



Deliverable 8.1 Project Plan & Guidelines

Revision : 0.2

Due date : 2011-09-30 (m1)

Actual submission date : 2011-10-20

Lead Coordinator : UCC

Deliverable Administration & Summary			
No & name	D8.1 Project Plan & Guidelines		
Status	1 st Draft	Due	m1 Date 2011-09-30
Author(s)	Donal Browne & Karsten Menzel, UCC		
Editor	Donal Browne		
DoW	Project plan & guidelines.		
Comments	The initial version of the Project Guidelines was prepared in beginning of the project in M1 and presented at GM1. The guideline is updated during the project based on lessons learned.		
Document history			
V	Date	Author	Description
Draft 0.1	2011-09-21	DB&KM	Ppt presentation at the KO
0.2	2011-10-20	UCCdb	Internal Review

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1. EXECUTIVE SUMMARY

This document outlines the management procedures in Campus21 project regarding management issues that are not defined by project plan (DoW), the Consortium Agreement (CA), the Grant Agreement (GA) or guidelines from the European Commission (EC). The major points of above mentioned documents are also referred to. The guideline is updated during the project based on lessons learned.

This report, the Project Guidelines of Campus21, is aimed to serve as a “project handbook” for Campus21. It presents the current members of the governance bodies and the main rules to be followed in the project regarding communication, document and presentation formats, performance, use of the collaboration platform (SharePoint), workflows etc.

The roles and responsibilities of the different organisations and individuals involved in the project are presented in chapter 3. Management structure is highlighted and the roles of the Steering Committee (SC), Coordinator (CO), Work Package Leaders (WPLs), Task Leaders (TLs), Exploitation Management Board (EMB) as well as responsibilities of other participants are described, and the names of the responsible participants are listed. The decision making body of the project is the Steering Committee. The CO acts as the link between the consortium and the EC. The daily work is led by the WPLs with help of the TLs. The EMB is an advisory body with a mission to facilitate the exploitation of the project results.

The different types of meetings are listed in chapter 4 and the meeting calendar can be found in SharePoint. The participants should also update in the calendar some additional events possibly interesting for the other participants. The host of the meeting will prepare the initial minutes, which will be edited by the CO, who will then send the minutes to the WPLs for checking. They will have 2 to 3 days to comment, and after that the Minutes will be distributed to the other participants (after eventual corrections) and stored in the SharePoint.

Templates for both deliverables and other documentation pertinent to the project are available in SharePoint. It is important to follow the naming protocol for all documentation, which is also available in SharePoint. Deliverables should have a maximum length of 30 pages plus appendices.

Naming: D00_YYYYMMDDS_ORGpers.doc (e.g. D11_20110917W_UCCdb.doc)

[S = Status W/Q/F; W = Working | Q = Ready for QA | F = Final after QA]

A quality assurance template is available in SharePoint. The process for QA is basically the following:

- 1) The Task team led by the TL will prepare the Deliverable.
- 2) The WPL will check if the document is ready for review
- 3) Reviewers will be chosen primarily among the SC, and in some cases external reviewers on voluntary basis can be used (especially in the case of SotA analyses)
- 4) The CO will request the possible revisions and harmonise the quality level of the Deliverables. Then she will send the Deliverables to the EC.

Communication practices are described in chapter 7. All contact information is to be maintained by the CO, and participants have to inform the CO about changes. The updated contact information list with latest emailing lists can always be found in the SharePoint, and it is highly recommended to always use these lists from the contact information file when sending emails.

The need to avoid e-mail attachments in favour of using SharePoint for document sharing is highlighted. To enable e-mail recipients to quickly assess an e-mail it is requested that all team members put the desired action and dl in the subject field. While team members are encouraged to use e-mail they should not expect people to read it on daily basis and therefore in urgent matters, they should call or send an SMS.

Example (message about WP1 Task 1.1):

Subject: Campus21_11 Send your cost statements < 30 Sept 2011

Campus21 material has to be treated as confidential although publication is highly encouraged. Those wishing to publicise research from the project should inform the CO as early as possible.

There is a Template for periodic progress reports from the WPs in the SharePoint. The three-monthly reports should be uploaded to WP1 > Management > Progress Reports. The WP progress reports need to be filled by the WPLs every three months, and always before a General Meeting.

Mandatory Progress reports to the EC include:

- periodic report 60 days after end of reporting period (m12+2, m22+2, m36+2):
 - progress of work
 - use of resources
 - financial statement (= Form C:s)
- final report 60 days after and of the project
- distribution of Community financial support 30 days after final payment

It should be notes that many of the management procedures described in this document were adopted from previous FP7 project procedures with the kind permission of VTT, Finland.

2. INTRODUCTION

2.1 Purpose of the Project Guidelines

This report, the Project Guidelines of Campus21, is aimed to serve as a “project handbook” for Campus21. It presents the current members of the governance bodies and the main rules to be followed in the project regarding communication, document and presentation formats, performance, use of the collaboration platform (SharePoint), workflows etc.

It shall communicate all relevant principles of project operation to all Campus21 project members, and the EC. Therefore the management responsibilities, roles, and technical organisation are described, details on meetings, communication infrastructure, project reporting, document structuring and archiving are specified, along with quality lines for project organisational aspects, project management, and deliverable production and development.

This document will be updated during the project as necessary. An updated version becomes binding to all partners upon endorsement by the Steering Committee. These Project Guidelines complement the Campus21 Grant Agreement (GA), Description of Work (DoW) and Consortium Agreement (CA) with respect to management and project organisation aspects, and quality assessment and control. The major points of above mentioned documents are also referred to. It contributes to the coordination of knowledge management covering the preparation, approvals, control and recording of all project documents. The aim is to establish effective and common working procedures for:

- communication,
- document management,
- reporting.

2.2 Contributions of partners

The Project Guidelines are one result of **Task 1.1 Project coordination**, performed by the coordinator (UCC). **T1.1** covers the overall legal, contractual, ethical, financial and administrative management of Campus21. This includes coordination of knowledge management covering the preparation, approvals, control and recording of all project documents. **Part of T1.1** is the definition and maintenance of project guidelines covering the above issues, communication practices, preparation and delivery of periodic progress reports to the EC.

2.3 Status of the Project Guidelines

First draft of the Project Guidelines was presented to the Campus21 Consortium in the Kick-off meeting on 28th September 2011. The Project Guidelines will be maintained, and updated whenever useful, throughout the entire duration of Campus21 by the Coordinator. Names and memberships will also be updated, whenever required.

Once the Steering Committee has approved the Project Guidelines, it will become a binding document.

3. PROJECT ORGANISATION AND RESPONSIBILITIES

3.1 Management Structure

The following diagram describes the management structure that will be adopted for the coordination and management of the research activities, of the administrative questions, of the dissemination and exploitation and of the intellectual property rights (IPR).

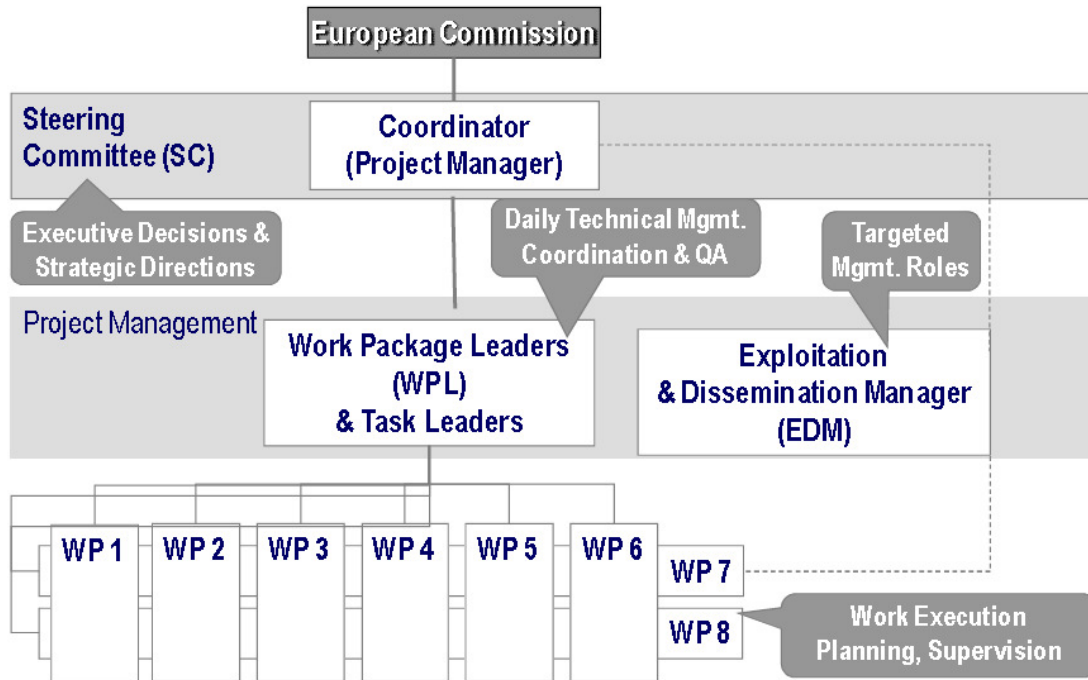


Figure 1 . Organizational structure and information flow of Campus21. (Source: DoW)

3.2 Steering Committee (SC)

Each partner will have one representative (Member) in the Steering Committee, which is the highest authority in the project. Each Member will have one vote.

DoW:

The Steering Committee will be the highest authority in the project and will take executive decisions relating to the project execution and the consortium. The SC will make decisions in relation to the strategic direction of the project and will be built out of partner representatives.

CA:

The Steering Committee is the decision-making body of the Consortium.

Any Member (of SC):

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;

- and shall participate in a cooperative manner in the meetings.

The following decisions shall be taken by the Steering Committee:

Content, finances and intellectual property rights

- Proposals for changes to Annex I of the Grant Agreement to be agreed by the European Commission
- Changes to the Consortium Plan (including the Consortium Budget and change of WP Leaders)
- Approval of the Project Guidelines, which will become binding after approval of the Steering Committee
- Withdrawals from [Attachment 1 <of CA> (Background included)]

Evolution of the Consortium

- Entry of a new Party to the Consortium and approval of the settlement on the modalities and conditions of the accession of such a new Party
- Withdrawal of a Party from the Consortium and the approval of the settlement on the modalities and conditions of the withdrawal
- Declaration of a Party to be a Defaulting Party
- Corrective measures to be required from a Defaulting Party
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto
- Proposal to the European Commission for a change of the Coordinator
- Suspension of all or part of the Project
- Termination of the Project and/or the Consortium Agreement

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.

Table 1. Members of the SC

Partner no	Organisation	Member of SC	Email address
1.	UCC	Karsten Menzel	k.menzel@ucc.ie
2.	HSG Zander	Frank Katzemich	Frank.Katzemich@hsgzander.com
3.	TU Wien	A Mahdavi	amahdavi@tuwien.ac.at
4.	NEC	Annett Schülke	Anett.Schuelke@neclab.eu
5.	CARTIF	Cesar Valmaseda	cesval@cartif.es
6.	ESB	David Willis	David.Willis@esb.ie
7.	UTRC-I	TBC	TBC
8.	BAM	Howard McDonagh	HMcDonagh@bamcontractors.ie
9.	Sirus	James Byrne	james.byrne@sirus.ie
10.	Valladolid	Teresa Redondo Arranz	tredondo@ava.es

The meetings of the Steering Committee will be chaired by the Coordinator, unless decided otherwise by the Steering Committee.

3.3 Coordinator (CO)

UCC, represented by Karsten Menzel, will act as the Coordinator of Campus21. The Coordinator's role is described in section B 2.1 (Management structure and procedures) of the DoW (Annex I of the GA and in chapter 6 of the CA.

DoW:

The Coordinator administers the project, both managerially and financially, and acts as the interface between the Consortium and the European Commission. The day-to-day activities are mainly administrative such as financial control, contractual issues, communication, IPR issues and reporting to the Commission. In accordance with the reports of the WP Leaders, the CO will edit an overall Progress Report to the SC every 6 months, concerning the technical and economic ongoing development of the project. The Coordinator reports to the SC.

CA:

The 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 Grant Agreement and this Consortium Agreement.

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations
- keeping the address list of members and other contact persons updated and available
- collecting, reviewing and submitting information on the progress of the Project and reports and other deliverables (including financial statements and related certifications) to the European Commission
- preparing the meetings, proposing decisions and preparing the agenda of Steering Committee meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings
- transmitting documents and information connected with the Project to the Parties
- administering the Community financial contribution and fulfilling the financial tasks described in Article 7.3
- 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.

3.4 Work package Leaders (WPL) and Task Leaders (TL)

The day-to-day management of the work will be performed by WP Leaders with help of the Task Leaders. The roles of WPL's and TL's is described in section B 2.1 (Management structure and procedures) of the DoW (Annex I of the GA) and repeated in section 6 of the CA.

Table 2. WPLeaders

Task	Organisation	Leader	email address
WP1	BAM	Howard McDonagh	HMcDonagh@bamcontractors.ie
WP2	UCC	Karsten Menzel	k.menzel@ucc.ie
WP3	HSG Zander	Frank Katzemich	Frank.Katzemich@hsgzander.com
WP4	NEC	Annett Schülke	Anett.Schuelke@neclab.eu
WP5	TU WIEN	A Mahdavi	amahdavi@tuwien.ac.at
WP6	UCC 4C	Helmut Simonis	h.simonis@4c.ucc.ie
WP7	CARTIF	Cesar Valmaseda	cesval@cartif.es
WP8	UCC	Donal Browne	d.browne@ucc.ie

<p>Work packages will be managed by the WP Leaders, who will undertake the day-to-day management of their work-packages. The WP Leader will</p> <ul style="list-style-type: none"> • plan the detailed work and provide necessary guidance to Task Leaders who manage the execution of individual tasks within the work-package. • ensure the quality of WP deliverables and submit them in due time to the Steering Committee for peer review. <p>WP leader will have the technical responsibility of the WP and will keep the SC and the Coordinator informed on the technical results of the project as well as risks and problems. He will develop the WP planning and will edit a progress report every 6 months on the WP status. When necessary he will call meetings with the other partners involved in the WP. A change of leadership (person) must be approved by the SC.</p>

3.5 Responsibilities of Other Participants

The responsibilities of the Participants in other roles than described above (SC, CO, WPL, TL) are listed in Annex II of the GA, and in section 4 (Responsibilities of Parties) of the CA.

Partners have the responsibility to inform about potential problems as soon as possible so that a solution can be found.

CA, Section 4 General Principles:

Each Party undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time, all of its obligations under the Grant Agreement and this Consortium Agreement as may be reasonably required from it and in a manner of good faith as prescribed by Belgian law.

Each Party undertakes to notify promptly, in accordance with the governance structure of the Project, any significant information, fact, problem or delay likely to affect the Project.

Each Party shall provide promptly all information reasonably required by the Project Management Board or by the Coordinator to carry out its tasks.

Each Party shall take reasonable measures to ensure the accuracy of any information or materials it supplies to the other Parties.

Each Party agrees not to use, in the execution of the Project, any Background which is not listed as included in Annex 1 to this Consortium Agreement; if such use of Background would result in such not included Background being Needed for the Use of a Party's own Foreground. If a Party breaches this paragraph and such breach results in any Background held by the Party being Needed by any other Party for the Use of its own Foreground, then such Background shall be deemed for that particular Need to be listed in Annex 1 and to be included in the obligations to grant Access Rights in accordance with the Grant Agreement and this Consortium Agreement.

4. MEETINGS

4.1 Meeting types

According to DoW, the Campus21 meetings can be held either with all participants in the same physical place, or as teleconferences, video meetings or skype meetings or similar. The planned meetings are the following:

- ***Kick-off meeting.*** The kick-off meeting was held in Cork on 28th & 29th September 2011.
- ***Steering Committee meetings.*** At least every 6 months, and always in connection with the EC Reviews. In these meetings, the SC reviews the progress (reported in the progress reports) and decides on possible correcting actions.
- ***Technical Coordination meetings*** will be organised at least every 6 months, usually coincident with the SC meetings. All partners will participate in Technical Coordination meetings.
- ***Final presentation*** will be organised two months after the last SC meeting.
- ***Technical WP meetings*** will be organised by WP leaders according to needs.

4.2 Meeting calendar

An updated Meeting Calendar can always be found in SharePoint. The Calendar for major project meetings is presented below.

Table 3. Hosts, dates and locations for major project meetings

	Main 6 monthly meeting	Intermediate 3 monthly meeting	Main 6 monthly meeting	Intermediate 3 monthly meeting
2011			m1: UCC @Cork IE Wed-Thu 28-29 Sep	m4: Valladolid @Valladolid ES Tue-Wed 13-14 Dec
2012	m7: HSGzander @Cologne DE Wed-Thu 21-22 Mar	m10: TU Wien @Vienna AU Thu-Fri 21-22 Jun	m12: Brussels @Brussels BG TBC Aug	m15: NEC @Heidelberg TBC Nov
2013	M18: Sirius @Dublin/Cork TBC Feb	m21: CARTIF @Valladolid ES TBC May	m24: HSG Zander @Frankfurt DE TBC Aug	m27: ESB @Dublin IE TBC Nov
2014	m30: UCC @ Cork IE TBC Feb	m33: BAM @Amsterdam NL TBC May	m36: UTRC-I @Cork IE TBC Aug	

4.3 Meeting Arrangements

Meetings are invited by the corresponding chair: the WP leader for a WP meeting (and even Task leader for a task meeting if required), and the Coordinator for a SC meeting, Technical Coordination meeting, Midterm Assessment or Final Presentation. The chair will send an

agenda (at least in draft status) for the meeting by e-mail at the latest fifteen (15) calendar days prior to the date of the meeting, with potential comments from all consortium partners within 1 week.

The host of the meeting will provide information on logistics and accommodation to the participants. Minutes of the meeting are taken by a representative of the host. The host of the meeting will prepare the initial minutes, which will be edited by the CO, who will then send the minutes to the WP Leaders for checking. They will have 2 to 3 days to comment, and after that the Minutes will be distributed to the other participants (after eventual corrections) and stored in the SharePoint.

One representative per participant is required to attend all meetings, except WP or Task meetings.

The voting rules, meeting minutes etc. concerning the SC Meetings are defined in section 6.3 (Operational procedures for the Steering Committee) of the CA.

If required, the consortium will use the SKYPE service (www.skype.com) for ad-hoc meetings and as an alternative to face to face meetings. SKYPE provides several modes of communication regardless of the application used, e.g. chat, voice, message board, data conferencing and file transfer. It can be used in a multiple-user mode so groups can hold online conferences.

5. DELIVERABLES

5.1 Template for Technical Deliverables

A deliverable template is available in the SharePoint (folder: Templates, document named: D00_20YYMMDDS_ORGpers.doc). This template is to be used for all technical deliverables. It may also be used for non technical reports and other project documents. However, in order to avoid confusions, such other documents must be clearly differentiated from deliverables. 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 the DoW, Annex I of the Grant Agreement (GA).

Executive summary should be kept at about one page. Deliverables should not exceed 30 pages. Deliverables can be supported by a knowledge document attached as an appendix.

6. QUALITY ASSURANCE

6.1 Preparation, approvals, control and recording of project documents

The Table of Contents and authoring responsibilities should be defined in the very beginning of the Task producing the deliverable. Evolving versions must be uploaded to the SharePoint.

In order to reserve enough time for the QA process, the deliverables should be made available to the WP leader 2...4 weeks before deadline for review and possible revisions by the authors before release by the WP leader to the Coordinator. The completed deliverable must be received by the Coordinator latest at the deadline. Reviewers for all deliverables will be defined in later versions of these Project Guidelines. A template for the peer reviewing process is available in the SharePoint.

DoW:

Quality assurance of reports, deliverables & overall project results

All reports in Campus21 will be presented in a standard fashion and will include a document control sheet which will give details relating to issue dates, revisions, authors and security classification. The Coordinator will be responsible for issuing reports to the EC. Reports and deliverables will be published on the project web site with public reports and deliverables being available in public areas of the project web site. The production of those deliverables and reports will be the responsibility of individual or groups of partners. The WP Leader will be responsible for assessing the quality of deliverables and reports and be the first line of acceptance. Final acceptance and recommendations for improvements, where considered necessary, will be made by the SC and Coordinator.

The QA process and responsibilities are described in the following:

▼ Task team

- Authoring

▼ WP leader

- First QA and release to the Coordinator after possible improvements by the authors

▼ Peer reviewers

- SC members
- External experts on voluntary basis

▼ Coordinator

- Request revisions
- Harmonise quality level
- Submit to EC

The different versions of the deliverables will be stored in the SharePoint, and named according to the status, e.g.:

D12_20080523W_UCCmh.doc = Working version of deliverable

[W = Working | Q = Ready for QA | F = Final after QA]

The Coordinator will maintain a list of deliverables and their status. This table is enhanced from the Deliverables list in the DoW by showing each version of each deliverable on a different row.

7. COMMUNICATION PRACTICES

7.1 Contact information

Contact information is collected and maintained by the Coordinator and is available in the SharePoint, (see below). The Participants will inform the Coordinator without delay of any changes in the Contact information. The following information of each person should be communicated:

- name,
- phone number (landline),
- mobile phone number,
- fax number,
- email address (+ a back-up email address during travels / holidays),
- short profile of the experience and expertise related to the role in the project (for key persons),
- role in SC, EMB, WPs and Tasks.

Annex II of the GA, section II.3. Specific performance obligations of each beneficiary:

Each beneficiary shall inform the other *beneficiaries* and the *Commission* through the *coordinator* in due time of: any change in its legal name, address and of its legal representatives, and any change with regard to its legal, financial, organisational or technical situation including change of control and, in particular, any change of status as regards *non-profit public bodies*, secondary and higher education establishments, *research organisations* and *SMEs*;

7.2 File formats and naming of the documents

Campus21 will employ the Microsoft Office packages with Word for documentation, PowerPoint for slides, and Excel for tables. Templates for different documents are provided at the SharePoint.

Use of .pdf format is also recommended as far the documents are sent for information and with no need / requirement to change, typically so as to reduce the size of the attachment to mails. Especially, all deliverables to the EC shall be provided in .pdf format.

Naming of the files should follow the syntax presented hereafter:

D00_ YYYYMMDDS_ ORGpers.doc

[S = Status of the document W/Q/F,

W = Working | Q = Ready for QA | F = Final after QA]

P00_ YYYYMMDD _ ORGpers_Eventname.ppt = Presentation

Q00_ YYYYMMDD_ ORGpers.doc = Peer review report of deliverable

WP00_m00_ORGpers.doc = Internal WP monthly progress report

WP00_m00_ORGpers.ppt = Presentation of WP status in a meeting

[ORG = short name of the organisation used in the DoW, eg. BSFI, TNO, UoT
pers = initials of the author, e.g mh (Matti Hannus), maj (Mia Ala-Juusela), rd
(Régis Decorme), lm (Leandro Madrazo), mb (Michel Böhms)]

Examples:	Explanation:
D12_20110923W_UCCdb.doc	Working version of deliverable 1.2
P23_20110523_UCCdb_Eventname.ppt	Presentation by Donal Browne, UCC
Q34_20110523_UCCkm.doc	Peer review report of deliverable 3.4 performed by Karsten Menzel, UCC
WP1_m01_UCCkm.doc	Internal WP monthly progress report by Karsten Menzel UCC
WP1_m01_UCCdb.ppt	Presentation of WP1 status in a meeting by Donal Browne, UCC

7.3 SharePoint

UCC has provided a web-based shared workspace to the consortium. The internal website, Campus21 SharePoint is preferred in all communication. It will be used to store all Campus21 related information: contractual documentation, technical deliverables and reports, meetings' documentation, activity reports, conference and journal papers, document templates, etc. (Figure 2).

The project SharePoint is available at: **TBC**

All members of the Campus21 consortium are registered on the Campus21 project server and have at least reader access to all documents.

A project calendar will be maintained in the SharePoint by the CO containing all relevant events of Campus21 such as project meetings, reviews, conferences, and important internal and external events. Such a calendar will allow the Consortium to improve co-ordination of Campus21 related events. In order to enable this co-ordination, partners should inform the CO as soon as possible about relevant events.



Figure 2. A screen shot of the SharePoint.

7.4 Email

Valid email distribution lists will be maintained by the Coordinator and made available to partners in the SharePoint: All, SC, EMB, WP Leaders, each WP and Task. Only relevant

information (and indeed related to the project) should be sent to the appropriate project participants, using the relevant mailing list.

Each mail must contain one topic only. The topic must be clearly expressed in the subject field. Subject field should support filtering by containing:

- Project name: Campus21
- WP number
- Task number (optional)
- Desired action by the receiver(s)
- Deadline, separated from other Subject by “<”

Example (message about WP1 Task 1.1):

Subject: Campus21_11 Send your cost statements < 30 Sep 2011

Send email only:

To: those who need to take an action
 Cc: those who need to know
 Bcc: those who are not needed to participate in discussion

Attachments should be uploaded to SharePoint and a link should be provided in the email body.

Avoid sending large files (> 1 MBytes), use zip, if necessary to send an attachment.

In urgent matters, please alert persons by telephone, SMS message or similar. Don't expect them to be online every day.

7.5 Confidentiality & security

By default all communication and documents in Campus21 are confidential and for internal use only unless otherwise specified.

- All emails that are labelled with “Campus21:” in the subject heading shall be regarded as confidential and shall not be forwarded to others than the original receivers.
- All Campus21 documents shall be treated as confidential unless otherwise explicitly specified.
- The dissemination level shall be marked in all documents. In case of any unclarity, a document is to be regarded as confidential internal information for the consortium only.

7.6 Publication

To ensure a high impact of all project results on the European construction and energy sectors, the Campus21 consortium will dedicate great efforts to a widespread dissemination of results. Therefore, the active publication of Campus21 research results is highly encouraged.

Dissemination activities including but not restricted to publications and presentations are governed by Article II.30 of the Grant Agreement with some additions in CA in section 8.3 (Dissemination).

1. Each beneficiary shall ensure that the foreground of which it has ownership is disseminated as swiftly as possible. If it fails to do so, the Commission may disseminate that foreground.
2. Dissemination activities shall be compatible with the protection of intellectual property rights, confidentiality obligations and the legitimate interests of the owner(s) of the foreground.
...
3. At least 45 days prior notice of any dissemination activity shall be given to the other beneficiaries concerned, including sufficient information concerning the planned dissemination activity and the data envisaged to be disseminated.

CA

Instead of 45 days, the prior notice time shall be 15 days. The time to object commences, when the prior notice is either notified separately to the Parties for instance by email or it is available in the Project's intranet or Project's automated documentation management system.

The Party objecting a publication has to show that its legitimate interests will suffer disproportionately great harm and shall include a request for necessary modifications.

7.7 Presentation

All external presentations request the Coordinator's approval. Request for authorisation has to be submitted to the Coordinator 15 days prior to the presentation. The request must include a copy of the presentation, where and to whom it will be presented. The publication material must be stored in the SharePoint (i.e. "Full Paper" version and presentation material).

Public and review presentations will be based on the official PowerPoint template available in the SharePoint.

8. PERIODIC PROGRESS REPORTS

8.1 Internal progress reporting

In addition to the reports to the Commission, the Coordinator will collect from each WP Leader regular three-monthly activity reports for internal use. The purpose of these reports is to provide regular information to the Consortium 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 internal progress report contains information on the status of the deliverables, milestones, activities (past and future) and possible risks and problems.

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

Templates for WP progress reports and presentations in meetings are provided in the SharePoint. The table below shows a way of presenting the WP progress report.

WP	0 Workpackage title			Reported months
Lead	Some Body ORG			May 2008 (m1)
Deliverables - all during project	Completion	Due	Comments: status, reasons for delays	
D0.1 Deliverable title	0 %	m00		
	0 %	m00		
	0 %	m00		
	0 %	m00		
	0 %	m00		
Milestones – only if overdue		Due	Comments: status, reasons for delays	
M0.1 Milestone title		m00		
Activities performed during the months incl. meetings, dissemination etc.				
Planned activities, meetings etc. for the next months				
Issues, to-do items, problems, concerns				

Figure 3. The three-monthly WP report.

8.2 Reports to the Commission

Below is a summary of all types of reports and deliverables that need to be submitted to the Commission during the lifetime of the project in addition to the technical deliverables that are listed in DoW. (The reporting periods of Campus21 end at m12, m24 and m36.)

Annex II of the GA. Reports and deliverables:

1. The consortium shall submit a **periodic report** to the Commission for each reporting period within 60 days after the end of each respective period. The reporting shall comprise:
 - 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) an explanation of the use of the resources, and
 - c) a financial statement, from each beneficiary together with a summary financial report consolidating the claimed Community contribution of all the beneficiaries in an aggregate form, based on the information provided in Form C (Annex VI) by each beneficiary.
2. The consortium shall submit a **final report** to the Commission within 60 days after the end of the project. The report shall comprise:
 - a) a final publishable summary report covering results, conclusions and socioeconomic impact of the project.
 - b) a report covering the wider societal implications of the project, including gender equality actions, ethical issues, efforts to involve other actors and spread awareness as well as the plan for the use and dissemination of foreground.
3. The coordinator shall submit a **report on the distribution of the Community financial contribution between beneficiaries**. This report must be submitted 30 days after receipt of the final payment.

The consortium shall transmit the reports and other deliverables through the coordinator to the Commission by electronic means. In addition, Form C, must be signed by the authorised person(s) within the beneficiary's organisation, and the certificates on the financial statements and on the methodology must be signed by an authorised person of the auditing entity, and the originals shall be sent to the Commission.

The layout and content of the reports shall conform to the instructions and guidance notes established by the Commission.

At the end of each reporting period, the Commission shall evaluate project reports and deliverables required by the provisions of Annex I and disburse the corresponding payments within 105 days of their receipt unless the time-limit, the payment or the project has been suspended.

Payments shall be made after the Commission's approval of reports and/or deliverables. The absence of a response from the Commission within this time-limit shall not imply its approval. However, the Commission should send a written reply to the consortium in accordance with paragraph 3. The Commission may reject reports and deliverables even after the time-limit for payment. Approval of the reports shall not imply recognition of their regularity or of the authenticity of the declarations and information they contain and do not imply exemption from any audit or review.

Note: A certificate on the financial statements is only required when the amount of the Community financial contribution claimed by a beneficiary under the form of reimbursement of costs is equal to or superior to EUR 375 000.

Guidelines for project reporting are available on the CORDIS web site: http://cordis.europa.eu/fp7/find-doc_en.html, under “Guidance documents”:

Guidance notes on project reporting (PDF) and

- Template for periodic report
- Template for final report

9. LIST OF ACRONYMS

CA	Consortium Agreement
CO	Coordinator
DM	Dissemination Manager
DoW	Description of Work
EC	European Commission
EM	Exploitation Manager
EMB	Exploitation Management Board
GA	Grant Agreement
ICT	Information and Communication Technologies
Campus21	
QA	Quality Assurance
SC	Steering Committee
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

10. REFERENCES

European Commission. 2007. FP7 Grant Agreement - Annex II – General Conditions.

European Commission and Campus21 Consortium. 2008. Description of Work, Annex I to the Campus21 Grant Agreement.

Campus21 Consortium Agreement 2011. The Campus21 Consortium Agreement.

11. APPENDICES

Further information is described in related background documents:

Appendix 1: Three monthly WP report (WP0_m00_ORGpers.doc; available to partners in the SharePoint).

Appendix 2: WP report presentation (WP0_m00_ORGpers.ppt; available to partners in the SharePoint).

Appendix 3: Deliverable Template (D00_YYYYMMDDS_ORGpers.doc; available to partners in the SharePoint).