

Governance structure

Communication flow and methods. Quality plan

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Summary

The aim of this deliverable D.1.1 "*Governance structure, communication flow and methods. Quality Plan*" is to establish a governance structure to the FFW project.

This structure will define roles, responsibilities and activities of the main Consortium Bodies, the different committees, organisations and people, and it will also define the decision rules.

The main elements of the structure are:

1. *General Assembly,*
2. *Steering Committee,*
3. *Project Coordinator together with WP and Task leaders.*
4. *Scientific Committee;*
5. *WP Leader*
6. *Task Leader*

This will enable effective management of the project and will guarantee the high level of the project results and outputs. It is crucial to define general rules of the meetings organisation and ICT solution to the project that will help in the communication process. The paper also contains a list of project documents that need to be generated by the Partners and the Quality Assurance Plan to ensure quality of the deliverables.

Apart from that, the communication flow and methods will be established. Communication flow will be fluent, with the possibility to run it bottom-up and top- down but also leaving open communication between Work Package or even Task leaders in order to ensure transparency and efficiency. The communication methods will be e-mail, phone, fax, videoconferences or meetings when required.

A cooperative working method will be established, using, when possible, the website. Partners will be able to exchange information from the different Work Packages and tasks according to their role and responsibilities.

Legenda:

General Assembly (GA)

Steering Committee (EMT)

Project Coordinator (PC)

Scientific Committee (SC)

Technical Coordinator (TC)

Coordination Team (CT) (PC+TC)

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1. Introduction

The following document is the deliverable D.1.1 *Governance structure, communication flow and methods. Quality Plan*. The paper is a summary of Task

1.1. *Project management* that is a part of Work Package 1 - *Coordination and project management*.

The objective of WP1 is to ensure a sound coordination and management of the project covering technical, administrative, legal and financial issues, and the relation with the EC: **Annex I and the Consortium Agreement. The Consortium Agreement is the prevailing document where general rules and responsibilities of the Beneficiaries and Consortium Bodies are listed.**

2. Governance Structure, Roles and Responsibilities

2.1 Project organisation and management

The governance structure has been created for the effective project direction and management; The **Project Coordination** (PC) is taken care by the Consiglio Nazionale delle Ricerche (ISAFoM_CNR) assisted by the **Technical Coordinator** (TC) that is Vertech-Group (VTG).

The work was divided into 7 Work Packages. Table shows the Work Packages list, its leaders and the duration of the project.

Table 1 Work Packages List

WP N 1	Work package title	Type of activity 2	Short participant Name 3	Start month 5	End month 6
WP1	Coordination and project management	MGT	Isafom	1	36
WP2	Olive waste availability. Physical pretreatment	RTD	Isafom	1	15
WP3	Chemical pretreatment technology	RTD	Fhg	2	24
WP4	Development of technical solutions for SNG-diesel production	RTD	KTH	3	34
WP5	Industrial application of the FFW system	DEMO	Soil	13	32
WP6	Life cycle assessment and legislative framework	RTD	VTG	7	34
WP7	Business models, exploitation and dissemination	Other	Solintel	1	36

The project has adopted a management structure that takes into account the complexity that supposes the FFW project:

A) ISAFoM (CNR) is stated as project coordinator, because it is the official coordinator appointed for communication with the European Commission

B) Vertech Group will assist ISAFoM receiving and managing the technical information.

2.2. Main boards: Governance Structure, Roles and Responsibilities

2.2.1 General Assembly (GA)

Is the high-level management body of the FFW project in which all participants are represented. GA is chaired by Project Coordinator (ISAFoM).

The GA shall decide about:

- Alteration of Consortium Agreement, Annex I and Consortium budget,
- Entry or withdraw of any Party from the Consortium,
- Suspension or termination of the project,
- Modification of the management structure,
- Modification of the coordinator

The GA assumes overall responsibility for liaison among the parties in relation to the project, for analysing and approving the results, for proper administration of the project and for implementation of the provisions contained in the Consortium Agreement.

All the decisions that can be taken by GA are described in details CA in section 6.3.1.2 *Decisions* of Consortium Agreement. The General Assembly will rely on the Steering Committee, which will execute the GA decisions.

2.2.2 . Executive Bodies

Project Coordinator (PC) (ISAFoM) is responsible of the day- by-day project management from the financial/administrative/legal point of view, supported by (VTG) working for the technical part (together PC and TC are named **Coordination Team (CT)**).

The role and responsibilities of PC are described in section 6.4 *Coordinator* of the Consortium Agreement.

Technical Coordinator (T C) will work on:

Proposition of communication flow and methods,

Chairing the Steering Committee, preparing the agenda of the Steering Committee and the minutes and monitoring the implementation of the taken decisions,

Assisting the project manager in preparing the agenda and the minutes of the General Assembly

Proposition of the overall project work plan and overseeing S/T reports,

overseeing the awareness, dissemination and training plans and their deployment,

Day-by-day project management,

Proposition of a Quality Assurance Plan and overseeing the appraisal of technological risks related contingency plans.

The **Technical Coordinator (TC)**, with the help of Scientific Committee will also take care of:

Day-to-day technical coordination and ensure communication flows among WP leaders,

Address incidents on the work progress and any relevant change in the work plan,

Monitor compliance by the project partners with their (technical) obligations,

Summarise (technical) progress of the project during/after project meetings,

Review of the technical and scientific reports and deliverables.

Collection, review and pass through to PC reports and other deliverables.

A Scientific Committee (SC)

The Scientific Committee composed by the representatives of the Scientific Organisations taking part to the Consortium. The Committee will be in charge of giving advice on specific scientific issues raised by the project and it will be in charge analysis of the possible technical queries.

Scientific Committee shall:

- Monitor the project progress and review the achievements;
- Review the technical and scientific reports and deliverables;
- Support WP leaders if difficulties arises;
- Scientific Committee shall refer its assessments to both the Project Coordinator and the Technical Coordinator.

About meetings, decisions and other internal issues, Scientific Committee shall follow the same rules already stated for the Steering Committee in the Consortium Agreement

Steering Committee (EMT).

The Steering Committee composed by the WP leaders and the PC will be in charge of presenting possible solutions to issues that could emerge during the project execution, possible amendments to the DoW, etc. and present them to the General Assembly.

The Steering Committee (EMT), as already foreseen in the Consortium Agreement, shall:

Coordinate and manage Work Packages;

Propose the management structure and establish communication flow and methods;

Propose to the General Assembly the approval of the overall project work plan, budget, S/T reports and financial reports;

Propose to the General Assembly the Approval of the implementation plans and their associated financial plans;

Support the PC in the preparation of meetings and deliverables for EC ensuring their relevance;

Monitor the progress of the project and revision of the achievements;

Propose to the General Assembly the Approval of Quality Assurance Plan and of the appraisal of financial, legal and administrative plans;

Define technological risks and related contingency plans;

Approve networking activities with other European related projects and initiatives from (NMP, Transport) Eureka, EIRO forum and COST.

Provide strategic guidance to ensure the relevance of of the deliverables according to 2.1.2. of the DoW after getting by the Scientific Committee Review.

Also, it is aimed to provide strategic guidance to the project activities and to ensure the relevance of the deliverables. The EMT is responsible for the project supervision and executive activities

The main responsibilities of the EMT are:

Coordination and organization of Work Packages;

Proposition of the management structure and establishment of communication flow and methods;

Proposing to the General Assembly the approval of the overall project work plan, budget, S/T reports and financial reports;

Proposing to the General Assembly the Approval of the implementation plans and their associated financial plans;

Supporting the PC in the preparation of meetings and deliverables for EC;

Monitoring the progress of the project and revision of the achievements;

Propose to the General Assembly the Approval of Quality Assurance Plan and the appraisal of financial, legal and administrative plans;

Definition of technological risks and related contingency plans.

Provide strategic guidance to ensure the relevance of the deliverables

2.2.3. WP leader

WP leaders are responsible for managing the tasks grouped in the WP. They must report to the **Coordination Team (CT)** ensuring the fulfillment of their duties from the scientific point of view.

- 1) WP Leaders will be in charge of the detailed co-ordination, planning, monitoring and reporting of their individual Work Package
- 2) They will be responsible for reporting their WP status to the Steering Committee
- 3) Each WP Leader will be able to identify which tasks of their responsibility have been advanced or delayed.

2.2.4 Task Leader

Task leaders are specific partners responsible of the task in the Work Package. The role and responsibility for Task Leader are the same as the WP Leader at Task level: the detailed co- ordination, planning, monitoring, and reporting of their individual Task. Furthermore, they are entitled to ensure the fulfillment of the task and reporting to the WP Leader, assisting Task Leaders in the activities and budgetary control.

2.3 Decision making

The Project Coordinator is responsible for collecting all the queries from the General Assembly.

Voting can also be exercised by the means of electronic communication (e-mail). The decision making process is described in CA in section 6.2.3 Voting and quorum of CA.

All decisions related to the project results (presentation, publication or exploitation outside the initial plan) are made on the basis of the decision of the GA (all consortium members).

The EMT will not deliberate and decide validly unless three quarters (3/4) of the Parties are present or represented by proxy. The SC shall take decisions by a majority of 2/3 of the votes.

All the topics to be discussed will be formally specified in the agenda of the meetings, so the PC must be informed of them previously, at least ten calendar days before the date of the meeting.

2.4. Reporting

There will be internal regular project progress reports every 6 months, from the WP leader to the CT, which will contain the detailed progress of the project and the plan for the next reporting period.

Internal regular progress reports will be also issued every 6 months on financial/administrative issues. Every partner will send those to the Project Coordinator for her to keep track of the administrative and financial course of the project. She will produce an internal summary and administrative/financial report every 6 months based on the previous information and present it to the CT.

The deliverables will flow from the Task leader to the WP leader and to the CT for internal approval as a quality mean of verification. Audit certificates will be also reported. Deliverables will be sent to the EC according to the delivery month.

3. Meetings

3.1 General rules

The consortium will hold meetings every six months. In those meetings, the progress of the Project activities will be shown and monitor. In addition to this, six month reports will be gathered from WP leaders, but just containing a very concrete summary of the work done during the last period of the report.

Technical meetings (Scientific Committee meetings) will be held as necessary, mainly in a virtual basis (e.g. Skype or Weebex meetings).

For the General rules, Meeting Invitation, Meeting Minute, Events & Conferences please see section 6.2.2. of the Consortium Agreement

4. ICT support to the project

This section relates to the organisational aspects of ICT usage and support for communication and information spread within in the Consortium in the course of the project.

4.1 Project server/ Software tools / document formats

Project website will present an overview of the objectives, the partnership and the activities proposed within FFW.

A portal project will be created for external participants to be able to consult issues related to the FFW project and also for FFW members to share information and upload files.

With public and private areas and links to related/relevant websites regarding related organisations, publications, projects and events.

A private area has been defined on portal project designed for members of the consortium. To access to this private area it is necessary to register to the system.

At the end of the registering process, a notification is sent to the web administrator to verify the data introduced by the user and the registration form can be accepted or denied by Admin.

Once the user account is created, a notification via email is sent to the user with the user and the password.

A repository will be available as file store implementation where members can download and upload files.

There will be three main folders for different types of files such as:

- Deliverables**, to store the final documents related to the project. There will be different sub-folders corresponding to each Work Package of the project.
- Other**: papers, articles, any documentation that is important or interesting for the members of the project.

The private part will also be used as a collaborative working space for developing the project.

All members of the FFW consortium will be registered on the project server and have access to related project documents

The European Commission and the Project Technical Assistant (if necessary) will have access to the project server with open access to the approved deliverables and public information.

4.1.2 Storage of documents

Documents such as Deliverables and any other kind of document to be developed under the framework of the project shall be stored within the FFW project website, either in the internal or the public area

4.2 Electronic communications

Electronic mail is used extensively by the partners to communicate and exchange documents with each other (list of project participants and, one mailing list will be elaborated for each Governance Committee).

4.2.1 Guidelines for Effective Electronic Communication

To reduce the information exchange effort, project information will be exchanged by use of electronic communications. The intention of the guidelines below is to help make efficient use of electronic communications (e.g. by e-mail) in the project, in order to:

- Ensure that all partners get the information they need in a timely manner,
- Avoid e-mail spamming and information overload,
- Minimise travelling costs.

*Note: to allow some flexibility, however, only the rules in **bold** are mandatory.*

4.2.2 General rules

Only relevant information (and indeed related to the FFW project) is sent to the appropriate project participants, using the relevant mailing list.

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

The project acronym (FFW) followed by **INFO** (no action needed) or **ACTION** (action needed),

The WP-number, preceded with a hyphen **WP**

The required action,

The deadline, preceded with the character **+**

Examples of a subject field:

[FFW] ACTION_6 Fill in the first set of templates for LCA < 3 July 2013.

[FFW] INFO Success in 1st review!

Each mail must contain one topic only if it is possible. The topic must be clearly expressed in the subject field.

If it is not practical to separate multiple topics, then the different topics in the e-mail must be separated by clear heading

If the mail is long (more than can be seen on a screen) then it should start with a list of contained topics at the beginning.

Communication of relevance to a particular group (such as comments and votes) will be given as group replies so as to give all group members the opportunity to

receive a clear view of every partner's opinion, in an effort to speed up and harmonise the agreement process;

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

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

4.3 Technical Deliverables

A deliverable template will be available from the project server. This template is to be used for all technical deliverables. Different templates will be also available for non-technical reports.

The title page contains the information required for the identification of the document including its status, editor(s) and contributors, the companies they belong to, version and date. For official deliverables, the title page must contain the name of the deliverable as defined in the Annex I (DoW) to the Contract (Grant Agreement).

4.3.1 Quality assurance procedure

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

Once agreement for delivery is obtained by the responsible Participant, the PC shall be responsible for the distribution of the Deliverable in agreement to specifications laid down within the List of Deliverables as defined in Annex I to the DoW, and specifically as defined under the item "Dissemination Level", which shall be distinguished between:

PU: Public

PP: Restricted to other program participants (including the Commission Services),

RE: Restricted to a group of specified by the consortium (including the Commission Services),

CO: Confidential, only for member of the consortium (including the Commission Services).

Deliverables shall be put at the disposal of the Consortium through the internal area of the FFW project website providing restricted access to the Consortium solely, as well as put at public disposal through the public area of the FFW project website, thus providing public access.

Deliverables shall be numbered according to the List of Deliverables as specified within Annex I, i.e. D.X.Y with X representing the number of the relevant Work Package and Y representing the progressive number of the Deliverable item to be submitted within a specific Work Package.

4.4 Project Reports

4.4.1 Activity Reports

Please see Point 2.4 Reporting of this document.

4.4.2 Periodic and final report

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

1st reporting period: from Month 1 to Month 18;

2nd reporting period: from month 19 to month 36 (final of the project).

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

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

The periodic report comprises:

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 the work expected to be carried out in accordance with Annex I and the one actually carried out,

An explanation of the use of the resources, and:

A Financial Statement (Form C . Annex VI of the Grant Agreement) from each beneficiary and each third party, if applicable, together with a summary financial report consolidating the claimed Community contribution of all the beneficiaries (and third parties) in an aggregate form, based on the information provided in Form C by each beneficiary.

Certificates should accompany financial statements, when this is appropriate according with Annex II Article II.4.4 of the Grant Agreement.

This final report shall comprise:

A final publishable summary report covering results, conclusions and socio-economic impact of the project.

A report covering the wider societal implications of the project, in the form of a questionnaire, including gender equality actions, ethical issues, efforts to involve other actors and to spread awareness, as well as the plan for the use and dissemination of foreground.

4.4.3 PowerPoint Template

Public and review presentations will be based on the official PowerPoint template available on the project server

4.4.4 Other templates

It has been prepared a meeting agenda template and of meeting agenda and minutes. This to facilitate decision-making process transparency.

There will also be templates for the six-monthly reports, from the administrative and technical points of view.

4.4.5 Use of the project logo

A project logo has been created at the beginning of the project in order to define a project identity, thus clearly identifying any kind of internal or public document such as deliverables, reports, internal communications, publications, project fact sheet, and any other kind of document within the framework of the project.

The project logo shall be used in the following cases:

In all documents developed under the framework of the FFW project, and in particular in documents to be submitted to the EC such as deliverables, project slides, project fact sheet, etc.;

In PowerPoint presentations to be used for Communication and Dissemination activities to be carried out by each Participant under the framework of the FFW project;
In the FFW project website, and in websites of the Participants with a link to the FFW project website.

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

5. Quality Assurance Plan

The Quality Assurance Plan has a function of an operational manual for the consortium, identifying an unambiguous and appropriate workflow between consortium partners and the various roles, designed for the project. The PC of the project is responsible for developing and updating the QAP with the support of the TC.

5.1 Quality Assurance Procedures

This part of QAP primarily addresses the assurance of the Scientific and Technical and RTD-related quality of results as well as the overall integrity of the FFW approach.

5.1.1 Release deliverable for Quality Check

The quality assurance procedure for the project deliverables is detailed below:

The deliverables will be duly prepared by the responsible partner with the support of all the involved partners that contributed in the development of the reported work: When the Task team completes the deliverable the Work Package leader shall do the following:

- Check that the deliverable fulfils the assessment criteria in the latest version of the Annex 1 (DoW),

- Check that each partner's contribution is clearly indicated and is balanced with the allocated resources,

- Mark any late contribution as ~~missing~~ indicating clearly the responsible partner's name. Note: Do not delay the release if some partner contributions are late!

- Update the deliverable in the Task folder of the intranet.

- Inform by e-mail the CT.

The deliverables will be duly prepared by the responsible partner with the support of all the involved partners that contributed in the development of the reported work.

Once the deliverable is ready, it will be sent to the CT who will share it to the SC. The SC will provide their comments, additions, questions, etc. Scientific Committee has 5 days to check the deliverables.

The responsible partner will have 2 day for improving their deliverables according to SC comments to the deliverable and the final version will be sent to the EMT.

The EMT will have 3 more days to approve the sending deliverable

The EMT will assure it and send it to the Project Officer (PO) through the electronic platform.

The PO will evaluate the deliverables during the ~~9~~ Official Revisions+of the project. If the PO accepts it, the deliverable will be officially approved by the European Commission (EC). If the submitted deliverable is not approved by the PO, the responsible partner will be informed, and a resubmission date will be agreed together with the PO.

5.1.2. Records of deliverables status

CT maintains records of deliverables (deliverable number, name, partner in charge, due date, date when submitted). The Project Coordinator reminds the WP leader one month and one week before the due date.

CT keeps up-to-date records of the status of all deliverables that are due within the next 6 months.

5.1.3. Submission to the EC

The CP will package and send the deliverables that have been endorsed by the EMT.

List of the deliverables is included in the AI (DoW)

5.1.4. Risks and contingency plan

Table 2 describes the identified risks and the planned contingencies.

Table 2 Risk and contingency plans

	Identified risk	Contingency plan
Management	Losing critical staff or partners at crucial point of the project	The consortium has enough diversity and expertise to replace them by other qualified people in principle within the same organisation or within the consortium. Last stand; include a new partner with the required expertise.

	Disagreement among Consortium partners	The Project Coordinator is the responsible for solving conflicts during the project.
	Unexpected delay achieving Milestones	The risk will be avoided by WP leaders that will monitor WP partner`s progress to detect any delay at early stage.
	Communication problems among partners	The Project Coordinator is the responsible for solving communication problems, establishing communication flows and methods and calling to bilateral meetings if necessary.
D e v	Availability of other/new technologies that may make parts of the project obsolete	Project SC and EMT monitors other technologies addressing similar problems. Adopt alternative technologies, when possible, replacing previous assumptions and project conceptual scenarios.
	Critical components of the FFW system does not fulfill with the expected requirements.	Partial technological development checkpoints will be established in order to detect failures at an early stage and implement appropriate corrections. Alternative solutions, at component level, will be monitored to assure the whole FFW correct development.
	Developed tools and software components fail or have limited functionality	There is a balance between existing tools and those to be developed. Functionalities are ranked by priority.
	The integration of the whole FFW system could create incompatibilities and do not reflect expected results.	The different FFW components will be evaluated separately to assure that they accomplish with their expected results. All components of the FFW system will be developed based in the same conceptual model in order to avoid incompatibilities.
D e m o n s t r a t i o n	The demonstration scenario must be changed due to external factors	The Steering Committee decides about other possible demonstration scenarios considering partners` propositions. In case that there is not any possibility the SC will distribute the allocated budget accordingly.
F i n a n c i n g	Overestimation of workload. Budget not utilized.	Monitoring of the work and reallocation of resources in other WPs where necessary.
	Assignment of anticipated new tasks required resources	Re-planning across activities by the Scientific and Technical Coordinator.

6. Miscellaneous

6.1 Project Publications

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

Provisions are made to provide Project Coordinator, consistency and quality of publications for the benefit of the project's reputation. A second purpose is to give visibility within the project to any public relation activities of the partners.

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

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

The publication material must be stored on the project server (i.e. ~~Full Paper~~ version and presentation material).

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

6.1.1 Scientific Publications

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

Acknowledgements

The result presented in this paper is part of the FFW project (www.fuelfromwaste.eu) co-founded by the European Commission in 7th FP, GA No: 308.733+

6.1.2 Press Releases and other media contacts

All partners can send out press releases on their own markets, with mention to the FFW project and that it is co-founded by the European Commission. Example:

The result presented in this paper is part of the FFW project (www.fuelfromwaste.eu) co-founded by the European Commission in the 7th Framework Programme, with Grant Agreement No: 308.733".

For all other public project related communication, use the FFW logo and design. Design manuals and templates are available. When it comes to IPR, remember that all publication must follow the Grant Agreement and the Consortium Agreement.

When it is planned press release, it is required to notify the PC first.

7. Conclusions

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