

ICT - BIOCHAIN

Deliverable 7.1

Governance structure, communication flow and methods

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Authors	Judit Anda, Esperanza Perea CAGPDS (former CAPDER) (PP1)



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Author(s)	Judit Anda CAGPDS (former CAPDER), Esperanza Perea CAGPDS (former CAPDER)		
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1. Executive Summary

This Project Management and Coordination Handbook is written in the framework of WP7 – Management and Coordination (Task 7.1 Strategic decision making and project governance; communication flow and methods) of the ICT-BIOCHAIN project under Grant Agreement No. 792221.

This deliverable outlines the internal procedures of ICT-BIOCHAIN project in terms of strategic decision making and project governance as well as communication flow and methods.

It contains all relevant information for consortium partners about procedures of the project.

The initial version of this handbook is delivered on August 2018 (M) but can be updated during the project lifetime, if needed.

The terms and provisions of the project Grant Agreement (and its annexes) and the ICT-BIOCHAIN Consortium Agreement will prevail in the event of any inconsistency with recommendations and guidelines defined in this handbook.

This handbook serves as the core management handbook and describes:

- The structure that will provide guidelines for the project coordinator and the project partners to follow during the full cycle of the project.
- The governance (e.g. responsibilities of partners, lead roles, etc.) and decision making structure.
- The communication processes within the consortium as well as to the BBI JU.
- Management and administrative coordination of the project (e.g. mailing lists, project calendar, reporting etc.).

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2. Acronyms and abbreviations

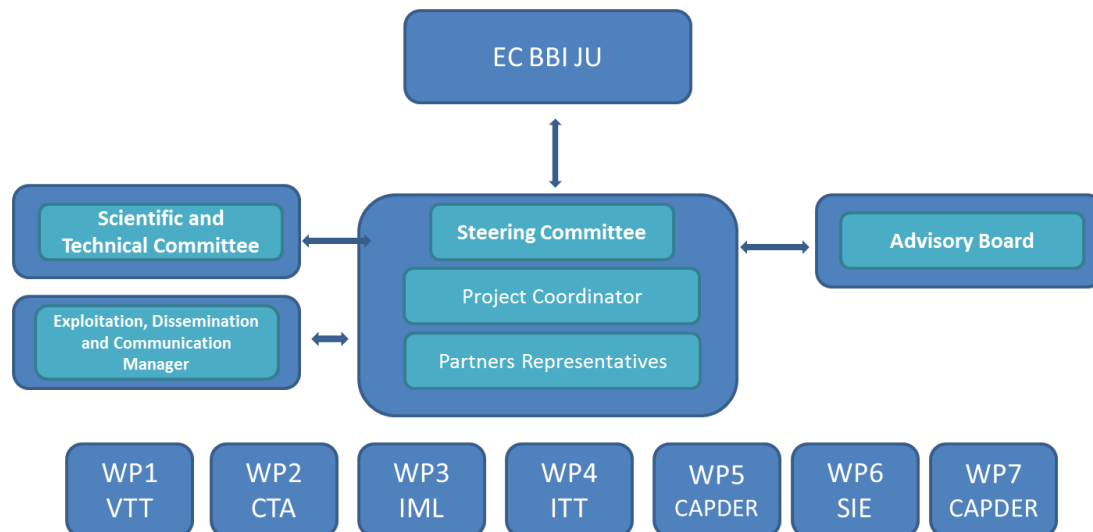
CA	Consortium Agreement
DIH	Digital Innovation Hub
DoA	Description of Action
DoW	Description of Work
EC	European Commission
GA	Grant Agreement
KoM	Kick-off Meeting
MDR	Model Demonstrator Region
PC	Project Coordinator
SC	Steering Committee
S&TC	Scientific and Technical Committee
AB	Advisory Board
EDCM	Exploitation, Dissemination and Communication Manager
WP	Work Package
WPL	Work Package Leader

3. Project Governance

The objective of this section is to describe the management and coordination procedures to optimise resources in terms of budgetary, strategic and technical efficiency.

ICT-BIOCHAIN project is a Support and Coordination Action, and therefore much emphasis has been put on establishing management and governance structures and also procedures for a successful implementation of the project and an appropriate organisation of work.

The detailed management and coordination structure is shown in the graph and described below.



The **Project Coordinator (PC)** will be Mrs. Judit Anda Ugarte on behalf of CAGPDS (former CAPDER), the project partner coordinator. She will be responsible for the administrative, ethical, financial and organisational management of the project. This task comprises the following activities:

- (a) Overall responsibility for the project to guarantee its continuity and consistency and the appropriate allocation of resources.
- (b) Handles any conflict resolution within the project, which could not be handled at a lower level.
- (c) Monitors compliance by the parties with their obligations.

- (d) Keeps the address list of members and other contact persons updated and available.
- (e) Collects, reviews and submits information on the progress of the project and reports and other deliverables (including financial statements and related certification) to the BBI JU.
- (f) Acts as the speaker of the project in all interactions with the EC and third parties.
- (g) Consolidates the project planning, milestones reports, cost statements and budget.
- (h) Communicates with work packages leaders to guarantee smooth progress and avoid delays in deliverables and milestones.

The **Steering Committee (SC)** will have the overall responsibility of the project and will consist of one senior representative from each partner in the consortium. The SC will be in charge of complying with the Grant Agreement and monitoring project progress against the description of work. A SC meeting will take place every 6 months and the ICT-BIOCHAIN Project Officer appointed by the BBI JU will be invited to attend. During these meetings, the progress achieved in the project objectives and in every Work Package will be presented, whereas the work plan will be defined for the next semester. The Project Coordinator CAPDER will play a key role in the coordination of the Steering Committee in cooperation with the other members and will be in charge of:

- (a) Content, finances and intellectual property rights definition (in close collaboration with the Exploitation, Dissemination and Communication Manager (EDCM) (SIE) who will also deal with the IPR issues.
 - i. Collection of financial information from the partners and the provision of regular periodic reports to the BBI JU.
 - ii. Changes/setting up to the Consortium Agreement.
 - iii. Looks for the proper potential investors in closed collaboration with the (EDCM) (SIE), interested in the project results.
- (b) Organisation of all Consortium meetings, Review Meetings and events.
- (c) Evolution of the Consortium.
- (d) Discussion and solving of exploitation and technical problems that may arise in cooperation with the Scientific and Technical Committee and Exploitation, Dissemination and Communication Committee. The SC will take decisions towards mitigation of risks that might jeopardize the effective progress of the project.

- (e) Monitoring of results and contacts with other relevant projects, clusters or initiatives.
- (f) Developing the project dissemination and exploitation strategy under the hat of the (EDCM) (SIE).

The **Scientific and Technical Committee (S&TC)** will be responsible for the technical progress of the project. It will comprise the leaders of each technical work package. In close collaboration with the Scientific & Technical Manager and the MDRs Facilitator (Gloria de la Viña from CTA) will be in responsible for ensuring a successful demonstration and validation of the 2 DIHs.

Specifically, the S&TC, led by the S&T Manager will have significant role and will be responsible for the coordination of the technical aspects of the project and the proper identification of all interfaces. At the management level, the main role of the S&TC will be to identify effective technical risk management in close collaboration with the PC; means for follow-up of technical achievements in the project and for technical decision support. The chair of the S&TC will organise technical meetings every 3 months through a virtual platform with the cooperation of Work Package leaders. The main tasks of the S&TC are:

- (a) Responsible for technical and scientific progress of the project and for completing successfully the S&T objectives and activities of the project in a timely manner.
- (b) Responsible for the adequate focus and co-ordination of technical work within the consortium.
- (c) Provide links of the project with other efforts, projects and overall initiatives that are related to the theme of the project either from within the enterprises or outside of the enterprises at a national or international level.
- (d) Identify possible technical problems and conflicts between the WPs that may restrain the projects technical evolution and will convoke a meeting for their resolution.
- (e) The S&TC is expected to meet in average 4 times a year. Telephone and web meetings will be used complementary to the physical meetings for keeping close track to the development of the subprojects. At the S&TC Meetings the WP Leaders will report the work status following the decision taking procedure established. The S&T Manager can request an urgent SC meeting to the PC in case a strategic decision related to a Scientific or technical matter has to be made. The MDR Manager will be the responsible for the coordination of the DIHs activities implementation through the two MDRs.

The Advisory Board (AB) will be set during the project execution which will include high qualified professionals closely linked to the ICT-BIOCHAIN scientific, industrial and

societal fields. It will be led by Stefan Ruyters (Flanders Biobased Valley) and will be composed by Per Tomani (RISE Bioeconomy) and Filippo Giancarlo Martinelli (PNO Innovations). This advisory board will have an external role and will assess the project's progress and deliverables. They will not have vote and their purpose is to provide advice and guidance to the project as well as check and verify the project progress and objectives where relevant. Furthermore, the Advisory Board will ensure that the project management is constantly informed of significant changes in the knowledge domains and markets underpinning the project activities. The Advisory Board will operate mostly remotely in so called Virtual Joint Sessions exploiting teleconference facilities and/or via (e)mail based interaction, but it will meet possibly at least two times in the project life span (mid-way through: M12 and at the end: M18) by arrangement at venues to be agreed by members of the coordinating party in the composition that would most fit the needs of the meeting.

The **Exploitation, Dissemination and Communication Manager (EDCM)** represented by Jesús Serrano (SIE), as major orchestrators of the internal processes of project management will have three main roles:

- (a) Contribute to developing and managing the dissemination strategy, monitoring the results and establishing contacts with other relevant projects. Moreover, the EDCM manager will be in charge for the organisation of Workshops, conferences, training sessions and other events relevant to project promotion.
- (b) Manage the promotion of the solutions developed during the project.
- (c) Look for potential stakeholders and investors, and be constantly in contact with the public administration, to promote follow-up activities.

The WP leaders (WPL) will be in charge of the implementation of the ICT-BIOCHAIN activities at the WP level. The WPLs will be responsible for the coordination, planning, and monitoring of their work packages, i.e. they will coordinate the activities between the different partners collaborating on that WP and facilitate information exchange. Every WPL will also examine the deliverables provided by the partners from his/her WP and ensure that they are produced with the appropriate quality, on time and according to the budget. The WPLs will hold teleconferences as required with the PC, the SC and the S&TM. In summary, their main roles will be:

- (a) To manage the scientific and technical advancement of the WPs.
- (b) To report and prepare proposals for the S&TM and to report and prepare proposals for the SC with regard to the achievements of the work plan and major budget allocations.

4. Decision Making Procedures

The following sections summarise the most relevant aspects of the decision-making procedures in ICT-BIOCHAIN project. For further details please see the Consortium Agreement.

- Voting rules and quorum
- Veto rights
- Steering Committee decisions
- Escalation process for technical issue resolution

a. Voting rules and quorum

The Steering Committee shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the Steering Committee shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members are present or represented.

Each Member present or represented in the meeting shall have one vote.

A Party which the Steering Committee has declared according to Section 4.2 to be a Defaulting Party may not vote.

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

b. Veto rights

A Member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the Steering Committee may exercise a veto with respect to the corresponding decision or relevant part of the decision.

When the decision is foreseen on the original agenda, a Member may veto such a decision during the meeting only.

When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 15 calendar days after the draft minutes of the meeting are sent.

When a decision has been taken without a meeting a Member may veto such decision within 15 calendar days after written notification by the chairperson of the outcome of the vote.

In case of exercise of veto, the Members shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all Members.

A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

A Party requesting to leave the consortium may not veto decisions relating thereto.

c. Steering Committee decisions

The Steering Committee shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the Steering Committee:

- Content, finances and intellectual property rights

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
- Changes to the Consortium Plan
- Modifications to Attachment 1 (Background Included)

- Evolution of the consortium

- Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party

- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Proposal to the Funding Authority for a change of the Coordinator
- Proposal to the Funding Authority for suspension of all or part of the Project
- Proposal to the Funding Authority for termination of the Project and the Consortium Agreement

- Appointments

- Agreement on the Members of the Scientific and Technical Committee, upon a proposal by the Coordinator.

In the case of abolished tasks as a result of a decision of the Steering Committee, Members shall rearrange the tasks of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

d. Escalation process for technical issue resolution

As a general principle, decisions are made at all levels and in all areas of the project's activities. For important decisions arising within the project, i.e., decision that affects more than one partner, a consensus should be achieved.

If consensus cannot be found at WP-level, the work package leader must escalate any conflict to the PC for resolution. If the PC cannot find a solution satisfactory to all partners, the issue will be escalated to the level of the Steering Committee for a final decision, eventually through a vote. Each member (Partner) will have a single vote, and the disputed matter will be resolved with simple majority. In case of ties, the PC will have an additional vote. In case of a procedural question related to the EC, the PC may, at his own will, raise the question to the Project Officer.

5. Working Procedures

a. Meetings

- Convening meetings

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

	Ordinary meetings	Extraordinary meeting
Steering Committee	At least once every six months	Any time upon written request of any Member
Scientific & Technical Committee	Every three months through a virtual platform	
Advisory Board	M12 and M18	
Coordination meetings (telcon)	The second Monday of each month	

- Notice of a meeting and sending the agenda

	Ordinary meetings	Extraordinary meeting
Steering Committee	14 calendar days	7 calendar days
Scientific & Technical Committee	14 calendar days	7 calendar days
Advisory Board	45 calendar days	15 calendar days
Coordination meetings (telco)	7 calendar days	3 calendar days

- Adding agenda items

Any agenda item requiring a decision by the Members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 7 calendar days preceding the meeting.

During a meeting the Members present or represented can unanimously agree to add a new item to the original agenda.

- Decisions in meetings

Decisions will only be binding once the relevant part of the minutes has been accepted according to the following procedure:

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

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

The chairperson shall send the accepted minutes to all the Members.

Decisions taken without a meeting shall be considered as accepted if, within 15 calendar days, no Member has sent an objection in writing to the chairperson. The decisions will be binding after the chairperson sends to all Members of the Consortium Body and to the Coordinator a written notification of this acceptance.

b. Internal reporting

Google Forms/sheets will be the tools used to perform the internal reporting.

Reporting will be completed as a fully online process that might be complemented by ad-hoc requirements to specific partners depending on the information provided.

Three level of reporting will be considered:

- WP reporting – Quarterly. The objective of this reporting is to make periodic updates on the technical work progress.
- Partner progress reporting – Every six months.
- Financial reporting – Every six months.

6. Reporting to BBI JU

The project coordinator must submit to the BBI JU the technical and financial reports including requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system.

The project has two formal reporting periods (M12 and M24), as follows:

- 1) Periodic report: 1st June 2018 – 31st May 2019
- 2) Final report: 1st June 2019 – 31st May 2020

The PC will provide the necessary templates and further indications in due time to prepare documents and information to be submitted for the two reporting periods.

1) PERIODIC REPORT: Request for interim payment

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

a) A **periodic technical report** containing:

- i. An explanation of the work carried out by the beneficiaries;
- ii. An overview of the progress towards the objectives of the action, including milestones and deliverables.

This report must include explanations justifying the differences between work expected to be carried out and that actually carried out.

The report must detail the exploitation and dissemination of the results and an updated 'plan for the exploitation and dissemination of the results'.

The report must indicate the communication activities;

- iii. A summary for publication by the JU;
- iv. The answers to the 'questionnaire', covering issues related to the action implementation and the economic and societal impact, notably in the context of the JU and the Horizon 2020 key performance indicators and JU and the Horizon 2020 monitoring requirements.

(b) A **periodic financial report** containing:

- i. An individual financial statement from each beneficiary, for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs) for each budget category.

The beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget.

Amounts which are not declared in the individual financial statement will not be taken into account by the JU.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

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

Each beneficiary must certify that:

- the information provided is full, reliable and true;
 - the costs declared are eligible;
 - the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and
 - for the last reporting period: that all the receipts have been declared;
- ii. An explanation of the use of resources and the information on and in-kind contributions provided by third parties from each beneficiary, for the reporting period concerned;
- iii. A periodic summary financial statement, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

2) FINAL REPORT: Request for payment of the balance

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

The final report must include the following:

(a) A **final technical report** with a summary for publication containing:

- i. an overview of the results and their exploitation and dissemination;
- ii. the conclusions on the action, and
- iii. the socio-economic impact of the action;

(b) A **final financial report** containing:

- i. A final summary financial statement, created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance and
- ii. A certificate on the financial statements for each beneficiary, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices.

7. Project Review

In addition to the above-mentioned reports, the PC will be in regular contact with the Project Officer to report on the project's progress in a transparent and practical manner through emails, phone calls and a review meeting with BBI JU experts early September in Brussels.

The PC may request the participation of other project partners to the review meeting depending on the subjects to be discussed.

The aim of the review meeting is to assess the work carried out by the project. Such review may cover scientific, technological and other aspects relating to the proper execution of the project.

8. Document Management

This section describes the processes to be used for document management and for related exchanges between project partners in order to guarantee confidentiality, security, traceability, and consistency of information exchanged.

8.1. Document Repository

Google Drive will be used as tool for document repository.

8.2. Documents

- Deliverables

Partners should deliver on time to the PC the deliverables they are responsible for. The PC submits the deliverables to the BBI JU AFTER internal approval of WP Leader and PC.

List of ICT-BIOCHAIN deliverables:

Del. Number	Del. Title	WP number	Lead beneficiary	Type	Dissemination	Due Date (month)
D1.1	Assessment of current ICT, IoT and Industry 4.0 solutions in European biomass utilization.	WP1	5 - VTT	Report	Public	9
D1.2	Report on region specific data models	WP1	8 - STR	Report	Public	18
D1.3	ICT, IoT and Industry 4.0 technology opportunities for improvement of biomass utilization	WP1	5 - VTT	Report	Public	18
D1.4	Report on potential improvements in efficiency and sustainability of European biomass supply chains	WP1	8 - STR	Report	Public	18
D2.1	Regional base definition report	WP2	2 - CTA	Report	Public	3
D2.2	Report on the establishment of 2 Digital Innovation Hubs for Biomass Mobilisation in Bioeconomy Regions	WP2	2 - CTA	Report	Public	14
D3.1	Metadata model	WP3	6 - IML	Other	Public	6
D3.2	Platform concept	WP3	6 - IML	Other	Public	18
D3.3	Validation report of the platform prototype per each region-specific data models	WP3	8 - STR	Report	Public	18
D3.4	Communication channels operability	WP3	7 – SIE	Report	Public	18
D4.1	Report on Two Digital Innovation Hubs Knowledge Transfer Workshops	WP4	4 - ITT	Report	Public	20
D4.2	Report on Two Digital Innovation Hub ICT Demonstration Days	WP4	4 - ITT	Report	Public	20
D4.3	Report on Development of Multi-actor business opportunities	WP4	4 - ITT	Report	Public	24

Del. Number	Del. Title	WP number	Lead beneficiary	Type	Dissemination	Due Date (month)
D4.4	Report on Regional and EU Funding Mechanisms	WP4	2 - CTA	Report	Public	24
D4.5	Report on 2 Regional Investment Days	WP4	2 - CTA	Report	Public	24
D4.6	Final recommendations for a demand-driven research agenda	WP4	4 - ITT	Report	Public	24
D5.1	Roadmap Report for DiHs replication in the European Bioeconomy regions	WP5	2 - CTA	Report	Public	21
D5.2	Train the Trainer Report	WP5	4 - ITT	Report	Public	24
D5.3	E-Learning materials for the DiHs replication	WP5	7 - SIE	Report	Public	21
D6.1	Project Website	WP6	7 - SIE	Websites, patents filling, etc.	Public	3
D6.2	Dissemination, Communication and Exploitation Plan	WP6	7 - SIE	Report	Public	6
D6.3	Project Newsletter - 1st issue	WP6	4 - ITT	Report	Public	6
D6.4	Project Newsletter- 2 nd Issue	WP6	4 - ITT	Report	Public	12
D6.5	Project Newsletter- 3 rd Issue	WP6	4 - ITT	Report	Public	18
D6.6	Project Newsletter- 4 th Issue	WP6	4 - ITT	Report	Public	24
D6.7	Final Conference Report	WP6	7 - SIE	Report	Public	24
D6.8	Video – Project Presentation	WP6	7 - SIE	Websites, patents filling, etc	Public	3
D6.9	Video - Final Results	WP6	7 - SIE	Websites, patents filling, etc	Public	20
D6.10	Definition of ICTBIOCHAIN platform business model strategies	WP6	7 - SIE	Report	Public	12
D7.1	Governance structure, communication flow and	WP7	1 - CAPDER	Report	Public	3

Del. Number	Del. Title	WP number	Lead beneficiary	Type	Dissemination	Due Date (month)
	methods					
D7.2	Risk Assessment and contingency and mitigation plans	WP7	4 - ITT	Report	Public	24
D7.3	Data Management Plan	WP7	7 - SIE	Report	Public	24
D7.4	IPR Policy Implementation	WP7	7 - SIE	Report	Public	6
D7.5	Report of the IPR management activities	WP7	7 - SIE	Report	Public	24

- Internal documents

Documents produced by partners for internal consumption and sharing information with other partners, internal meetings (agenda and minutes) shall be shared among partners using the specific folders created for each WP in Google Drive.

- Document Templates

A set of templates is available for download on XXX to all project partners to facilitate project communications (internal, contractual and external).

For all official project documents and external presentations, the use of these templates is mandatory. In addition, all project documents produced shall be written in English.

8.3. Documents Identification

Every document circulated to other partners in the consortium should include a proper version naming and numbering to avoid working with old or obsolete versions of documents.

In terms of file names, the following guidelines should be followed as much as possible:

- The filename should be descriptive of the contents and should include the project name “I-B” e.g. “I-B_TITLE_PP NAME_DATE.pptx.
- Filenames for formal deliverables shall be the deliverable code followed by the deliverable name as included in the deliverables table.
- Where a document is specific to a particular date, this date should be included in the filename in the form “yyyy-mm-dd”.

- Where different versions of a document are used, the version number should be included at the end of the filename. For draft documents, the version number should start at v0.1, and increment in 0.1 steps. Once the document is formally issued, the version should change to v1.0 and then increment in 0.1 steps for minor changes. For a major change, the version will change to v2.0. Only the author or owner of a document should increment the version number.
- To include remarks and comments on a document provided by another partner, the filename should be changed and the initials of the person or short name of the partner making the changes should be added.
- When suggesting changes to a document, the use of track changes is recommended to assist the document author/owner.

8.4. Document Review and Quality Management

All deliverables and reports produced by a work package will be reviewed within that work package. The Work Package Leader is responsible for ensuring quality of released reports and deliverables. In addition, the PC will review and approve all official, external deliverables and milestones.

9. Communication Tools

Main ICT-BIOCHAIN project communication tools that will be used during the project are:

- Teleconferences.
- Mailing lists.
- Google Drive.

9.1. Teleconferences

- Skype coordination meetings every month, the 2nd Tuesday. Agenda, minutes, and related documents will be provided by PC.
- WP Meetings, to be coordinated by WPL and agreed between project partners. Agenda, minutes, and related documents will be provided by WPL.

All partners are allowed to propose modifications and changes to the minutes during one-week time since the distribution of such minutes. After this, the minutes will be considered approved.

9.2. Mailing lists

To facilitate communication between the project partners, an e-mail account and mailing list have been created: ict-biochain.capder@juntadeandalucia.es

WP-specific mailing lists can be created if specifically requested by WPL.

To request the inclusion or removal of any contact from any of the mailing lists please contact the project coordinator and/or WPL.

9.3. Google Drive

Google Drive is the tool that will be used for managing the day-by day project coordination:

- Calendar (deliverables & milestones);
- Risk management;
- Document repository: templates, deliverables, etc.
- Contact lists.
- Other relevant information.

WPL are free to create specific working spaces to deal with their day-by-day activities but the main project working space shall anyhow be kept updated (tasks, to-do's deliverables, other documents, etc.) by all the partners.

10. Keeping Records and Supporting Documentation

The beneficiaries must — for a period of five years after the payment of the balance — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible.

They must make them available upon request (see Article 17) or in the context of checks, reviews, audits or investigations (see Article 22).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 22), the beneficiaries must keep the records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The JU or the Commission may accept non-original documents if it considers that they offer a comparable level of assurance.

11. Key Project Contacts

Name	Organisation	PP number	Role in the Project	e-mail
Judit Anda	CAGPDS (former CAPDER)	PP1	Coordinator	judit.anda@juntadeandalucia.es
Esperanza Perea	CAGPDS (former CAPDER)	PP1	International Project Manager	esperanza.perea.acosta@juntadeandalucia.es
Mila Argüelles	CAGPDS (former CAPDER)	PP1	Administrative Management	ict-biochain.capder@juntadeandalucia.es
Sol Cuenca	CAGPDS (former CAPDER)	PP1	Technical Consultant	ict-biochain@juntadeandalucia.es
Gloria de la Viña Nieto	CTA	PP2	Biotech manager	gloria.vina@corporaciontecnologica.com
Marta Macias Aragonés	CTA	PP2	Business Development consultant	marta.macias@corporaciontecnologica.com
Beatriz Colado	CTA	PP2	Press manager	beatriz.colado@corporaciontecnologica.com
Kevin O'Connor	IBF	PP3	Scientific Professor	kevin.oconnor@ucd.ie
Anthony Fitzgerald	IBF	PP3	Business Development Officer	anthony.fitzgeral@tipperarycoco.ie
James Gaffey	ITT	PP4	Principal Investigator, Scientific & Technical Committee	james.gaffey@staff.ittralee.ie
Pat Doody	ITT	PP4	Research Director RFID, IOT & Data Analytics	pat.doody@staff.ittralee.ie
Helena McMahon	ITT	PP4	External Services Manager & Principal Investigator	helena.mcmahon@staff.ittralee.ie
Krishna Panduru	ITT	PP4	Strand Leader, Intelligent Mechatronics	krishna.panduru@staff.ittralee.ie
Jacek Flak	VTT	PP5	WP1 / T1.2 Leader	jacek.flak@vtt.fi
Tarja Tuominen	VTT	PP5	EU project finance	tarja.tuominen@vtt.fi
Pekka Pursula	VTT	PP5	Team leader	pekka.pursula@vtt.fi
Timo Erler	IML	PP6	WP3 Leader	timo.erler@iml.fraunhofer.de

Name	Organisation	PP number	Role in the Project	e-mail
Holger Schulz	IML	PP6	ICT-BioChain team leader IML	holger.schulz@iml.fraunhofer.de
Regina Demtschenko	IML	PP6	Research Assistant	regina.demtschenko@iml.fraunhofer.de
Jesús Serrano	SIE	PP7	R&D Manager	jesusserrano@sustainableinnovations.co
Lorena Bodegas	SIE	PP7	Communications Manager	lorenabodegas@sustainableinnovations.co
Andrew Stewart	STR	PP8	Project Funding Manager	andrew.stewart@ibioic.com
Johann Belfrage	STR	PP8	Technical Manager	johan.belfrage@ibioic.com