



D1.11 GOVERNANCE STRUCTURE, COMMUNICATION FLOW AND METHODS QUALITY PLAN

Author: Essentium

Contributor: Solintel / CNR

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| DISEMINATION LEVEL | |
|--------------------|---|
| X | PU = Public |
| | PP = Restricted to other programme participants (including the EC) |
| | RE = Restricted to a group specified by the consortium (including the EC) |
| | CO = Confidential, only for members of the consortium (including the EC) |

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SUMMARY

The necessary governance structure for an effective project direction and management will be assigned within this WP. This structure will define roles, responsibilities and activities of the different committees, organizations and people as well as decision rules.

The main elements of the structure are: General Assembly, Steering Committee, the Executive Management Team composed by: the Project coordinator, Scientific and Technical coordinator and the Administrative, financial and legal coordinator, together with WP leader and Task leader.

Moreover there will be an External Expert Panel which will have an external and independent advisory role and will assess the most important deliverables as a mean of verification before handing them to the EC.

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.

The control of project development will be done in this WP, making several revisions to the correct implementation of planned activities, delivering some reports that allow verifying the scopes of this WP.

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. Another section will be for meetings, events, seminar, etc. Passwords will be facilitated to all partners and to the EC.

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1. INTRODUCTION

The following document is the deliverable D1.11 "Governance structure, communication flow and methods. Quality plan". The paper is a summary of WP 1.1 "Governance structure, communication flow and methods, quality plan" that is part of WP1 "Project Management".

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.

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. GOVERNANCE STRUCTURE, ROLES AND RESPONSIBILITIES

2.1. 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 Essentium Group, with the responsibilities described in the Annex I; section B.2.1 "Management structure and procedures" and in the Consortium Agreement (Section 6.4 "Coordinator"). 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 7 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 n° | WP Title | Type of Activity | Lead Beneficiary | Person months | Start month | End month |
|--------------|--|------------------|------------------|---------------|-------------|-----------|
| 1 | Project Management | MGT | 1 | 10.00 | 1 | 36 |
| 2 | Defining the system, approach for Cement Industry Waste and its use as raw material for Eco-Cement | RTD | 3 | 29.00 | 1 | 10 |
| 3 | Requirements analysis of microbial process for a suitable and cost-effective Eco-Cement production | RTD | 2 | 53.00 | 8 | 20 |
| 4 | Technical system integration and smart monitoring for an effective industrial application of Eco-Cement production | DEM | 1 | 26.00 | 19 | 31 |
| 5 | Data analysis, validation and life cycle asses, for less polluting and resource intensive product | RTD | 6 | 19.00 | 24 | 34 |
| 6 | Business / Market modelling, IPR strategies and exploitation of project results | RTD | 6 | 10.00 | 13 | 36 |
| 7 | Awareness, dissemination and training | OTHER | 4 | 8.00 | 1 | 36 |
| TOTAL | | | | 155.00 | | |

Table 1 Work packages

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

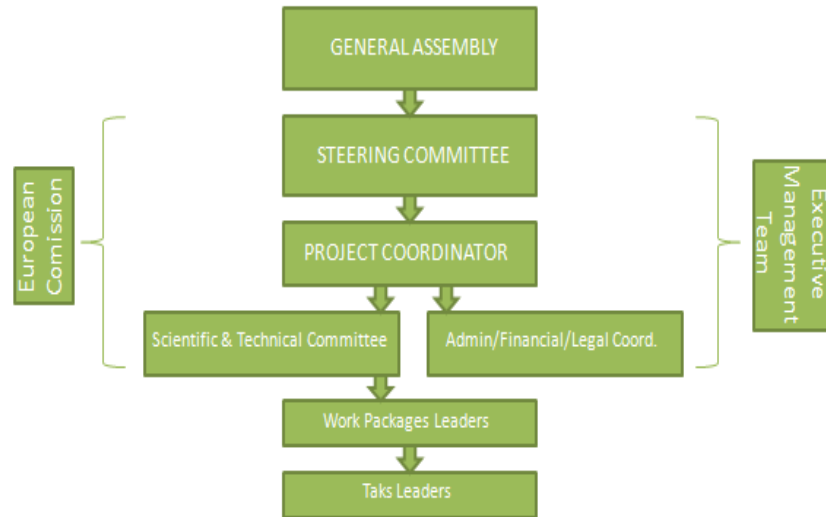


Figure 1 Project governance chart

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

1. The **General Assembly** (hereinafter referred to as “GA”) is the ultimate decision-making body of the Consortium. It is lead by G. Essentium.
2. The **Executive management team** (hereinafter “EMT”) is composed by:
 - The **Steering committee**. In charge of the project supervision and executive activities. It is composed only by the Work package leaders, and is chaired by G. Essentium.
 - 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:
 - **Scientific/Technical coordinator**: CNR is the chairman of the Scientific/Technical committee and offers support to the technical decision making process.
 - **Financial/Administrative/Legal**: G. Essentium.
3. **Work package leaders**: They are responsible of managing the tasks grouped in the WP. The WP leader must report to the Executive Management team, ensuring the fulfillment of its duties from the scientific point of view.
4. **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.

2.2. Roles and responsibilities

2.2.1 General Assembly (GA)

The GA is the ultimate decision-making body of the Consortium and is responsible for the approval of the management structure, and the project direction. The GA is formed by all the partners of the Eco-Cement project, and it is chaired by Essentium. The GA assumes the responsibility for liaison among the Parties involved in the project; analyzing and approving the project results, dealing with the project administrative issues and the Consortium Agreement.

The following rules apply:

- The general assembly shall consist of one representative of each Party (hereinafter General Assembly Member).
- Each General Assembly Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all the matters listed below.
- The coordinator shall chair all the meetings of the General Assembly, unless decided otherwise in a meeting of the General Assembly.
- The Parties agree to abide by all decisions of the General Assembly.

The GA 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 EMT shall also be considered and decided upon by the General Assembly. The following decisions shall be taken by the GA:

- Modification of the management structure.
- Exclusion of the project partners.
- Alteration of the consortium agreement.
- Premature completion / termination of the project.

The GA is supported by the Steering Committee, which will execute the GA functions.

2.2.2 Executive Management Team (EMT)

Steering Committee (SC)

The Steering Committee is formed by the project coordinator and the WP leaders. It has the role to provide strategic guidance for the performance of the project tasks and deliverables. The SC will execute the GA functions and address the best way to achieve the project scopes.

The responsibilities of the Steering Committee are listed below:

- Proposition of the management structure and establishment of the communication flow and methods.
- Approval of the project work plan, budget, scientific, technical and financial reports.
- Approval of the implementation plans and the financial plans associated.
- Monitoring of the project progress and achievements revision.
- Approval of the awareness, dissemination and training plans as well as its deployments.

-
- Approval of the exploitation plan and IPR protection strategy.
 - Approval of the quality assurance plan and appraisal of financial, legal, administrative, technological risks and related contingency plans.
 - Oversee the gender action plan.
 - Approval of networking activities with other European related projects and initiatives.

Project Coordinator (PC)

The PC is the unique contact person to interface with the EU. The responsibilities of the PC are listed below:

- Monitoring compliance by the Parties with its 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.
- 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.

Scientific / Technical Coordinator (STC)

The CNR-ICVBC is the STC of the Eco-Cement project and it is supported by the Steering Committee. The responsibilities of the STC are listed below:

- Guarantee the day-to-day technical coordination and ensure that the communication flows among the WP leaders.
- Address incidents on the work progress and any relevant change within the work plan.
- Monitor compliance by the project partners with their technical commitments.
- Summarize the technical progress of the project during and after the project meetings.
- Chair the technical meetings with the PC, and distribute the decisions/minutes to the partners.
- Responsible for the technical and scientific reports and deliverables.
- Assist the WP leaders if any difficulties arise that impede the work progress.

Administrative, financial and legal coordinator

Essentium is the administrative, financial and legal coordinator of the project, and is responsible of:

- Coordinate the administrative and financial reporting.
- Guarantee the day-to-day financial, administrative and legal management among all the partners.

-
- Ensure that all project partners set up and maintain appropriate accounting systems, which were consistent with national and/or Commission requirements (if not already in place).
 - Account the funding distribution between the partners and inform the EC.
 - Receive and distribute the payments from the commission according to the contract signed.
 - Obtain audit certificates of all the project participants when required and bank guarantees for SMEs.

2.2.3 Work package leaders

A work package leader is appointed to each individual work package. The role and responsibilities of the work package leaders are to coordinate; plan, monitor and report the individual work packages and, together with the STC ensure the coordination of the WP and the continuous exchange of information.

Every three months, the WP leaders will have to report the WP status to STC, indentifying the tasks that progress satisfactorily and the ones delayed, explaining the main reasons for these deviations. Additionally, a technical report per WP has to be submitted to the EC when claiming for funding to the EC.

2.2.4 Task Leader

The role and responsibilities of the task leaders are the same as the WP leaders at task level.

2.3 Decision making structure and communication flow

The Project Coordinator shall collect all the queries from the GA members. These queries will be first analyzed by the PC and presented to the Steering Committee to discuss them and search for a proper solution.

The GA shall not deliberate and decide validly unless two-thirds (2/3) of the partners are presented or represented by proxy. The GA shall take decisions by a majority of the 70% of the partners present. All the decisions related to the project outside the initial plan, will be made on the basis of the decision of GA.

The SC shall not deliberate and decide validly unless three-quarters (3/4) of the partners are present or represented by proxy. The SC will take decisions by a majority of the 70% of the votes. All the topics to be discussed will be formally specified in the agenda of the meetings, so the PC must be informed at least ten (10) calendar days before the day of the meeting.

The communication flow will integrate the typical communication methods, such as: meetings, videoconferences, e-mails, phone calls, fax, etc. Project management software named "AceProject" will be used for project management, accessible from the website. Passwords will be provided to project partners.

2.4 Reporting

There will be internal regular project progress report every 3 months from WP leaders to the PC and the STC, which will contain the detailed progress of the WP, and the action plan for the next reporting period. There will also be an internal summary management and technical report every six months made by the PC summarizing the information contained of the reports developed by WP leaders.

3. MEETINGS

3.1. General rules

The details regarding the project meetings are established in the Consortium Agreement; section 6.2 "General operation procedures for all consortium bodies" as well as in Annex I ; section B.2.1 "Management structure and procedures".

The Eco-Cement meetings will be arranged by the chairman of the corresponding committee and the related documents must be ready 10 days before the meeting, and the meeting reports available within 10 days after.

- General assembly: An initial 2-day kick-off meeting and one meeting every year. The EC may participate as an observer at the GA meetings.
- SC. 1-day meeting each 6 months, with a special session dedicated to project risks.
- Scientific/Technical Committee: each 6 months.

Additionally, extra meetings can be hold if it is considered necessary due to unexpected circumstances. Meetings can be also hold by teleconference or telecommunication means.

3.2. Invitations

The partner chairing a particular meeting is responsible for giving notice to each member at least:

- 30 calendar days in case of ordinary meeting and 10 calendar days in case of extraordinary meeting of the GA.
- 14 calendar days in case of ordinary meeting and 7 calendar days in case of extraordinary meeting of SC.
- 10 calendar days in case of ordinary meeting and 7 calendar in case of extraordinary technical meetings.

The agenda of the meeting shall be sent to the partners at least:

- 21 calendar days in the case of a GA meeting.
- 7 calendar days in the case of SC meeting.
- 10 calendar days in the case of a technical meeting.

Any member of the consortium may add an item to the original agenda by written notification to all the participants up to seven (7) days preceding the meeting. New items can be added to the agenda if all the participants agree unanimously.

3.3 Meetings

The chairperson of each meeting shall produce a written minute as a formal record of the decisions taken. The chairperson shall send the draft minute to all the partners within 15 calendar days of the meeting. The minute shall be considered as accepted if, within 15 calendar days from sending, no member objected in writing to the chairperson with respect to the accuracy of the

draft minute. Then, the chairperson shall send the accepted minute to all the members of the consortium. Finally, the PC will upload the minute into the management software platform "AceProject".

4. ICT SUPPORT TO THE PROJECT

This section relates to the organizational aspects of ICT usage and how do they support the communication and the information widespread within the Consortium, during the course of the project.

4.1 Project server

The Eco-Cement website presents an overview of the objectives, the consortium partners and the tasks of the project. It includes a private and a public area as well as links to relevant websites regarding related organizations, publications, other projects and events.

The private area will be used as a working space for the project development, with access to the project management platform, restricted to the consortium members. The deliverables will be uploaded to the private platform and the issuing partner has to inform all the partners concerned by an automatic email.

4.2 Email address

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

4.2.1 Guidelines for effective electronic communication

To reduce the information exchange effort, the project information will be exchanged by use of electronic communications, with the following objectives:

- Ensure that the partners get the information they need in a timely manner.
- Minimize travelling costs.

4.2.2 General rules

Each mail will have a specific subject, with the following elements (when appropriate):

- The project acronym (ECO-CEMENT) followed by "INFO" (no action needed) or "ACTION" (action needed).
- The WP number, preceded with hyphen "_".
- The required action.
- The deadline preceded with the character "<".
- Preferably, each email must contain one topic only. The topic must be clearly expressed in the topic field.
- If it is not practical to separate multiple topics, then the different topics in the email must be separated by clear heading.
- If the mail is long (more than can be seen on a screen) then it should start with a list of contained topics at the beginning.

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.

Email messages sent in response to a message should quote the relevant parts of the initial message, in such a way that the receiver can easily and clearly understand what the initial message was about (what issues were raised) and what the added comments are.

Documents of project wide relevance are stored on the project management platform.

If required, the consortium will use the teleconference service for ad-hoc meetings and as an alternative to face to face meetings.

4.3 Software tools / document formats

The project portal is created with the intention that external participants have the chance to consult issues related with the Eco-cement project and also for the Eco-Cement members to share information and upload files.

These files can be public deliverables, articles and any document that has interest to the project. Apart from that, there will be a private area, specifically designed for project members where all the documents of the project, with both a public and a private dissemination level, will be uploaded. Invitations to register will be sent to the Consortium.

4.4 Technical deliverables

A deliverable template will be available from the project server or 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) to the Contract (Grant agreement).

4.4.1 Quality assurance procedure

The procedure for Quality Assurance (QA) is defined as follows:

- Status "Draft" is achieved when the primary author of a deliverable has defined the Table of Content of the document, which is then ready to be sent to other contributors with preferably explicit information of what type of contribution and where in the document.
- Status "Working Document" is achieved when the initial, primary author of a deliverable has reviewed the document and approved it internally and makes it available to other partners for comments.
- Status "Released" is achieved when the edition process is finished and the document is ready to be reviewed by project partners (other than the document editor and authors) and / or peer-reviewers.

- Status "Delivered" is achieved when a deliverable is approved by the Scientific Committee (SC) and given to the project coordinator for submission to the European Commission. The issuing date is that of the approval by the SC.
- Status "Approved" by the EC is when the EC has approved and accepted the deliverable.

When reviewing a document, comments are made in writing to the editor(s). Moreover, it is recommended that electronic annotation techniques be used as much as possible.

Deliverables, to be timely developed by the relevant responsible Participants as defined within the List of deliverables (Annex I) shall be collected by the coordinator.

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.

4.4.2 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 project management tool, accessible from the website, either in the public or in the private area, according to the dissemination level as specified above.

4.5 Project reports

4.5.1 Activity reports

In addition to the above mentioned documents, the project coordinator will collect from each WP Leader regular 6 month activity reports for internal use, and update on intermediate progress of the project to the EC in case. The purpose of these reports is to provide regular information to the Consortium, and to the EC on demand, on the status and progress of the project. It will be used

to keep a detailed record of project activity and as a monitoring tool of project time plan. The activity report contains:

- A short summary that highlights the main objectives and achievements of a given period and presents the main focus on the next period, including upcoming meetings:
- The table of progress.
- The recapitulative table of actions with responsibilities and deadlines.
- The updated deliverables table.

In order to achieve this progress/effort reporting, each WP leader will send the information about his/her WP regarding the items mentioned above to the PC. Moreover, each partner is in charge to report about his/her work to each WPL.

Every six months the project coordinator will prepare an internal management report to all WP Leaders for internal use. The purpose of these reports is to provide regular information to the Consortium, and to the EC on demand, on the status and progress of the management activities during the project. It will be used to keep a detailed record of management activity and as a monitoring tool of project time plan. The management report contains:

- A short summary that highlights the main objectives and achievements of a given period for the entire project and presents the main focus of the next period, including upcoming management meetings.
- The table of progress.
- Payments review.
- Legal and financial issues.
- Updating of risk analysis and contingency plans.

4.5.2 Periodic and final report

During the lifetime of the project, the consortium, through the PC should submit to the EC, in addition to the technical deliverables, periodic and final reports based on the article 4 of the GA.

- 1st reporting period: month 18
- Final reporting period: month 36

Each report shall be submitted by the Coordinator to the EC as a single document (including deliverables produced during each reporting period as annexes) in English language.

The coordinator shall ensure that each periodic report is submitted to the EC by the agreed deadline as defined within the Grant Agreement, and particularly within 60 calendar days of the end of each reporting period. (including the last reporting period). To ensure the quality and appropriate revision, the partners should submit all the required information one month in advance of the official deadline.

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 Annex I. 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 FormC by each beneficiary. Financial statements should be accompanied by certificates, when this is appropriate according with Article II. 4.4. of the Grant Agreement.

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.

4.5.3 Templates

- PowerPoint template: Public and review presentations will be based on the official Power point template distributed to partners.
- Other templates: It has been prepared meeting agenda template and minutes of meeting agenda to facilitate decision making process transparency.
- Project logo: A project logo 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 Eco-Cement 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 Eco-Cement project.
 - In the Eco-Cement project website, and in the websites of the participants with a link to the Eco-Cement project website.

The participants shall not use any other logos without prior permission has been obtained by the owner.

5. QUALITY ASSURANCE PLAN

The quality assurance plan has a function of an operational manual for the consortium, identifying an unambiguous and appropriate workflow between consortium partners and the various roles designed for the project. The PC of the project is responsible for developing and updating the QAP.

5.1 Quality Assurance Producers

This part of QAP primarily addresses the assurance of the Scientific and Technical and RTD related quality of results as well as the overall integrity of the Eco-Cement approach (Exception: Deliverable 1.11).

5.1.1 Release deliverable for Quality check (WP leader)

When the deliverable is completed by the Task team the Work package leader shall do the following:

- Check that the deliverable fulfills the assessment criteria in the latest version of Annex I (DoW).
- Check that each partner's contribution is clearly indicated and is balanced with the allocated resources.
- Mark any late contribution as "missing" indicating clearly the responsible partner's name. Note: Do not delay the release if some partner contributions are late!
- Mark the deliverable as "Released for QA". From this notice all readers will know that the deliverable is no longer in the working mode.
- Update the deliverable in the Task folder of the intranet.
- Inform by email the PC and the STC.

5.1.2 Checking (PC + STC)

The PC with the support of STC performs a first checking of the deliverable as received from the WP leader with respect to:

- Format of document.
- Time of completion.
- Overall quality.
- Compliance of the scope, content and partner contributions with the DoW especially WP and Task objectives.

The result: Recommendations (if any) for improving the deliverable are forwarded to WP leader by PC.

5.1.3 General Assembly review

As a rule, each deliverable is reviewed by two persons who are not involved in the creation of the deliverable. PC together with STC is responsible for the whole process:

- The PC select reviewers and sends the deliverable and “Deliverable review report” (Attachment 1) to them.
- The reviewers shall return their assessments within 14 days.

Result: Recommendations (if any) for improving the deliverable are forwarded to WP leader by PC.

5.1.4 Recommendations to the Scientific Committee

After receiving the main deliverable review report, the PC together with the STC prepares recommendation to the Eco-Cement Steering Committee whether or not to endorse the Deliverable for submission to the EC.

- Deliverables that are received for QA after the due date will be reported as delayed. However, reasonable efforts will be taken to process them when possible.
- If the PC together with STC concludes that the recommendation will be negative and the due date has not yet passed then he should negotiate with the WP leader about possible improvements before sending the recommendation to the Scientific Committee.
- The recommendations of the PC together with the recommendations of the STC is sent to the Scientific Committee and copied to the WP leader for information.
- If the WP leader disagrees with the recommendation then can send objections to the Scientific Committee.

5.1.5 Endorsement for submission.

When possible the Steering Committee decides on submission of deliverables in its regular meetings (every 6 months). If it is not possible, then the decisions are made via telephone meetings or by email.

- The decision is based on a recommendation from the PC together with the STC, and possible statements from the WP leader.
- If the WP leader disagrees with the decision of the Steering Committee, then the WP leader can appeal to the General Assembly as defined in the Consortium Agreement.
- The endorsed deliverables are submitted to the EC by the Coordinator. Submissions are updated in the status list of all deliverables which is maintained by the Project Coordinator.
- The “approval” of the Steering Committee is only a decision that the deliverable can be submitted to the EC. It is not an acceptance of partner’s contributions. The final approval of a deliverable is done by the EC.

5.1.6 Records of deliverables status

PC, with inputs from the STC, maintains records of deliverables (deliverable number, name, partner in charge, due date, date when submitted). The PC reminds WP leader one month and one week before the due date.

The PC keeps up-to-date records of the status of all deliverables that are due within the next 6 months. Dates for the following will be updated continuously:

- Reminders to the WP leader.
- Release by the WP leader for Quality Assessment.
- Endorsement by the Steering Committee.
- Submission to the EC by PC.
- Approved by the EC.

5.1.7 Submission to the EC.

The Coordinator will agree delivery times with the EC Project Officer and will package and send the deliverables which have been endorsed by the Steering Committee.

According to the General Rules in FP7, the EC should receive a deliverable latest within 45 days from the due date.

5.1.8 Communication flow

The diagram on next figure shows the communication flow of the Quality Assurance Plan. As it was explained before the Task Leader passes the deliverable to the Work Package Leader, who is responsible for submitting the document to the Project Coordinator and the STC.

The project coordinator will distribute the paper to the two members of the General Assembly. As feedback the Project Coordinator receives the “Deliverable report review”. Based on the Deliverable review report the Steering Committee gives its approval for the submission of the document to the EC by the PC. If the Steering Committee will not endorse the paper, the PC will resend it to the WP Leader that is responsible for improving the document. Finally, the PC is responsible for passing all the deliverables to the EC.

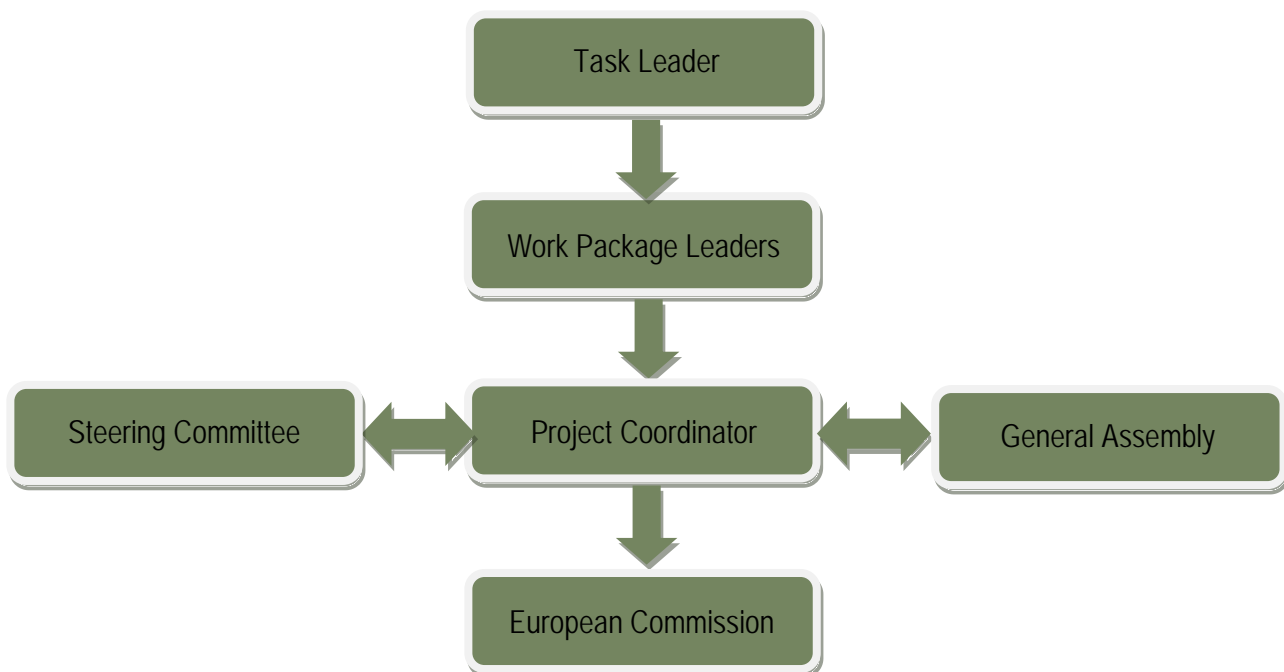


Figure 2 Communication flow

5.1.9 Risk and contingency plan

The next table shows the identified risks and the planned contingencies.

| | Identified Risk | Contingency Plan |
|------------------------|--|---|
| Management | Losing critical staff or partners at crucial point of the project | The consortium has enough diversity and expertise to replace them by other qualified people in principle within the same organization or within the consortium. Last option; include a new partner with the required expertise. |
| | Disagreement among consortium partners | The PC is the responsible of solving conflicts during the project. |
| | Unexpected delay achieving Milestones | The risk will be avoided by WP leaders that will monitor WP partner's progress to detect any delay at early stage. |
| | Communication problems among partners | The PC is responsible of solving communication problems, establishing communication flows and methods and calling to bilateral meetings if necessary. |
| Development | Availability of other/new technologies that may make parts of the project obsolete | Projects S/T Committee monitors other technologies addressing similar problems. Adopt alternative technologies, when possible, replacing previous assumptions and project conceptual scenarios. |
| | Critical developments of Eco-Cement do not fulfill with the expected requirements | Partial technological development checkpoints will be established in order to detect failures at an early stage and implement appropriate corrections. Alternative solutions will be monitored to assure the whole correct development. |
| Testing and evaluation | The demonstration scenario must be changed due to external factors | The Steering Committee decides about other possible demonstration scenario considering partner's propositions. In case that there is not any possibility the SC will distribute that allocated budget accordingly. |
| Financial | Overestimation of workload. Budget not utilized. | Monitoring of the work and reallocation of resources in other WPs, where necessary. |
| | Assignment of anticipated new tasks required more resources. | Re-planning across activities by the Project Coordinator. |

Table 2 Contingency plan

6. MISCELLANEOUS

6.1 Project Publications

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

Provisions are made to provide Project Coordinator, 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.

All project related papers and presentations made by project members to an audience outside the project consortium must be approved by the Steering Committee, with information to the Scientific and Technical Coordinator. Permission will normally not be withheld. The Steering Committee is to be informed by email about the document (or presentation) title, abstract or summary, and the targeted audience or conference. Five (5) working days are allowed to the Steering Committee for response. No response means "approved".

Informal presentations based on published papers do not need approval. For papers and presentations given in a language other than English, an English abstract is not to be required, but favored.

The publication material must be stored on the project server. In general, the dissemination activities, including but not restricted to publications and presentations shall be governed by Article II.30 of the Grant Agreement. The CA defines also the dissemination rules in section 8.3.

6.1.1 Scientific Publications

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

Acknowledgments

"The result presented in this paper is part of the Eco-Cement project co-financed by the European Commission in 7th FP, CP-ID 282922 ECO-CEMENT"

6.1.2 Press releases and other media contacts

All partners can send out press releases on their own markets, with mention to the Eco-Cement project and that is co-financed by the European Commission. For all other public project related communication, use the Eco-Cement logo and design. When it comes to IPR, remember that all publication must follow the Grant Agreement and the Consortium Agreement. When you are planning a press release, it is required to notify the PC first.

6.2 Conference and trip release

Eco-Cement project members visiting a conference, an external workshop, an exhibition or the like in the context of the project are encouraged to provide the members with a trip report (approx. half page) providing information about the event itself (when, where, what, number and profile of attendees, relevance for the EE-QUARRY) and feedback from the presentation and the potential outcome contacts. A template for this report is stored into the management folder of the intranet.

7. CONCLUSION

The document includes the description of most important management procedures in order to assure the highest level of all outputs of the project. Clear and transparent Quality Assurance Plan will guarantee fulfillment of the objectives. Significant role of the end-user and external experts will help the Consortium to be goal orientated and to archive internal efficiency of the project.

8. ATTACHMENT

8.1 Deliverable review report

| | | | |
|----------|--|-------|--|
| Date | | Venue | |
| Reviewer | | | |
| Company | | | |

8.2 Technical result of the deliverable

| Deliverable covers the topic specified in the title | | | | | |
|---|--|--------|--|----|--|
| Yes | | Partly | | No | |

| Technical contents are relevant to ECO-CEMENT and to the WPs | | | | | |
|--|--|--------|--|----|--|
| Yes | | Partly | | No | |

| Presented results in the deliverable are of high value | | | | | |
|--|--|--------|--|----|--|
| Yes | | Partly | | No | |

| Technical sound of the deliverable | | | | | |
|------------------------------------|--|---------|--|-----|--|
| Good | | Regular | | Bad | |

| Described work in the deliverable follows a clear methodology | | | | | |
|---|--|---------|--|-----|--|
| Good | | Regular | | Bad | |

Please add your comments on the content and the technical results of the deliverable. Please comment the problems, if any.

Comments

:

8.3 Length, structure and presentation of the deliverable

| Adequate length of the deliverable | | | | | |
|------------------------------------|--|---------|--|-----|--|
| Good | | Regular | | Bad | |

| Deliverable organization is appropriate | | | | | |
|---|--|---------|--|-----|--|
| Good | | Regular | | Bad | |

| Presentation of the deliverable clear and concise | | | | | |
|---|--|---------|--|-----|--|
| Good | | Regular | | Bad | |

Please add your comments on the length, the structure and the presentation.

| |
|--------------------------|
| <p>Comments</p> <p>:</p> |
|--------------------------|

8.4 Rating for the deliverable

Please provide a rating for this deliverable from 5 (excellent) to 1 (very poor): ____

| Deliverable is | | | | | | | |
|----------------|--|-------------------------|--|---------------------------------------|--|----------|--|
| Accepted | | Accepted with revisions | | Rejected unless modified as suggested | | Rejected | |

| |
|--------------------------|
| <p>Comments</p> <p>:</p> |
|--------------------------|