work Package leaders' role is to:

- Present contributions to the official periodic reports on the state of advancement of the Work Package;
- Make proposals on programmes to be conducted and the arrangements for performance, the orientations of the Work Package and of the Work Plan;
- Make proposals on the allocation of Work Package tasks, financial needs and allocation among the Beneficiaries
- Prepare and validate Work Package Deliverables;
- Identify Beneficiaries presenting financial or technical risks within a Work Package and inform the Project manager;
- Inform the Technical Management Board about any other difficulty arising in connection with the conduct of the Work Package
- Ensure the scientific monitoring and co-ordination of the Work Package and its implementation.

The Work Packages and task leaders are defined in the following table:

WPn°	WP Title	WP Leader	Task N°	Task Title	Task leader	Contributors
1	Project management	IMAL	1.1	Project coordination	IMAL	All partners
			1.2	Strategic Coordination: Quality and Risk Management	IMAL	All partners
2	Technical Requirements	IBL	2.1	Analysis of poplar wood characteristics	IBL	CTECH
			2.2	I-PAN process and technological architecture	IBL	CTECH, IMAL, STELA, IDP, ECSC, UMIL
			2.3	Resin chemical requirements	CHIMAR	STELA, IMAL
			2.4	Life Cycle Analysis	CTECH	All partners
3	Resin innovation for solvent and formaldehyde reduction	CHIMAR	3.1	Identification of the desired chemical properties at the molecular level	CHIMAR	IBL, IMAL
			3.2	Development of the resins precursors and synthesis	CHIMAR	IBL, IMAL
			3.3	Modelling and experiments on selected resins	CHIMAR	IBL, IMAL
			3.4	Resins Validation	CHIMAR	IBL, IMAL
4	Definition of technologies for strand production, handling and metering	IDP	4.1	Feed log design (IMAL	IBL, IDP
			4.2	Definition of the blades characteristics	IMAL	IBL, IDP
			4.3	Handling, metering analysis and implementation	IDP	IBL, IMAL
5	Strand drying technologies	STELA	5.1	Innovation oriented towards costs reduction in the drying process	STELA	IMAL
			5.2	Innovation oriented towards times and VOC reductions	STELA	IMAL, CHIMAR
6	Blending Technologies	IMAL	6.1	Introduction for new technologies on nozzles	IMAL	IDP

			6.2	Interoperability between machines, optics and software	UMIL	IMAL, IBL, ECSC
			6.3	Innovative engine and software for the blending machine	UMIL	CHIMAR
7	Mat Forming Technologies	IDP	7.1	Dust forming	IDP	CHIMAR
			7.2	Strand forming	UMIL	IMAL, IBL, IDP
			7.3	Surface Layer treatments technologies	IDP	UMIL, ECSC
8	Technology integration into a (pre)industrial production line and industrial demo	IMAL	8.1	Theoretical Layout	IMAL	IDP, UMIL, ECSC
			8.2	Pre- Industrial techniques	IMAL	IBL
			8.3	Set up of demonstrator	IBL	STELA, IDP, CHIMAR
			8.4	Monitoring of emissions, processes efficiency	IBL	CTECH
9	Impact analyses, dissemination and exploitation	CTECH	9.1	Dissemination of the projects results	CTECH	All partners
			9.2	Exploitation and IPR	IMAL	All partners

Table 2 - WP Leaders and Task Leaders

1.5 TECHNICAL MANAGEMENT BOARD

The **Technical Manager (TM)** is Eng. Mario Lugli from IMAL Srl. He has the responsibility of all the technical activities of the project and chairs all technical management board meetings. Among his duties, he has to:

- Ensure that the work proceeds according to plan (monitoring the project progress)
- Establish long-term technical strategies.
- Choose working techniques and models.
- Ensure quality of the research (assessing the work carried out).

The **Quality Manager (QM)** is Eng. Eleftheria Athanasiadou from CHIMAR. Together with the peer reviewers and the project manager, she is responsible for the quality of all the delivered documents.

The **Technical Management Board (TMB)** has the authority for technical decisions within the project and a direct control of all work activities. The TMB is composed by the PM, the TM, the QM, and all the WP leaders, as indicated in the following table:

Role	Name	Institution
Project Manager (PM)	Eng. Lauro Zoffoli	IMAL
Technical Manager (TM)	Eng. Mario Lugli	IMAL
Quality Manager (QM)	Eng. Eleftheria Athanasiadou	CHIMAR
WP1 Leader	Eng. Lauro Zoffoli	IMAL
WP2 Leader	Alberto Cambieri	IBL
WP3 Leader	Panagiotis Nakos	CHIMAR
WP4 Leader	Vincenç Jeménez de la Fuente	IDP
WP5 Leader	Eng. Manfred Lagleder	STELA
WP6 Leader	Eng. Mario Lugli	IMAL
WP7 Leader	Fabio Scotti	UMIL
WP8 Leader	Eng. Mario Lugli	IMAL
WP9 Leader	Eng. Marco Romeo	CTECH

Table 3 – Technical Management Board Representatives

2 QUALITY CONTROL PROCEDURES FOR MEETING

2.1 PROJECT MEETINGS

2.1.1 PROJECT MANAGEMENT BOARD MEETINGS

According to the DoW, the Project Management Board, in normal circumstances, is only expected to meet every six months. In principle, approval by the Board shall be given by mail vote, upon proposition by the Project Management Board. It is anticipated that extraordinary meetings of the Board will only be necessary under exceptional circumstances.

They have to be held in the same time frame of the general project meeting. Additional Project Management Board meetings will be convened as required. PMB meetings can also be held as 'Virtual Meeting' by phone or teleconference, if agreed by at least 2/3 of the PMB representatives.

2.1.2 PROGRESS MEETINGS

Progress meetings or video/audio conferences can be held as necessary, and at least quarterly. A Workpackage chairperson can convene meetings of the workpackage whenever required, typically at least once every two months and can also convene meetings at any time in the case of an emergency situation. The workpackage chairperson should give each of the members of the workpackage at least 20 calendar days notice and provide an agenda within 10 days prior to the meeting.

2.1.3 MEETING DECISIONS

Decisions are normally taken by seeking consensus.

In general the Project management Board shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

The PMB will approve decisions on majority basis of the present or represented partners.

Ex. 7 partners attending the meeting: decisions taken with at least 4 votes.

All partners present: decisions taken with at least 5 votes.

Each Member shall have one vote.

2.1.4 MEETING PROCEDURES

The meeting procedures related to frequency, participation, invitation, agenda and minutes are summarised in the following table:

	Frequency	Participation of	Notice	Sending the agenda	Sending the minutes of the meeting
Project Management Board	At least on a six-months basis	All members of the FVB	45 calendar days prior the meeting	21 calendar days prior the meeting	10 calendar days after the meeting
Progress meetings (ordinary meetings)	At least quarterly	WP Leaders	20 calendar days prior the meeting	10 calendar days prior the meeting	10 calendar days after the meeting
Extraordinary meeting	At any time upon written request of the FVB	All members of the FVB	14 calendar days prior the meeting	10 calendar days prior the meeting	5 calendar days after the meeting

Table 4 – Meeting procedures

3 QUALITY CONTROL PROCEDURES FOR COMMUNICATION

3.1 GENERAL CONCEPT

I-PAN project needs a clear and transparent communication between participants. Day-to day communication and distribution of intermediate results will be carried out mainly by e-mail and file sharing via the project websites.

3.1.1 PUBLIC WEBSITE

I-PAN will use the following URL for the external public web site: <http://www.ipanproject.eu/>

This web site will be developed, managed, updated and hosted by CTECH. However, partners that want to put news and press releases on the website should always coordinate this work with CTECH.



Figure 3 – I-PAN website homepage

All web pages and documents provided at the public web site must use the agreed Corporate Identity of the project. Each project partner is allowed to develop an individual web page about the project on the web site of his organisation. These web pages should always provide a link to the public I-PAN web site.

Web sites that inform about I-PAN should also include a section stating the following: I-PAN is co-funded by the European Commission as part of the FP7-ENVIRONMENT-2012.

3.2 COMMUNICATION TOOLS

The paragraph focuses on the main tools that will be adopted in the project in order to assure an efficient internal communication. They are: the Innovation Place web site, the electronic mail, Skype and the phone conference calls.

3.2.1 INNOVATION PLACE

The I-PAN web site will adopt Innovation Place (www.innovationplace.eu) as the Central Document Repository in order to facilitate the exchange of working documents and the access to latest versions of deliverables. Access to the Innovation Place website will be provided with a direct link from I-PAN homepage by entering credentials (user ID and password) in Private Area section. Access will be controlled by login and password, which are assigned and validated by the system administrator (CTECH).

The I-PAN page on Innovation Place website will be a cooperative working area, private and reserved to the project partners, where documents will be down/uploaded and new folders could be created.

INNOVATION PLACE
Projects, networks and funding

The Open Innovation Platform Supporting Collaborative research through Public funding

Eleonora
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Home About Innovation Funds for R&D R&D Areas Project Opportunities About us **Membership**

Project Title I-PAN - POPLAR LOW DENSITY STRUTTURALE PANEL

Project Objectives
The I-PAN project aims to design a breakthrough wood-made lightweight panel, adopting 50% of its volume recycled wood and for the remaining 50% poplar wood by using the upper part of the tree that is commonly underused. To this purpose, a novel manufacturing process is designed and innovation to existing resins is defined in order to require less e... [Read More](#)

Project Status **IN REALISATION**

Project documents folders

- [Final_Proposal](#)
- [Meetings_and_Presentations](#)
- [WorkPackages](#)

Project partners

Organization Name	Contact	Email
CIAOTECH	Eleonora Ercoli Eleonora Ercoli	e.ercoli@ciaotech.com
IMAL srl	Marco Romeo	m.romeo@ciaotech.com
	Luca Zoffoli	luca.zoffoli@imal.com

MY INNOVATION PLACE

- My Dashboard
- My Projects
- Propose a project
- Search funds
- Search projects
- Search partners

OUR SERVICES

- Funds scan
- Partner search and peer review
- Full proposal preparation
- Project Management
- Dissemination and Exploitation
- Technology Intelligence
- Market and functional analysis
- Systematic Innovation

Figure 4 – I-PAN central document repository in Innovation Place

All project participants will be granted access to the I-PAN shared workspace. Each project partner will be responsible to notify CTECH of changes of project participants in his/her organization.

Project partners will be allowed to add additional contents/pages to the I-PAN workspace where appropriate.

The I-PAN area will be composed of different folders, in which documents will be shared, uploaded and downloaded:

1. **Final Proposal** –containing I-PAN final DoW, the Consortium Agreement and the Grant Agreement and its annexes
2. **Workpackages** – containing workpackage-specific documentations.
3. **Meetings** –containing presentations and documents related to I-PAN project meetings

3.2.2 COMMUNICATION METHODOLOGIES

Email/skype are major means of communication within the I-PAN project.

A mailing/skype list will be generated and updated by the PM. Each mail related to the project activities will have the I-PAN reference in the subject. Email will be used for daily contacts inside the consortium.

It is recommended that each participant use the skype service for voice communications. This will allow the other project participants to “see” when a colleague is on-line and a quick check can be made to determine whether she/he is available for discussions, document exchange etc.

Virtual meetings/ phone conference calls can be set up with short notice, but the date, time, expected duration, agenda and name of participants should be communicated in advance, together with all required documents as happened for “physical meetings”.

4 QUALITY CONTROL PROCEDURES FOR DELIVERABLES

The aim of this chapter is to describe the documentation management procedure for the I-PAN Project. It defines standard rules and procedures related to documentation production that all the partners shall apply throughout the project.

The documentation management procedure is applicable:

- to all partners,
- for all deliverable documents to the European Commission,
- and for documents exchanged between partners.

It is recommended that documents internal to the consortium follow these guidelines as well. This chapter specifically deals with the procedures for release of project documents.

4.1 DOCUMENT STANDARDS

4.1.1 GENERAL STANDARDS

In order to improve workflow activity, it is recommended to standardise tools. The following tools will be used:

- Word processing: MS Word .
- Spreadsheet: MS Excel.
- Slides presentation: MS PowerPoint.
- Document for web publication: PDF

4.1.2 DOCUMENT CODES AND IDENTIFIER

The name coding for the deliverables is the following: I-PAN_ DX.Y_Vx.x
Where

Dx.y is deliverable number according the DoW

Vx.x is the version number. 1.0 is the one which will be sent to commission. For example, the code I-PAN -D1.1 -V1.0 indicates:

Final version (1.0) of the deliverable D1.1 the Quality Plan delivered to the project officer.

The document codes represents its unique documents identifier as well, in order to ensure effective version control.

When a document is issued for the first time, it should be defined as a draft (Version 0.x). Usually, the approval process requires that a document be circulated for comments among

the interested partners. Upon receiving the comments by the specified deadline, the author will make the proper modifications, therefore changing the version sub-number, without the main number.

Normally, only the first official release of a document will be called V1.0, when this document will receive the final approval by the designated internal reviewers (so-called PEER REVIEWER) and quality manager .

4.1.3 DOCUMENTS FORMAT AND CONTENTS

The templates to be used for Deliverables, Minutes, ppt. Presentations will be available in the Innovation Place repository. The general formatting options are as follows:

Text:

- (.doc) format (Microsoft Word 2000)
- Calibri (font size 11pt)
- Margins:
 - Above: 1,13 cm Below: 0,49 cm
 - Left: 3,03 cm Right: 3,03 cm
- Header
 - not in the front page
 - Calibri (font size 10pt)
 - Title of Deliverable and level of dissemination (left side)
 - Logo of the project (right side)
- Footer
 - not in the front page
 - page number (right side)

Note that all public documents (deliverables, reports, work sheets, etc.) made accessible on the I-PAN project website shall be released in .pdf format.

Cover page:

The cover page of each major document (deliverable, report) shall include the following information:

- Project title, contract number acronym and logo;
- FP7 logo
- The Document title and identification number;
- A Document Control Record including the following information:
 - WP n°, title and leader
 - Responsible Authors and contributors (short names of the partners)
 - Planned delivery and actual delivery dates
 - Reporting period (RP1: 1st reporting period from M1 to M18 and 2nd reporting period from M19 to M26)
 - Table with dissemination level

In addition, all major documents (deliverables, report) will include a Document Information page (as page 2) including the following information:

- A short English abstract of the document;
- A set of keywords useful for identification and search of the document;
- The list of Editor(s) and Author(s)
- The Document History, keeping trace of versions, changes, contributors and delivery dates.

4.2 DELIVERABLE WORKFLOW

To ensure the submission of high-quality deliverables, which are delivered according to the contractual deadlines, the project consortium has implemented a Quality Assurance Procedure (QAP), being characterised by the following key elements:

- no grace period for submission of deliverables: due date = submission date
- definition of a deliverable elaboration team and of a peer review group
- timeline for the project elaboration and the peer review in order to respect the deadline indicated in the DoW.

4.2.1 DELIVERABLE ELABORATION TEAM

Each deliverable tackles a specific subject, and must have a "**deliverable Manager**" who will coordinate the production of the document, interacting as necessary with the other partners involved in the task/work package related to the deliverable itself.

Before starting on its production, the Deliverable Manager will define the document Structure and the contributions expected from each partner involved in the elaboration of the document.

Upon receiving the input from the different contributors, the Deliverable Manager will merge them into a single document. This first draft will then be circulated and asked for comments. Each partner will check its consistency with the plans and give their feedback and approval.

This iterative procedure will be repeated as necessary, until all involved partners give approval.

The Deliverable Manager will then prepare a final draft, which will then be sent for the internal review, to two defined Peer-Reviewers, who have not collaborated to the elaboration of the deliverable. They may ask for integration/changes until the necessary quality level is attained. Then the deliverable is sent to the Quality Manager for his final check on the quality and then sent to the Project manager, who will release the final version to the EC.

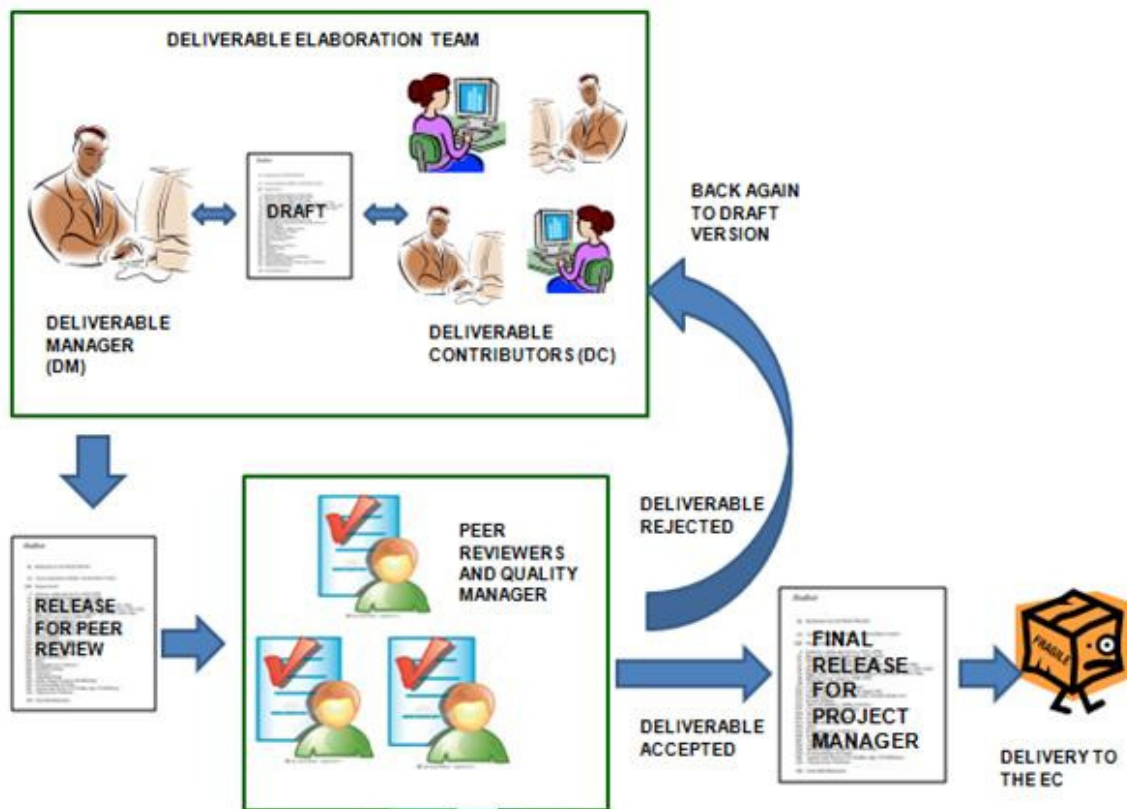


Figure 5 – Deliverable Workflow

4.2.2 CHOICE OF DELIVERABLE PEER- REVIEWER

The Peer-Reviewers can be different persons for each deliverable. Each deliverable will be reviewed by n. 2 peer reviewers not involved in the elaboration of the deliverable. The following table provides a preliminary proposal on the peer reviewers for the deliverables to be submitted during the first 12 months of the project . This first proposal may change during the project lifetime (D1.1 will be updated accordingly):

Deliverable	Responsible partner (DM)	Deliverable contributors	Proposed Peer reviewers
D1.1 Project management and quality plan	IMAL	CTECH	UMIL, ECSC
D1.2 – D1.3 Risk Management Plan, Assessment and Contingencies - Initial & Intermediate	IMAL	CTECH	IDP, STELA
D2.1 Poplar wood required characteristics	IBL	CTECH	IMAL, UMIL
D2.2 I-PAN process and technological' architecture	IBL	IMAL, IDP, STELA, CTECH	ECSC, IDP
D2.3 Chemical Requirements	CHIMAR	IMAL, STELA	IDP, UMIL
D3.1 Prior art study with set of target resin properties	CHIMAR	IBL, IMAL	CTECH, ECSC
D3.2 Report on the precursors prepared and applied in preliminary resin synthesis	CHIMAR	IBL, IMAL	UMIL, STELA
D4.1 Feed log definitions and design	IMAL	IBL, IDP	STELA, UMIL
D4.2 Blades definitions and design	IMAL	IBL, IDP	ECSC, CTECH
D 6.1 Report on the innovation on nozzles	IMAL	IDP	IMAL, IBL
D7.1 Dust forming technologies	IDP	ECSC, UMIL	IMAL, CTECH
D 9.1 Web site and collaboration environment based on document management system	CTECH	IMAL, IBL, IDP	UMIL, STELA
D 9.2 Dissemination activities report - Initial	CTECH	IMAL, STELA,	IDP, ECSC
D 9.5 IPR Management and Exploitation plan - Initial	IMAL	CTECH, STELA	UMIL, IBL

Table 5 – Peer Reviewer Proposals

4.2.3 DELIVERABLE QUALITY AND PEER-REVIEW ROLE

The peer reviewers quality control of the deliverables will be based on some basic criteria:

- ❖ contents in accordance with the objective stated in the DoW
- ❖ allocation of task/contributions is realistic and consistent with the roles of partners in the WP/task
- ❖ time planned for the production of the deliverable is realistic and allows the deadlines in the DoW to be met
- ❖ The Deliverable is complete: no missing parts, non-existing references, topics not covered, arguments not properly explained
- ❖ The quality of the work described in the document is acceptable and compliant with what was expected

4.2.4 DOCUMENT WORKFLOW TIMING

Deliverables are provided to the Commission according to the delivery date specified in Annex, by converting the document into PDF (if not already done before) and uploading the document into the I-PAN project reserved area in the FP7 Research Participant Portal of the European Commission, unless the project officer/REA will ask an electronic version of the document via email.

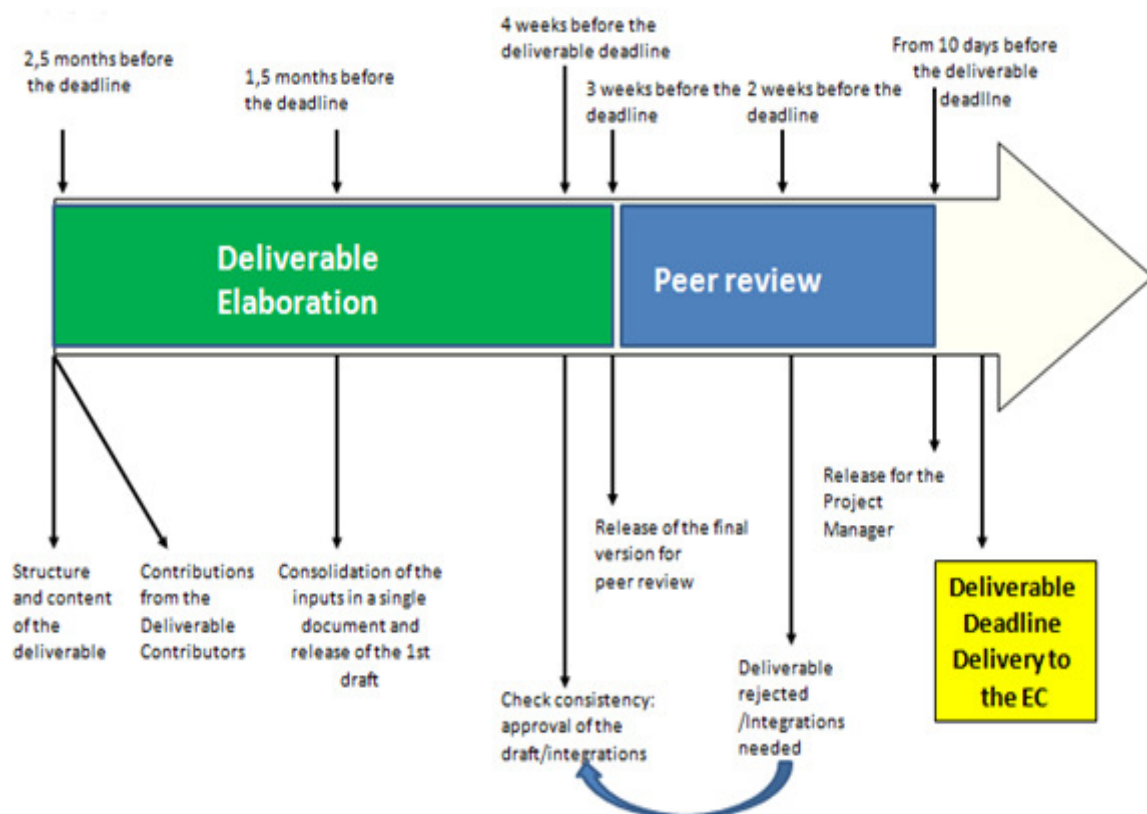


Figure 6 - Deliverable Workflow timing

5 PROJECT MONITORING AND REPORTING

5.1 INTERNAL PROGRESS REPORT

Internal Progress Report must be produced **every six months**. The aim of this report is to monitor the progress of project activities and the correspondence with the original plan in order to identify potential drawbacks on time and identify corrective actions, if needed.

The template for the internal progress report is available on Innovation Place.
In six-monthly Progress Monitoring Report will be reported:

- Activities
- Meetings (Date, location, subject, attendees)
- Travelling (Date, location, reason to travel, name of the traveler)
- Effort on each Work package (PMs per WPs and months) and explanation on the use of the different resources

5.2 EC OFFICIAL REPORTS

5.2.1 PERIODIC REPORTS

Every eighteen months (M18, M36) the Coordinator with the contribution of all partners will prepare the project Periodic Report, based on the internal progress report described in section above (5.1).

It will contain the following information:

- 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 Annex I.
- differences between work expected in accordance with Annex I and work actually carried out
- an explanation of the use of the resources
- a financial part, composed of:
 - a financial statement from each partner (FORM C)
 - A summary financial report consolidating the claimed EC contribution of all the beneficiaries in an aggregate form, based on the information provided in Form C (Annex VI) by each beneficiary.
 - Certificates on Financial Statements (if needed) – FORM D

5.2.2 FINAL REPORT

The consortium shall submit a final report to the Commission within 60 days after the end of the project. The report shall comprise:

- a final publishable summary report covering results, conclusions and socioeconomic impact of the project.
- a report covering the wider societal implications of the project, including gender equality actions and ethical issues (if any), efforts to involve other actors and spread awareness as well as the plan for the use and dissemination of foreground.