

3. Project management during the period

This section summarises the management of consortium activities as set out in Articles II.2.3 and II.16.5 of the Grant Agreement during Period 1 of the ACE project, 1 September 2013 to 31 August 2014.

Article II.2.3 of the Grant Agreement addresses the coordinator's responsibility to:

- administer the financial contribution of the Union to ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;
- review reports to verify consistency with the project tasks before transmitting them to the Commission, and;
- monitor the compliance by beneficiaries with their obligations under this Grant Agreement.

Article II.16.5 of the Grant Agreement concerns the coordinator's responsibilities in terms of management of consortium activities, including:

- maintenance of the consortium agreement, if it is obligatory;
- the overall legal, ethical, financial and administrative management, and;
- implementation of competitive calls by the consortium for the participation of new beneficiaries, where required by Annex I of this Grant Agreement.

Led by EBN, an experienced EC project manager, with the support of WestBIC as financial coordinator, Work Package 6 of the ACE project ensures that these contractual obligations are met and that the project is effectively managed overall. The consortium agreed on a split-level approach to project management, involving a Central Coordination Unit led by EBN and WestBIC and Work Package Management Units led by each WP leader. The Central Coordination Unit manages legal, contractual and financial issues at both strategic and operational level while the Work Package Management Units, supported by the Central Coordination Unit, are responsible for the project management of their Work Packages at an operational level.

This split-level approach is reflected in the breakdown of overall project management into three tasks and assignation of task leads in WP6 as follows:

- i. Task 6.1, Administrative, legal and financial coordination led by the Central Coordination Unit of EBN and WestBIC
- ii. Task 6.2, Coordination, reporting, deliverable production and quality management led by WP leaders
- iii. Task 6.3, Strategic and risk management led by the Central Coordination Unit with input and support from Work Package Management

T6.1 Administrative, legal and financial coordination: Start: M1 End: M24 Lead Partner: EBN Partners involved: All partners

During the first 12 months of the project EBN and WestBIC worked closely with the European Commission to ensure the entry into force of the Grant Agreement and distribution of the pre-

financing to all partner in accordance with the Grant Agreement. Upon receipt of the Grant Agreement from the European Commission on 25th June, EBN and WestBIC immediately informed partners and provided instructions on the steps partners needed to complete to accede to the grant agreement, namely getting their organisation's legal signatory to sign and stamp three copies of their Form As and returning these to the ACE financial coordinator, WestBIC, to countersign. This ensured that as soon as WestBIC received the pre-financing from the European Commission on XX July, they could redistribute it to partners in accordance with the provisions of the Grant and Consortium Agreement. Appropriate records and financial accounts are in place to track this at all times.

In preparation for period 1 financial reporting (Form Cs), EBN and WestBIC prepared an Excel template mirroring the data required to complete the Form C online via the European Commission's Participant Portal. Before partners complete their online Form Cs, their completed Excel templates will be verified by EBN and WestBIC in September 2014 to minimise the risk of errors.

T6.2 WP coordination, reporting, deliverable production and quality management Start: M1 End: M24

Lead Partner: WP leaders CUE, JIC, Technoport, SPI, EBN

Task 6.2 encompasses partner communication and coordination, operational management, deliverable production and reporting as follows. As technical coordinator of the ACE project, EBN worked closely with WP leaders to ensure the coordination of activities and smooth flow of information between WPs. WP leaders led on ensuring the operational management of their WPs and production of the associated deliverables, while EBN and WestBIC led on reporting with support from the Steering Committee (WP leaders) and all partners.

Partner Communication and Coordination

Partner Communication and Coordination of Activities began with the kick-off conference call on 2 September 2013. Since then, in order to foster open and transparent lines of communications between all partners EBN has convened 2 all partner and HLAB face-to-face meetings. The first of these took place in Brussels on 21-22 October and focused on the design of the ACE operational programme. The second took place immediately after the ACE Summit in Brussels on 30 April and focused on implementation of the ACE acceleration programme. In between these physical meetings, communications have been maintained via email and monthly all-partner conference calls, with more regular ones at critical periods such as the last weeks before the first cut-off date for the call and in the run-up to the Summit, as follows:

Date	Related WPs
2 September 2013	All WPs
20 November 2013	WP1, WP2
16 December 2013	WP1, WP2, WP6
15 January 2014	WP2, WP6
3 February 2014	WP1, WP2, WP6
18 February 2014	WP2, WP6
13 March 2014	WP2, WP3, WP4, WP5, WP6
2 April 2014	WP2, WP3
14 April 2014	WP2, WP3, WP6
19 May 2014	WP2, WP3, WP6
5 June 2014	WP3, WP4, WP,6

Operational Management and Deliverable Production

WP leaders led on ensuring the operational management of their WPs and production of the associated deliverables as reported on in Section 2 above.

To ensure the timely production of high quality deliverables, in all cases the partner responsible took the lead in drafting and gathering input from other partners as necessary. Deliverables were then reviewed by WP leaders and EBN before submission to the European Commission. In order to ensure deliverables are consistent with the objectives and activities of ACE as they have evolved, a further review and updating of all deliverables has been carried out at the end of Year 1.

Reporting

For this first periodic report, all task leaders have been asked to complete a report on progress in their task. This content has been collated into a combined report by EBN.

T6.3 Strategic and risk management Start: M1 End: M24

Lead Partner: EBN Partners involved: All WP Leaders CUE, JIC, Technoport, SPI

Strategic and risk management in ACE is led by EBN, WestBIC and the Steering Committee (WP Leaders), with independent advice from the High Level Advisory Board (HLAB). In Year 1 of the project this has focused on the periodic validation and adjustment as necessary of consortium targets and monitoring of the trajectory to achieving these.

The final composition of the HLAB was agreed upon by all partners during the kick-off conference call on 2 September 2013 and EBN immediately followed up to ensure the commitment of the five nominees. These are:

ACE High Level Advisory Board	
Member	Position and Organization
Didier Moret	Managing Partner, iSource International and Chair, ACE HLAB
	Since 1998 iSource has been a leading French venture capital firm specializing in early stage investments. iSource currently manages 10 funds totalling €185 million and in December 2012 they took on the management of the new €30 million AngelSource fund supported by the French Angel network. To maximise investments, iSource is primarily interested in innovations that meet global needs, thus capable of turning initial start-up ideas into «Small Globals» companies that aim to play a leading role on the market at a global level. Over the last few years, iSource have invested considerably in equipping companies with this extra global «reach» aspect and they will bring this experience to bear in the ACE project. Didier Moret has been involved over twenty five years in entrepreneurial financing of the creation and development of global emerging technology companies, in particular in the industrial spaces of Information Technology and Renewable Energies. In his capacity as Chair of the HLAB and through his personal connections, Didier Moret will lead a dissemination effort targeting the involvement of corporate VC incubators in the ACE project. The objective of this campaign is to engage additional companies, investors and potential mentors in the ACE process.
Cliff Reeves	General Manager, Emerging Business Team Microsoft Corporation
	The Emerging Business Team leads Microsoft's work with the startup entrepreneur and investor community and Cliff is at the top level of management in Microsoft. Microsoft has a close collaborative

	<p>relationship with JIC, the ACE partner in the Czech Republic, and they are strong supporters of their StarCube Accelerator profile.</p> <p>Cliff started his more than 30 year career in the software industry with IBM. He has held a wide range of software product-development roles in the areas of database, application development, and communication and messaging systems. He was vice president of product management at Lotus Development Corp, and was closely involved with IBM's acquisition of Lotus in 1995.</p>
Jim Ward	<p>Registrar and Deputy President, NUI Galway and former UNESCO advisor on international trade</p> <p>Jim Ward became the first member of the Department of Marketing, when he took up the Bank of Ireland Chair in Marketing in 1980. Since this time he has lead the growth of the Department, to a staff of seven full-time academic staff. He taught at California State University, Hayward before joining University College Galway in 1973 as a Statutory Lecturer in Business Studies. He held the position of Dean of the Commerce Faculty before taking up his present position of Professor of Marketing when the Department was formed in 1980. Dr. Jim Ward has initiated a number of University / Industrial programmes with significant external funding. These include EU funded projects on strategic planning and numerous research projects for local and national organisations both private and State sector. As a consultant he has extensive participation in EU TACIS and PHARE programmes in Estonia, Czech Republic, Tajikistan and Russia.</p>
Paolo Anselmo	<p>President, IBAN and INSME</p> <p>Paolo Anselmo currently acts as President of IBAN Association and as advisor of regional and local authorities for regional development and innovation related measures and actions, both in Italy and Europe. Paolo is also the President of INSME (International Network for Small and Medium Sized Enterprises (SMEs)) and he sits in the EBAN's (European Business Angel Network) and WBAA's (World Business Angel Association) Board of Directors. Since 1991 he is serving the board of several innovative start-ups and international Association.</p> <p>Paolo has a background as engineer and a wide experience in working with multinational teams and cultures around Europe. He has more than 15 years of experience-based knowledge in regional policy development, innovation strategies and measures and access to finance gained by the participation</p>
Ricardo Marvão	<p>Co-founder and Board Member, Beta-i</p> <p>Ricardo Marvão co-founded and was the CEO of Evolve, one of the first Portuguese startups providing services for the major European space agencies, that was later acquired by Novabase (the biggest Portuguese IT company). A fire starter, evangelist and globetrotter, he is part of the Strategic Task Force of 'Silicon Valley comes to Lisbon 2012'. Ricardo is a board member of the Beta-i Accelerator which is taking a leading role in bringing together accelerators from across Europe to network and exchange knowledge. Beta-i and EBN are in direct contact outside of the framework of this proposal to discuss ways in which accelerators and incubators can optimise cooperation to improve the investment and growth prospects of innovative SMEs.</p>

The first meeting of the HLAB took place at the partner meeting in Brussels on 21-22 October during which they provided strategic advice on the ACE selection process and design of the operational programme. The second meeting of the HLAB was at the partner meeting in Brussels on 30 April. Members of the HLAB had the chance to meet with ACE companies at the Summit the previous day. During this meeting they provided input on the implementation of the ACE programme, in particular the cross-border investment strand, and the ACE Quality Management System.