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Executive Summary

This document aims at providing guidance to FLASH partners on the way they are expected to fulfil the project management requirements set out by the H2020 Annotated Model Grant Agreement and established by the Project Management best practices.

This report is envisioned as a working tool for the Beneficiaries to be used during the whole duration of FLASH. Project's members will refer to these guidelines to establish a day-to-day project management routine. This document is a brief compendium describing the governing structure and the services to be used for the management and administrative coordination. It also describes the communication stream within the Consortium and towards the EC and outlines the Consortium's formal communication on FLASH's activities and outcomes. It aims at complementing the provisions of the GA. It also complies with the provisions set out in the Consortium Agreement adopted by the Consortium's Members.

Project administration for FLASH will cover the following tasks:

- Management of the Consortium;
- Communication within the Consortium as well as with the EC;
- Provision of guidelines on quality assurance and report writing, including the provision of various templates;
- Organization of regular conference calls for all partners and provision of minutes, etc.;
- Monitoring of resource expenditure and submission of reports and deliverables.

Legal and financial tasks cover the followings:

- Management of contractual issues and timely distribution of corresponding documents and relevant information to partners (e.g. regarding GA and CA).
- Communication between Consortium partners and the EC on project and funding-related matters.
- Management of budget and distribution of payments to partners, etc.

Abbreviations and Acronyms

AB	Advisory Board
AMGA	Annotated Model Grant Agreement
BEN	Beneficiary
CA	Consortium Agreement
CO	Coordinator
DoA	Description of Action
EC	European Commission
ECGA	European Commission Grant Agreement
FO	Financial Officer
FS	Financial Statement
GB	Governing Board
MS	Management Staff
PM	Person Month
PO	Project Officer
PP	Participant Portal
PR	Periodic Report
SyGMa	System for Grant Management
TS	Technical Staff
WP	Work Package
WPL	Work Package Leader

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1. Governance and Coordination

FLASH is based on the close collaboration of 3 academic organizations, 1 public research institute and 1 industrial partner from 4 European Countries. Their name and acronyms to be used within the internal communication stream, as well as their role and financial participation to the project are itemized in the following table.

Table 1. Beneficiaries

Beneficiary	Role	PI	PIC	Country	Total costs	Max reimb. Rate	Max Grant amount
Uniroma Tre	CO	Monica De Seta	999866107	IT	837.587,50	100%	837.587,50
UGLA	PN	Douglas Paul	999974165	UK	749.580,00	100%	749.580,00
IHP	PN	Giovanni Capellini	999606438	DE	640.250,00	100%	640.250,00
ETHZ	PN	Giacomo Scalari	999979015	CH	671.581,25	100%	671.581,25
Nextnano	PN	Stefan Birner	941870195	DE	307.500,00	100%	307.500,00
					3.206.498,75		3.206.498,75

The governing and decisional structure of the project includes:

- i) the Coordinator (**CO**) as responsible of the overall project activity and resource usage;
- ii) the Governing Board (**GB**), consisting of one representative for each member of the Consortium, including the WPLs. (See table 2 below). The GB is the decision-making body. Each member of the GB is expected to be duly authorized to deliberate, negotiate and decide on all matters relating to FLASH;
- iii) the Work Package Leaders (**WPLs**), responsible of the WPs and relevant tasks, supporting the CO in each form of communication from/to the research units in charge of the actual realization of the research;
- iv) the Advisory Board (**AB**), an additional figure in charge of the continuous monitoring of the on-going scientific activities of the project. The AB is consultative body appointed and steered by the GB. At the date of release of this Report, members of the AB are:
 - Prof. Alessandro **TREDICUCCI** (Università di Pisa)
 - Dr. Manfred **HELM** (Helmutz-Zentrum Desden-Rosendorf)
 - Dr. Pierre **GELLIE** (Lytid SaS)

The CO who is represented by Prof. Monica De Seta is the main interface between the partners and the EC. Prof. de Seta chairs the GB. Full details on the general operational procedures of the collegial governing bodies are provided in art. 6 of the FLASH Consortium Agreement.

The CO is responsible for:

- establishing the overall coordination and the communication between project partners and stakeholders;
- ensuring a reliable, efficient and effective communication with the EC (PO + FO);
- ensuring the achievement of the project goals as outlined in Annex 1 to the GA on time;
- ensuring the timely and accurate handling of all the administrative and financial tasks;
- gathering, maintain and submit deliverables, project reports and financial statements;

- supporting the decision-making process and the adoption of equitable solutions for resolving conflicts;
- ensuring the full compliance with the terms of the ECGA and the CA.

Table 2. Members of the Governing Board

Beneficiary	Name	email
Uniroma Tre	Monica De Seta	Monica.deseta@uniroma3.it
UGLA	Douglas Paul	Douglas.Paul@glasgow.ac.uk
IHP	Giovanni Capellini	Capellini@ihp-microelectronics.com
ETHZ	Giacomo Scalari	scalari@phys.ethz.ch
NEXTNANO	Stefan Birner	stefan.birner@nextnano.com

Table 3. WP Leaders

WP #	WP Title	WPL	Beneficiary
1	Management	Monica De Seta	Uniroma Tre
2	Waveguides and cavities:	Douglas Paul	UGLA
3	Material & Gain:	Monica De Seta	Uniroma Tre
4	Electrical transport, injection and contact module	Giovanni Capellini	IHP
5	Electrically pumped QCL:	Giacomo Scalari	ETHZ
6	Dissemination and Exploitation:	Douglas Paul	UGLA

The responsibilities of the WPLs will specifically focus on the coordination of the followings:

- implementation of the WP-related tasks in accordance with the objectives lay out in the DoA;
- coordination of the involved partners;
- coordination of the timely delivery of deliverables;
- identification and assessment of unforeseen risks and relevant communication to CO.

The collaboration within the consortium and with the EC is based on the GA. Relevant for the proper implementation of the project work is Annex 1 including the estimated budget for the Action (Annex 2). The consortium's work is based on the CA, based on the DESCAs model, which has been duly prepared by the CO and signed by all the BEN on July 25th, 2017.

Partners have copy of both the GA and the CA. The GA is also accessible through the PP. Additional copies of these documents will be made available in the project's repository currently under construction and due for delivery at M2

2. Periodic reports to the EC

The reporting process allows the EC to follow the project closely and to ensure that it is implemented as stated in the GA and in conformity with the financial rules. The GA gives an overall picture of the progress of the project, in relation to the original and revised plans. It also provides a review of incurred costs.

FLASH is divided in two reporting periods covering M1-12 (P1) and M13-36 (P2). The CO must submit a Periodic Report within 60 days following the end on each reporting period.

The Periodic Report must include a periodic technical report and a periodic financial report (see GA art. 20 – 20.3).

All reports are coordinated and monitored by the CO who also provides guidance on required contents and style. The periodic reports will generally include the following parts:

- progress reports per WP/task;
- a list of publications;
- a list of dissemination and networking activities;
- a deliverable and milestone table and
- a table presenting planned versus actual resource usage (PMs) per partners.

General scope of these reports is to provide an overview of the progress made towards the objectives of each WP/task and of the work performed and results achieved within the given time frame.

If applicable, the reports will also contain full explanations on deviations from the work plan and outline corrective actions to be taken. Furthermore, they will summarize the actions for the next phase and illustrate major dissemination and cooperation activities carried out.

Report writing will be mainly managed through the FLASH repository (See Communication below). The CO is responsible for requesting and reviewing the reports, for verifying their accuracy and completeness and submitting them to the EC. Each Beneficiary must provide in good time the data needed for these reports. Contributions are expected from all partners monitored through the WPLs. Revisions, if required for the report's final acceptance, are managed by the CO.

3. Project documents and deliverables

FLASH will utilize several types of documents to report and record results and activities, either for internal use, for reporting to the EC or for dissemination and exploitation purposes:

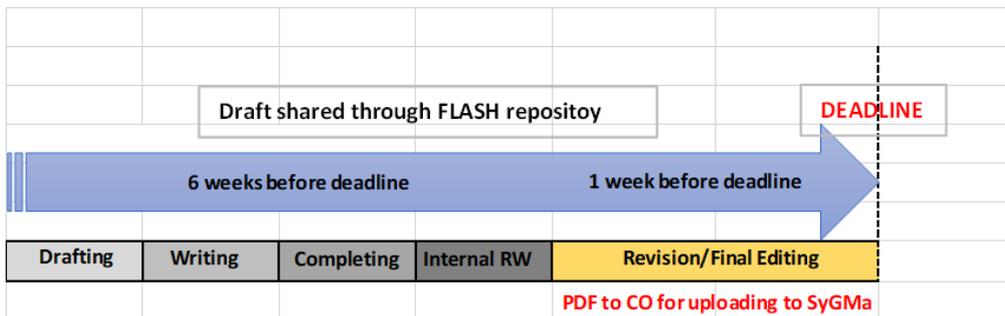
Type of document	Prepared by	Approved by
Deliverables	TS - MS	WPL - RW - CO
Technical notes	TS - MS	WPL - RW - CO
Coordination memos	CO - MS	CO
Minutes of meetings	WPL (WP meetings) - CO (FC meetings)	WPL - CO
<i>TS: Technical staff</i>		
<i>MS: Management staff</i>		
<i>CO: Coordinator</i>		
<i>FC: Full Consortium</i>		
<i>WPL: work Package Leader</i>		
<i>RW: Internal reviewer</i>		

During the implementation of FLASH, 20 deliverables will be submitted to the EC. The full list of the deliverables is provided in the approved DoA.

As the high-quality standard of the deliverables is a priority, the following steps, to be mainly implemented and supervised by WPLs and the CO, will help to define a shared structured reviewing and approval process:

- Deliverables' main authors and reviewers relating to Year 1 will be identified in advance by the first month of implementation of FLASH, following the technical discussion held during the K/off meeting. Adjustments, if needed, will be adopted during project implementation. Authors and reviewer for the additional deliverables [Year 2 + Year 3] will be identified on a yearly basis.
- The internal work schedule for the timely production of deliverables was approved during the k/off meeting, specifying the exact deadlines for internal reviews and revisions with respect to the different applicable deadlines for submission. In principle, some 6 weeks will be devoted to the preparation of the deliverables; in addition, 1 week/10 days will be dedicated to their internal review. The timing is subject to variations according to the complexity of the deliverables themselves.
- There will be at least one reviewer per deliverable;
- Approval rests in the responsibility of the WPL and the CO.

The following scheme summarizes the approved work schedule mentioned above.



Y1												Y2												Y3													
nov-17	dic-17	gen-18	feb-18	mar-18	apr-18	mag-18	giu-18	lug-18	ago-18	set-18	ott-18	nov-18	dic-18	gen-19	feb-19	mar-19	apr-19	mag-19	giu-19	lug-19	ago-19	set-19	ott-19	nov-19	dic-19	gen-20	feb-20	mar-20	apr-20	mag-20	giu-20	lug-20	ago-20	set-20	ott-20	nov-20	dic-20
M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38
D1.1	D6.1	D1.7			D1.3						D2.1		D1.4									D1.5				D5.2											D1.6
D1.2											D3.1												D2.2														D5.3
											D4.1												D3.2														D6.3
											D5.1												D4.2														D6.4
											D6.2																										
											RP1																										RP2

4. Financial management

The CO administers the financial contribution of the EC to FLASH. The CO transfers payments to the partner's bank accounts without undue delay and in conformity with the rules laid out in the GA and CA. The CO also monitors the submission of the FS (Annex 4 of the GA) and handles with the GB any request of re-allocation of funding within the Consortium.

The following are the payments made/to be made by the EC to the CO:

- One pre-financing payment made within 30 days either from the entry into force of the GA or from 10 days before the starting date of the project [Processed].
- One interim payment, made within 90 days from receiving the periodic reports at the end of P1 . The amount of the interim payment is calculated by the REA following the application of the reimbursement rates (100%) and considering the limit of 90% of the maximum grant amount. The total amount of pre-financing and interim payment must not exceed 90% of the maximum grant amount.
- One payment of the balance reimbursing the remaining part of the eligible costs incurred by the beneficiaries. Being the total amounts of previous payments lower than the final grant amount, INEA will pay the balance within 90 days from receiving the final report (P2)

The maximum grant amount is EUR 3.206.498,75. The amount of the pre-financing set out in the GA is EUR 1.710.025,78. An amount of EUR 160.324,94 (5% of the maximum grant amount) is retained by the EC from the pre-financing payment and transferred into the Guarantee Fund. The actual pre-financing paid by the EC is EUR 1.549.700,846.

On November 16th, 2017, the EC has entered an amendment to the GA, increasing the amount of the pre-financing to EUR 2.565.199,00. The CO accepted the amendment request on behalf of the Consortium and will distribute the additional installment of EUR 855.173,22 pro quota among the beneficiaries with unjustified delay.

The distribution of the pre-financing to the partners has been processed by the CO on November 10th, 2017. The table below shows the distribution of the pre-financing to partners at that date.

Table 4. Overview of pre-financing payments to partners - As of November 10th, 2017

				Total	Pref (48,33%)
Total Cost	3.206.498,75		Roma Tre	837.587,500	404.806,0388
Total EC Contribution	3.206.498,75	100%	University of Glasgow	749.580,000	362.272,0140
Pre-financing	1.710.025,78	53,33%	IHP	640.250,000	309.432,8250
Guaratee Fund	160.324,94	5%	ETHZ	671.581,250	324.575,2181
Actual Pre-financing	1.549.700,84	48,330%	Nextnano	307.500,000	148.614,7500
				3.206.498,75	1.549.700,846

Beneficiaries will be notified by the CO about further upcoming payments well in advance with relevant references to the amounts to be distributed.

Supporting management activities provided by the CO in this specific field will mainly focus on cost reporting including the collection and review of partners' FS and cost explanations. This include the monitoring of the Use of Resources (UoR) and the preparation of the UoR table providing a detailed explanation of individual cost items.

Additional information on the in/eligibility of costs is laid in Art. 6 of the GA. The above mentioned UoR monitoring table is intended for the mere purpose to justify these costs more specifically in terms of their project relation. That helps the EC to understand a BEN's cost claim better.

The following is a preliminary, illustrative and not limiting example/template of the UoR:

Type of costs	Focus of explanations
Personnel costs	List name, job title, cos and person/month per staff member. Link the costs to the WP
Other direct costs – Travels	List cost per travel, name and number of participants, place of destination, date of travel and travel purpose (provide special justification for travel outside EU). Link the costs to the WP
Other direct costs – Durable equipment	Specify whether the equipment has been acquired exclusively for FLASH (or to what extent the equipment is used in the project) and what is used for. Specify depreciation methodology, according to the financial regulations of your Organization. Link the costs to the WPs

During the cost reporting the CO will provide support:

- by facilitating the collection of financial figures for the relevant reporting period;
- by informing about required documents such as Certificates of the Financial Statement (i.e. CFS, Annex 5 of the GA);
- by clarifying how to enter figures into SyGMa in the PP;
- and by reviewing the cost explanations for consistency and completeness.

Advice will be offered via email and/or [Skype – Call Platform]. When finalized, beneficiaries will enter their financial information into SyGMa, electronically sign the FS and submit them to the CO. Revisions requested by the EC will be organized and submitted without delay via the CO.

The following is a description of the most relevant financial aspects to be considered classified by:

- A. Eligible Direct Costs
- B. Indirect Costs
- C. Ineligible Costs

Eligible actual direct costs must meet the following criteria:

- i. they must be actually incurred by the beneficiary; they must be incurred in the period set out in Article 3 of the GA, apart from costs relating to the submission of the periodic report for the last reporting period and the final report;
- ii. they must be indicated in the estimated budget set out in Annex 2 of the GA;
- iii. they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation;
- iv. they must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices;
- v. they must comply with the applicable national law on taxes, labour and social security;
- vi. they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency.

Costs are eligible if they comply with the above general conditions and the specific conditions set out below for each of the following budget categories:

- direct personnel costs;
- direct costs of subcontracting;
- other direct costs;
- indirect costs;

Direct costs are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs (see next section below).

Indirect costs are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.

Direct personnel costs

Only the costs of the actual hours worked by the persons directly carrying out work under the project may be charged. Such persons must:

- Be directly hired by the beneficiary in accordance with its national legislation,
- Work under the sole technical supervision and responsibility of the latter, and
- Be remunerated in accordance with the normal practices of the beneficiary.

Beneficiaries must keep records of the hours worked for the action (e.g. time-sheets, etc.) by each team member. The time sheets should have the time allocation by WP/task and should be produced by the person involved in the project. A template for the time sheets.

Direct costs of subcontracting

A subcontractor is a type of third party, i.e. a legal entity which is not a beneficiary of the GA, and is not a signatory to it. It appears in the project because one of the beneficiaries appeals to its services to carry out part of the work, usually for specialized jobs that cannot carry out itself or because it is more efficient to use the services of a specialized organization. To justify the subcontracting expenses the followings apply:

- Subcontract must be fully described, including project name, project number, duration and content of activity subcontracted, calculation of costs, signatures of all parties involved, dates of signing the contract, etc.);
- The proof of payment to the subcontracted person or institution must be retained in the beneficiary's accounting official records.

Subcontracting is only allowed if previously specified in the GA. Adding a subcontractor during FLASH implementation requires an amendment to the GA.

Travel costs and related subsistence allowances

Travel and subsistence costs may relate to the personnel of the beneficiaries as well as to external experts that participate in the action on an ad hoc basis (e.g. attending specific meetings), if the experts' participation is envisaged in the GA. In this case, the beneficiary may reimburse the experts or handle the travel arrangements itself (and be invoiced directly). As an internal rule, travelling outside of Europe must be communicated to the CO. All travel costs must be limited to the needs of the action; costs related to extensions (for other professional or private reasons) are not eligible. Moreover, they must be adequately recorded and justified.

Depreciation costs of equipment

The depreciable amount of an asset must be allocated on a systematic basis over its useful life (i.e. the period during which the asset is expected to be usable; depreciated equipment costs cannot exceed the equipment's purchase price; depreciation cannot be spread over a period longer than the equipment's useful life. The depreciation costs must be calculated for each reporting period.

Costs of other goods and services

Such goods and services include, for instance, consumables and supplies, dissemination (including open access), protection of results, certificates on the financial statements (required by the GA for partners receiving an EC contribution exceeding the 325KE), certificates on the methodology, translations and publications.

How to be sure costs are eligible:

- They must be actually incurred by the beneficiary
- They must be incurred in the period of duration of the action. There is only one exception costs relating to the submission of the periodic report for the last reporting period and the final report.
- They must be indicated in the estimated budget set out in Annex 2 of GA
- They must be incurred in connection with the action as described in Annex 1 and necessary for its implementation (necessary to achieve the action's objectives)
- They must be identifiable and verifiable, in particular recorded in the beneficiary's accounts according to the accounting standards applicable in the country and with the beneficiary's usual cost accounting practices (come directly from the beneficiary accounts and supported by documentation)
- They must comply with national laws on taxes, labour and social security
- And finally, they must be reasonable, justified and must comply with the principle of sound financial management in particular regarding economy and efficiency (in line with housekeeping practice when spending public money and not be excessive).

IMPORTANT: Keep Records used to Proof eligibility and pay attention to the requirements for personnel costs records and hourly rate calculation (article 6)

Indirect costs

Are all those eligible costs which cannot be identified by the beneficiary as being directly attributed to the project. They must be calculated by applying a 25% flat-rate to the beneficiary's eligible direct costs, minus:

- costs of subcontracting and
- costs of in-kind contributions provided by third parties which are not used on the beneficiary's premises

Ineligible costs

Are those costs that do not comply with the conditions set out in Article 6.1 to 6.4 of GA, in particular:

- costs related to return on capital;
- debt and debt service charges;
- provisions for future losses or debts;

- interest owed;
- doubtful debts;
- currency exchange losses;
- bank costs charged by the beneficiary's bank for transfers from the Agency;
- excessive or reckless expenditure;
- deductible VAT;
- costs incurred during suspension of the implementation of the action (see Article 49).

Accordingly, declared costs that are ineligible will be rejected. Reading the H2020 annotated Model Grant Agreement is strongly recommended – namely the articles related to eligible and ineligible costs - that can be found in the following link:

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020amga_en.pdf.

During the implementation of the FLASH or afterwards, the EC checks, reviews, investigates and audits the proper implementation of the project and its compliance with the GA. The EC may order an audit to the grant during the project or at any time up to 2 years after the final payment. Any claimed ineligible costs will be recovered or deducted from the next payment. In the context of checks, reviews, audits or investigations, partners must make available records and other supporting documentation that proves the proper implementation of the action and that the costs they declare as eligible (for a period of five years after the payment of the balance).

5. Monitoring of resources expenditure

The allocation of resources is controlled on a half-year basis by the CO. Partners will be asked to report the distribution of PMs for their organization, which is reviewed by the CO mainly to see whether the efforts are in line with the DoA.

This data collection will allow the CO to track the manpower allocation per partner throughout the project and provides a detailed summary of planned versus actual PM deployed for controlling purposes.

Each partner will also be asked to justify any major over/underuse of PM to make sure that the deviations from the planned scheme will not result in an overall delay of the project or otherwise jeopardize the project's objectives.

6. Communication

6.1 Communication with the EC.

The CO will act as sole intermediary for all communications between the project partners and the EC. The CO will manage all the correspondence with the PO and the FO on the following topics:

- the preparation, completion and submission of the PR (point 2 above) and FS for the Consortium,

- the preparation, completion and submission of deliverables
- project and funding related matters requiring specific feedback and agreement by the PO and/or the FO.

The interaction between the CO and PO/FO will be mainly handled through the EC's Grant management System for H2020 called SyGMA. SyGMA will allow the management of all procedures relating to the submission of deliverables and reports, to payment execution and audit implementation as well as to potential amendments.

6.2 Internal communication.

Reference shall be made to the identified scientific and administrative contacts per Beneficiary.

6.3 External communication

It is important to note that visibility of EU funding is mandatory while promoting project actions.

Please use always:

- The EU emblem - High-resolution emblems can be found here: <http://europa.eu/about-eu/basic-information/symbols/flag/>
- The following text: The FLASH project has received funding from the European Union's Horizon 2020 Research and Innovation Programme, FET OPEN funding scheme under the Grant Agreement number 766719.

6.4 Conference calls

The CO will make available a conference call platform to be used as main collective communication tool. At this stage is currently undergoing the identification of the most suitable SW solution to be adopted (i.e. BigBlueButton HTML5 or similar).

A general call conference is organized by the CO in principle every 3 months. WPL are required to participate or to be represented by a deputy. these calls will be announced by the CO via email a week before. The CO will draft and send the agenda two-to-three days in advance.

Every partner is expected to participate in these calls in an active and reliable manner. If anyone is unable to be present, they ought to give prior notice to the CO and send feedback to relevant points raised in the agenda.

The agenda will typically focus on:

- progress within each work package with a focus on due deliverables,
- recent and coming events attended by FLASH members,
- management, reporting,
- dissemination, networking organization of review and plenary meetings, etc.

In addition, calls will be scheduled on a regular basis to discuss technical and scientific issues relating to individual WP

6.5 Project Meetings

FLASH will hold one plenary meeting twice a year to discuss ongoing work, achievements and new actions. Each meeting will be organized by another partner who will be responsible for managing

on time issues such as venue, agenda, co-located events like community meetups with stakeholders and/or invitations of external guests.

6.6 Repository

The data repository will be hosted in the same Linux Server where the consortium website will be hosted. The server, and thus the data repository, will be physically located at IHP. IHP will take care of the repository maintenance, back-up, and security and, as such, will be the repository administrator. IHP will give writing and reading privileges to the consortium members which can then access the repository through username/password identification.

The digital data produced within FLASH (e.g. raw measurement data, manuscripts, protocols, administrative documents, reports, etc.) will be uploaded through secure shell FTP protocol only. Instead, the data download will be possible using both SFTP and HTTPS protocols to the consortium members only. The data repository will also have a dedicated area, accessible without credentials, where general public can download all the materials prepared by the consortium to this purpose, such as scientific articles (following the rules prescribed by EC's open access pilot program), white papers, public reports, etc.

7. WP1 - due deliverables

The following deliverables are due within WP1:

- D.1.1: Project Management Guidelines M1
- D.1.2: Report on kick off meeting M1
- D.1. 3: Data Management Plan M6
- D1.4: Review Meeting #1 (M14)
- D1.5: Scientific and Technical progress report (M24)
- D1.6: Review Meeting #1 (M36)
- D1.7: Risk assessment, risk register and contingency plan (M3) * is pending the request to move the submission due date at M6 following the approval of the PO, due the very early stage of project activities at the original due date.

8. Key documents

Grant Agreement (No. 766719) – The contract concluded between the EC (representing the EU) and the beneficiaries under which the parties receive the rights and obligations (e.g. the right of the Union's financial contribution and the obligation to carry out the research and development work). The GA consists of the basic text and annexes, including Annex 1– Description of the action (DoA). The DoA (Annex 1 part A) is a key document to be taken into account given that it compiles a specific description of the tasks that will be carried out along the project and the expected results, deliverables and milestones to be obtained.

Consortium Agreement - the internal agreement signed between the members of the consortium establishing their rights and obligations with respect to the implementation of the action in compliance with the grant agreement.

All FLASH partners have one copy of these documents, and they will be made available on the project's repository.

[END D.1.1]