XPRESS

Deliverable 6.1

Management and Quality Plan

Management and Quality Plan

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Leader	APRE
Authors	Riccardo Coletta

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Contributors

Name	Organisation
Paola Zerilli	UoY
Arash Kordestani	LNU
Szabolcs Jakab	LOBA

Peer Reviews

Name	Organisation
Paola Zerilli	UoY

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List of abbreviations and acronym

Abbreviation, Acronym	Description
APRE	Agenzia per la Promozione della Ricerca Europea (project coordinator)
CA	Consortium Agreement
CAE	Climate Alliance – Klima Buendnis –Alianza del Clima e V. (project partner)
CAI	Alleanza per il Clima Italia (project partner)
CIRCE	Fundacion CIRCE centro de investigación de recursos y consumos energeticos (project partner)
DIW	Deutsches instiut fur wirtschaftsforschung DIW (project partner)
Dx.x	Deliverable x.x
eAMBIENTE	eAMBIENTE srl (project partner)
EC	European Commission
EGC	European Green Cities APS (project partner)
ELE	Element Energy Limited (project partner)
EURADA	Association Europeenne des Agences de Developpement (project partner)
GA	Grant Agreement
GC	General Committee
INSME	Rete Internazionale per le Piccole e Medie Imprese (project partner)
KPI	Key Performance Indicator
LNU	Linneuniversitetet (project partner)
LOBA	GLOBAZ S.A. (project partner)
MQP	Management and Quality Plan
NTNU	Norges Teknisk- Naturvitenskapelige universitet NTNU (project partner)
OV	Officinae Verdi Group s.p.a. (project partner)

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Abbreviation, Acronym	Description
PC	Project Coordinator
PM	Project meeting
PO	Project Officer
SAB	Specialist Advisory Board
SZZ	Slovensky Zivnostensky Zvaz (project partner)
TL	Task Leader
UoY	University of York
WP	Work package
WPL	Work Package Leader

Executive summary

This document establishes the Management and Quality Plan (MQP) for the XPRESS project. It has been implemented by the project coordinator APRE and has been written in the framework of WP6 - Project management. This document represents deliverable 6.1 (D6.1).

D6.1 is a collection of instructions and decisions regarding the project management and administration as well as the quality management of the XPRESS project. Its intention is to provide useful information to all project partners about the procedures that will be followed during the project execution for communication and reporting purposes.

The terms and provisions of the EU Grant Agreement (and its annexes) and the XPRESS Consortium Agreement will prevail in the event of any inconsistencies with recommendations and guidelines defined in the present handbook.

1.   Introduction

The main objectives of the MQP are:

- First, it acts as a reference source for all XPRESS consortium members, covering many of the day-to-day activities and providing links to further information where required.

- Secondly, it aims to standardise various procedures and elements of the project e.g. project reports, deliverable submission etc. to ensure a smooth implementation and in-time completion of the activities foreseen.

The MQP provides an overview of the management structure and also the roles and responsibilities of the partners and defines the procedures for progress monitoring, quality assurance as well as risk and project management.

Compliance with the MQP is obligatory for all partners of the XPRESS project. The MQP complements and does not replace the Grant Agreement (GA) signed with the European Commission (EC), including its Annexes as well as the Consortium Agreement (CA) of the XPRESS project.

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2.   Management structure

The project consortium has been carefully composed to provide expertise in various fields. Section 2 describes the governing bodies in charge of all project management activities within and the consortium, aiming at the correct and successful implementation of the project.

Figure 1: Management structure of the XPRESS project

2.1   Project coordinator

The Project Coordinator (PC) has the overall technical, administrative and financial responsibility for the organisation, planning and controlling of the XPRESS project. As the PC, APRE will manage the project and will also ensure the proper handling of all financial resources. Besides, APRE provides a reliable and fast flow of information and project documentation between the project consortium and the EC.

The PC´s management activities include:

- ✓ Administrative project management and submission of deliverables.

- ✓ Financial management and project reporting.

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✓ Quality and risk management (e.g. monitoring of the project's progress and activities and deciding on any actions necessary to correct potential deviations from the plan).

✓ Communication with the EC, acting as an intermediary.

Name	Mail address	Phone
Mr. Riccardo Coletta	coletta@apre.it	+39 06 48939993
Mrs. Silvia Valentini	valentini@apre.it	+39 06 48939993
Mrs. Chiara Pocaterra	pocaterra@apre.it	+39 06 48939993

Table 1: Contact details of the XPRESS coordination team

2.2   Scientific Coordinator

The Scientific Coordinator, Dr. Paola Zerilli of the UoY will check and review the quality of all the deliverables.

2.3   Work Package Leader

The project has been structured into six main work packages (WPs). Each of the WPs is managed by one project partner with high expertise in the respective WP area (see Table 2).

The Work Package Leaders (WPLs) are responsible for the detailed coordination, planning, monitoring and reporting of their WPs and tasks as well as for the coordination of the WP tasks with other WPs. They coordinate the partners collaborating under their respective WPs to ensure the quality of the executed work. The WPLs are also responsible for: (1) resolving day-to-day administrative, technical and resource issues within their WP, (2) disseminating information relating to all aspects of the work to the other WPLs to ensure a smooth coordination of the WP activities and (3) reporting to the upper levels of project management (i.e. the PC and Steering Committee). In case of unexpected outcomes or difficulties arising within a WP, the WPL will inform the PC in time. If no solution can be found, the General Committee (GC) will be involved.

Table 2: Overview of the XPRESS WPLs

WP	WPL	With contributions from
1 – Creation of the Framework: stakeholders engagement and policy co-creation	APRE	All project partners
2 – XPRESS Platform building and initial data collection	CIRCE	All project partners
3 – Analysis of barriers to investments in renewables and possible solutions	UoY	All project partners
4 – Assessment of environmental, socio-economic impact of RES innovations	eAMBIENTE	All project partners
5 – Dissemination and communication	LOBA	All project partners
6 – Project Management	APRE	-

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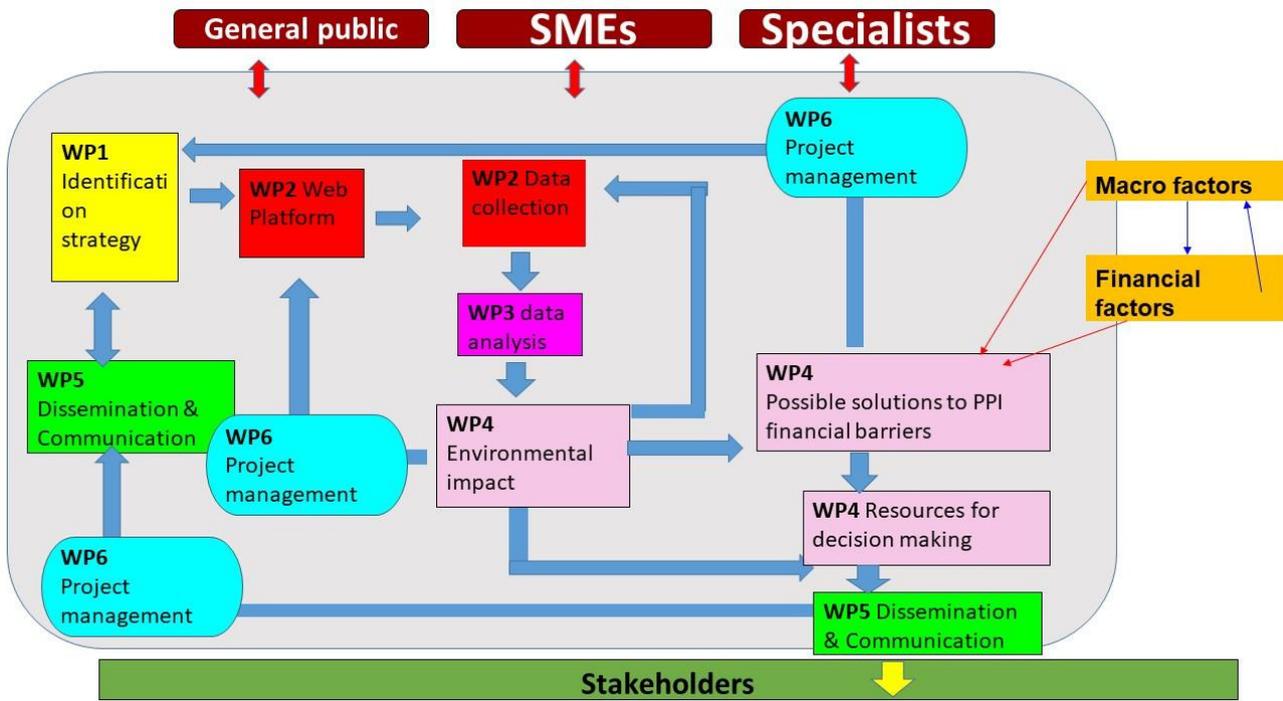info@xpress-h2020.eu
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Table 3: XPRESS WPs structure

2.4   Task Leader

Each WP is divided into several tasks of which every task is managed by one project partner – the Task Leader (TL) (see Table 3). They ensure a successful and timely implementation of the respective task and its deliverables. In case of unexpected outcomes or difficulties arising within their task, the TL will inform the responsible WPL as well as the PC. If no solution can be found, the SC (see **Errore. L'origine riferimento non è stata trovata.**) will be involved.

Task No.	Task title	WP	Task leader
1.1	Co-creation workshops for mapping needs and ideas of the innovative SMEs and local authorities	1	APRE
1.2	Stakeholders Cafè		EGC
1.3	Policy co-creation workshops and case studies		DIW
2.1	XPRESS Interactive Portal set up and maintenance	2	LOBA
2.2	Data Collection and Organization		UoY
2.3	Design, fine tuning and initial data collection of RES Survey (RESS) from Innovative SMEs and local authorities		CIRCE

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2.4	Data gathering from the good practice examples		EA
3.1	Analysis of the barriers to investments in innovations in RES		NTNU
3.2	Multivariate Statistical Analysis	3	DIW
3.3	Assessment of how RES demand and LCA-costs affect SMEs financial constraints		LNU
3.4	Analysis of barriers to investments in renewables and possible solutions		DIW
4.1	Framework definition		ELE
4.2	Environmental assessment		EA
4.3	Cost Analysis	4	EA
4.4	Social Analysis		EA
4.5	Ecodesign & Good Practise		EA
5.1	Strategic Dissemination and Communication Plan		LOBA
5.2	Dissemination and Communication Activities	5	LOBA
5.3	Development of XPRESS communication materials		LOBA
6.1	Quality and Administrative Management		APRE
6.2	XPRESS Project management		APRE
6.3	Ethical, Data and Risk Management	6	APRE
6.4	Advisory Board		APRE
6.5	Interaction with the EC		APRE

Table 2: Overview of the XPRESS task leaders

2.5   General Committee

The SC consists of one senior management official from each partner organisation and the PC. It is the ultimate decision-making body of the XPRESS consortium as well as a problem solving entity. Hence, it will cover possible issues of intellectual property rights evolving and address problem-solving strategies to calm down internal disputes, if necessary. The procedures for decision-making are described in detail in the CA.

Table 4: XPRESS Steering Committee members

Partner organisation	Name	E-Mail address
APRE	Riccardo Coletta	coletta@apre.it
UoY	Paola Zerilli	paola.zerilli@york.ac.uk

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CIRCE	Maria Dolores Mainar Toledo	mdmainar@fcirce.es
LOBA	Pietro Rigonat	pietro@loba.pt
eAMBIENTE	Michele Paleari	m.paleari@eambientegroup.com

3.   Project coordination

3.1   Internal communication

Internal day-to-day communication will mainly be done via e-mail, telephone or web-conference calls. Close collaboration and communication between project partners is essential, especially in cases where they have to cooperate in order to perform specific tasks of the project.

To make the internal communication as easy as possible, a mailing list have been established by the PC and will be addressed in the following sections:

3.1.1   Mailing list

LOBA has created a project related mailing list - consortium@xpress-h2020.eu - which bundles the e-mail addresses of all project partners and is based upon a "contact list" which was reviewed by all partners at the beginning of the project. If someone writes an e-mail to consortium@xpress-h2020.eu, every project partner will receive this e-mail and its contents.

The PC is responsible for the maintenance of the mailing list. Therefore, upcoming changes in e-mail addresses or personnel changes have to be communicated in advance to APRE in order to ensure an effective and successful communication between all members of the XPRESS consortium. The mailing list will be reviewed and updated during every project meeting.

3.2   Communication with the European Commission

The PC is the sole responsible for the communication with the Project Officer (PO) of the EC with respect to the project. Project partners should not contact the PO. Only in exceptional cases, and if the PO requires so, may a project partner contact the PO directly. In this case, the PC is kept fully informed (in written form) about the content of the communication.

The PC has the responsibility of submitting all reports and deliverables of the project to the EC. The PC also provides any additional information and / or clarification (that have been requested by the PO) to the EC. Finally, the PC keeps all partners informed about any important communication with the EC.

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3.3   Document management

This section describes present processes to be used for document management and exchange between the project partners with the aim of ensuring confidentiality, security, traceability, and consistency.

3.3.1   Document repository: Google Drive

All project partners have access to Google Drive folder through a specific invitation, which was sent to all XPRESS project partners at the beginning of the project.
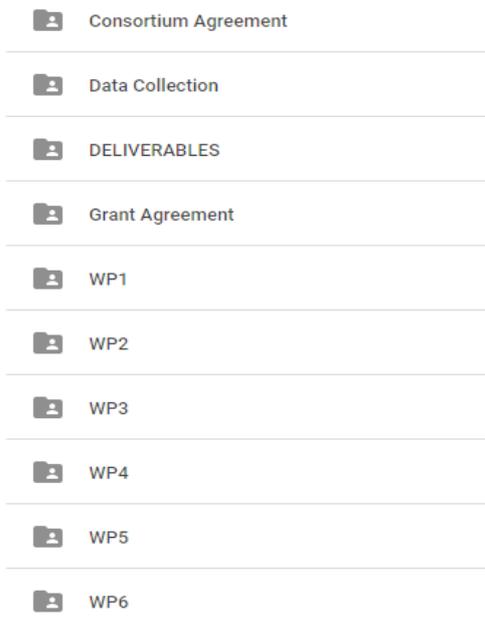

Figure 2: XPRESS Drive structure

The PC is responsible for the overall maintenance of this document repository as well as for the upload of documents. In addition, every WPL is obligated to take care of "their" respective WP folders (with respect to topicality and possible duplications). Inconsistencies should be communicated to APRE (see Table 1). Important documents such as the GA, CA and all final deliverables can be found on Drive.

3.3.2   Documents to be produced in the scope of the project

3.3.2.1 Deliverables

During the lifetime of the XPRESS project, different types of deliverables will be developed: "Report", "Other" and "Ethics". For these deliverables there are different levels of dissemination: deliverables can either be confidential or open to the public. The meaning of the different terms is described in the GA. These specifications have to be indicated in every deliverable. References - if used - and an appropriate history of revisions are also mandatory.

A deliverable template, which contains the before-mentioned specifications and other important components, can be found on the Drive (under "Deliverables Final versions") and should be used as the foundation for every deliverable.

3.3.2.1 Meeting agendas and minutes

Meeting agendas - if available - will be uploaded to the Drive (under "WP6" > "Meetings") and are for internal use only - unless otherwise agreed upon.

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Official meeting minutes will be prepared for the monthly consortium calls (see 3.4.1.2) and physical project meetings (see 0) only. Final meeting minutes will be uploaded by the PC to the corresponding folder on Drive (under "WP6 > "Meetings") and are for internal use only - unless otherwise agreed upon.

3.4 Meetings

There are two types of meetings within the framework of the XPRESS project - namely Consortium and General Committee meetings which can be further categorised into two types:

- physical meetings (e.g. project meetings) and
- teleconference calls

These meetings are subject to basic regulations, which are explained in the upcoming subsections.

A meeting calendar will be updated regularly by the PC. This will help to keep an overview of the scheduled meetings and to plan meetings with foresight.

3.4.1 Consortium meetings

Consortium meetings are internal plenary meetings at which a representative of each project partner's organisation with

a. decision-making power and

b. appropriate knowledge about the XPRESS project

has to be present. This is to ensure (1) an effective working procedure and (2) the successful implementation of the XPRESS project.

3.4.1.1 Project meetings

The XPRESS consortium plans to convene every six months, ideally in conjunction with a relevant activity and/or XPRESS event. In total, seven project meetings (PM) will take place during the lifetime of the project (see Table 5) in order to

- ✓ monitor progress.
- ✓ decide on the course of action.
- ✓ encourage partner interactions.
- ✓ exchange important pieces of technical and strategic information.

At all PMs, the progress of the project - as reported by the WPLs and TLs - and the outlook for exploitation of the results will be critically reviewed and compared to the planning described in the GA. Consequently, a change in the work plan may be proposed in order to ensure the success of the project.

The PC acts as the chairperson of every PM and will be responsible for the moderation and follow-up activities. APRE prepares a meeting agenda and sends it to all project partners no later than 15 calendar days before the General Committee and 7 calendar days before the WPL meetings. If required, APRE also supports the hosting project partner in charge of the on-site organisation (see Table 5).

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The follow-up includes the drafting of the meeting minutes, which will function as formal records of all decisions taken during the meetings. APRE will send a draft version of the meeting minutes to all project partners within 15 calendar days. The minutes are considered as accepted if – within 15 calendar days from sending – no project partner has sent an objection to APRE. Once accepted, the minutes will be shared via e-mail and on the Drive (see 3.3.1).

Meeting	Date	Location	Hosting partner
1st PM: Kick-off	M1 = 19. September 2019	Brussel, Belgium	EURADA
2nd PM	M6 = February 2020	TBD	TBD
3rd PM	M12 = September 2020	Zaragoza, Spain	CIRCE
4th PM GC	M18 = February 2021	TBD	TBD
5th PM	M24 = September 2021	TBD	TBD
6th PM	M30 = February 2022	TBD	TBD
7th PM GC	M36 = July 2022	TBD	TBD

Table 3: Overview of XPRESS project meetings

3.4.1.2 Consortium conference calls

To assure a good communication flow during the project implementation as well as a successful transfer of results and synergies between all WPs and tasks, a WPL call will be organised by APRE every month via skype.

During these calls, the WPLs and eventually the TLs will give short updates on their day-to-day activities and results to all project partners. Upcoming events and opportunities as well as management issues will be jointly discussed. These monthly meetings keep all partners fully informed about the project status, future developments and other important upcoming issues.

The PC acts as the chairperson of every consortium call and will be responsible for the moderation and follow-up activities. APRE prepares a meeting agenda and sends it to all project partners no later than seven calendar days before the meeting.

The follow-up includes the drafting of the meeting minutes, which will function as formal records of all decisions taken during the meetings. APRE will send a draft version of the meeting minutes to all project partners within 15 calendar days. The minutes are considered as accepted if – within 15 calendar days from sending – no project partner has sent an objection to APRE. Once accepted, the minutes will be shared via e-mail and on Drive (see 3.3.1).

4.   Quality management

The XPRESS consortium management perspective is result-oriented. Therefore, the success of the project will be measured by the degree to which its objectives have been met. The quality assurance methodology will follow the chronological order of the WPs and will be based on their measurable results: the deliverables and Key Performance Indicators (KPIs) described in the GA.

Quality assurance and control measures will ensure that the project remains consistent during its lifetime and that the results of XPRESS are of a continuous high level of quality.

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4.1   Quality standards

The quality approach proposed is based on several quality standards: The ones applying to the development of the XPRESS project are presented in the next figure:
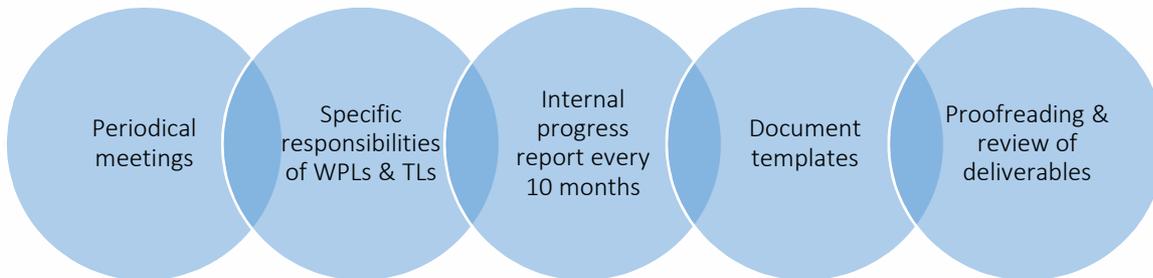

Figure 3: Quality standards

Each of the points mentioned in Figure 3: Quality standards are described below:

✓ Periodical meetings were established in order to coordinate, implement and review the different project activities throughout the course of the project:

 o PMs with the WPL, TL (every 18 months -3 meetings- with the whole consortium) every 6 months to compare and review (1) the progress of the project as reported by the responsible WPLs and TLs, and (2) the outlook for the exploitation of results (see 0).

 o Monthly conference calls with the WPL and eventually TL to assure a good communication flow during the project implementation as well as a successful transfer of results and synergies between all WPs and tasks (see 0).

✓ For all project activities, there are specific responsible partners – the WPLs and TLs - who implement and coordinate them in a leading manner.

 o The WPL is responsible for the detailed coordination, planning, monitoring and reporting of the respective WP and its tasks, as well as for the coordination of WP tasks with other WPs (see 2.2);

 o The task leader ensures a successful implementation of the respective task with the support of specific project partners (see 2.3).

✓ The internal progress report will be prepared by each project partner and sent to the project coordinator every ten months (see 6.1). These progress reports are internal documents to monitor the project workflow and use of resources and allow for an early identification of potential problems and act as an early-warning-system.

✓ Unified templates - such as the deliverable template, progress report template or risk report template – ensure a professional level of quality in terms of design and presentation in all the project documents and communications (see 3.3.2.1).

✓ All deliverables must be reviewed internally by a quality reviewer and the PC before submitting to the EC. This will be done according to a submission and review timeline ensuring that all deliverables are of a continuous high level of quality (see 4.2.1).

All of the previous points have already been applied, like providing a deliverable template or planning future meetings and workshops. Each WPL in charge of applying the quality standards within their WP.

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4.2 Quality control measures: deliverables and KPIs

The quality assurance will be based on the measurable results of the WPs - the deliverables – and upon the KPIs described in the GA.

4.2.1 Deliverables

The following quality goals shall apply for all deliverables:

1. Satisfactory deliverable design

2. Satisfactory deliverable implementation

3. Timely deliverable submission

4. Successful deliverable acceptance by the PO

These goals are applicable to all XPRESS deliverables, in the exact sequence established. The measurement of achievement of the objectives can be summarised as follows:

1. The design of the deliverable will be led by the responsible partner under the supervision of the respective WPL (if they are not leading the deliverable directly) as well as the PC.

2. The implementation and development of the deliverable will be led by the responsible partner under the supervision of the respective WPL (if they are not leading the deliverable directly) and the PC. The development of the deliverable will be assessed in accordance with the description of work in the GA.

3. The responsible partner has to take care of the timely submission of each deliverable under the supervision of the respective WPL (if they are not leading the deliverable directly) and the PC. The PC will be ultimately responsible for uploading all deliverables to the Participant Portal and Drive.

4. The successful acceptance of the deliverable by the PO will be the ultimate quality goal for all deliverables.

Table 4: *Overview XPRESS deliverables* gives an overview of all deliverables to be submitted in the framework of XPRESS, who is the responsible lead partner and when they are due to be submitted to the EC.

4.2.2.1 Submission of deliverables

As the project follows a deliverable driven approach, the partners responsible for the design, implementation and submission are directly responsible for assuring the quality of the documents.

All deliverables produced within XPRESS will be reviewed and circulated in a timely manner according to Figure 5 and the following procedure:

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Figure 5: Submission of deliverables

✓ Five weeks before the official EC due date, the person responsible for the deliverable must ensure that they agree with the WPL, e.g. on the approach, table of contents etc.

✓ Four weeks before the official EC due date, a draft version of the respective deliverable is sent to the responsible quality reviewer (Dr. Paola Zerilli, Scientific Coordinator, see Figure 4*: Quality review responsibilities*) by the responsible project partner (see Table 7). This draft version should already have a well-developed content, but does not need to be fully elaborated yet. This step aims to ensure a high quality of the respective deliverable as well as a timely progression.

✓ One week before the official EC due date, the final version of the respective deliverable is sent to the PC by the responsible project partner (see Table 7). APRE will proceed to upload the final version to the EC after a final review.

No.	Deliverable title		Due date M = project month	Dissemination level	Type
D1.1	First draft of the RES Survey (RESS)	APRE	M8	Public	Report
D1.2	XPRESS strategy	UoY	M6	Public	Report
D1.3	Policy co-creation workshops and case studies	DIW	M36	Public	Report
D2.1	XPRESS Interactive Portal	UoY	M12	Public	Report
D2.2	XPRESS dataset	UoY	M12	Public	Report
D2.3	XPRESS augmented dataset	UoY	M30	Public	Report
D2.4	250 RESS Survey collected	CIRCE	M24	Public	Report
D2.5	Dataset for good practice examples	EA	M12	Public	Report
D2.6	Augmented dataset for good practice examples	EA	M36	Public	Report
D3.1	Initial Analysis of the barriers to investments in innovative RES	NTNU	M18	Public	Report

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D3.2	Analysis of the barriers to investments in innovative RES	NTNU	M36	Public	Report
D3.3	Initial Multivariate Statistical Analysis	DIW	M18	Public	Report
D3.4	Detailed Multivariate Statistical Analysis	DIW	M36	Public	Report
D3.5	Initial assessment of the RES innovations and GPPs on SMEs financial constraints	DIW	M18	Public	Report
D3.6	Detailed assessment of the RES innovations and GPPs on SMEs financial constraints	DIW	M36	Public	Report
D3.7	Multilevel indicator of RES financial impact	DIW	M36	Public	Report
D4.1	Framework definition and recommendations	EA	M6	Public	Report
D4.2	Environmental assessment: goal&scope and life cycle inventory	EA	M18	Public	Report
D4.3	Environmental assessment: life cycle impact assessment and results	EA	M36	Public	Report
D4.4	Cost analysis: goal&scope and life cycle inventory	EA	M24	Public	Report
D4.5	Cost analysis: economic assessment and results	EA	M36	Public	Report
D4.6	Social LCA analysis: goal&scope and dashboard	EA	M24	Public	Report
D4.7	Social LCA analysis: assessment results	EA	M36	Public	Report
D4.8	Ecodesign Guidelines & Good Practise Examples	EA	M36	Public	Report
D5.1	Dissemination & communication Plan	LOBA	M3	Public	Report
D5.2	Project's Stationery	LOBA	M2	Public	Report
D5.3	Report on dissemination activities M1-12	LOBA	M13	Public	Report
D5.4	Report on dissemination activities M12-24	LOBA	M25	Public	Report
D5.5	Report on dissemination activities M24-36	LOBA	M36	Public	Report
D6.1	Management and Quality Plan	APRE	M2	Public	Report
D6.2	Kick-off meeting project report	APRE	M2	Public	Report
D6.3	Plan and Recommendations for Ethical, Data and Risk Management	APRE	M2	Public	ORDP

Table 4: Overview XPRESS deliverables

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Deliverable No.	Lead	Due date M = project month	Submit draft version to quality reviewer 4 weeks before due date	Submit final version to APRE 1 week before due date
D1.1	APRE	M8	27.03.2020	23.04.2020
D1.2	UoY	M6	26.01.2020	22.02.2020
D1.3	DIW	M36	18.07.2022	14.08.2022
D2.1	UoY	M12	18.07.2020	14.08.2020
D2.2	UoY	M12	18.07.2020	14.08.2020
D2.3	UoY	M30	25.02.2022	22.03.2022
D2.4	CIRCE	M24	18.07.2021	14.08.2021
D2.5	EA	M12	18.07.2020	14.08.2020
D2.6	EA	M36	18.07.2022	14.08.2022
D3.1	NTNU	M18	26.01.2021	22.02.2021
D3.2	NTNU	M36	18.07.2022	14.08.2022
D3.3	DIW	M18	26.01.2021	22.02.2021
D3.4	DIW	M36	18.07.2022	14.08.2022
D3.5	DIW	M18	26.01.2021	22.02.2021
D3.6	DIW	M36	18.07.2022	14.08.2022
D3.7	DIW	M36	18.07.2022	14.08.2022
D4.1	EA	M6	26.01.2020	22.02.2020
D4.2	EA	M18	26.01.2021	22.02.2021
D4.3	EA	M36	18.07.2022	14.08.2022
D4.4	EA	M24	18.07.2021	14.08.2021
D4.5	EA	M36	18.07.2022	14.08.2022
D4.6	EA	M24	18.07.2021	14.08.2021
D4.7	EA	M36	18.07.2022	14.08.2022
D4.8	EA	M36	18.07.2022	14.08.2022
D5.1	LOBA	M3	27.10.2019	24.11.2019
D5.2	LOBA	M2	27.09.2019	24.10.2019
D5.3	LOBA	M13	27.08.2020	24.09.2020
D5.4	LOBA	M25	27.08.2021	24.09.2021
D5.5	LOBA	M36	18.07.2022	14.08.2022
D6.1	APRE	M2	27.09.2019	24.10.2019
D6.2	APRE	M2	27.09.2019	24.10.2019
D6.3	APRE	M2	27.09.2019	24.10.2019

Table 5: Internal submission deadlines

4.2.1.2 Proofreading and review of deliverables

In order to achieve a high quality of results, all deliverables must be reviewed internally before being submitted to the EC. To share the responsibility of reviewing deliverables within the consortium, the following "quality review responsibilities" have been decided on:

Quality reviewer

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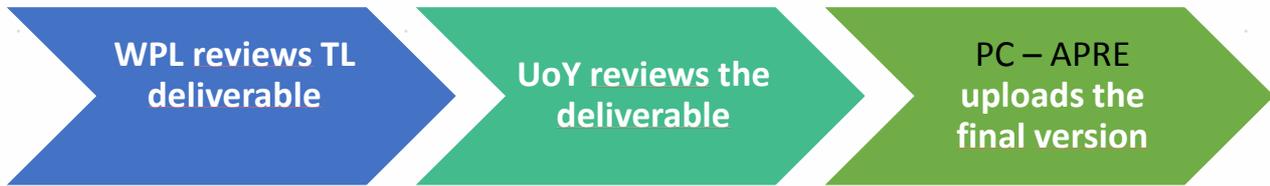**www.xpress-h2020.eu**

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Figure 4: Quality review responsibilities

Furthermore, all project partners are mutually obliged to review deliverables upon request, if this has been announced in good time by the responsible partner. The reviewers (Dr. Paola Zerilli, Scientific Coordinator) should be given at least 20 working days to review a deliverable in detail. The reviewer must be documented in the review history of the deliverable.

Deliverables prepared under WP6 will be reviewed internally by APRE and sent to the whole consortium for feedback.

In some cases, peer reviews will be assigned for major documents. This has been described in the GA. Also, the Expert Group members will be consulted with regards to major project recommendations.

4.2.2 Key Performance Indicators

KPIs are measurable key figures and have a strong performance reference. They serve to monitor and control project activities and processes and thus contribute to the overall quality assurance of XPRESS. The GA indicates various KPIs that have to be considered and fulfilled in the course of the project (see Table 8). The PC will give a regular update on the different KPIs and their status at each XPRESS project meeting.

KPI No.	KPI description	Respective WP	Target in total according to GA
1	No# of cities involved in future GPP projects	4	45
2	No# of SMEs involved in future GPP projects	4	150
3	Market stakeholders with increased skills/capability/competencies on RES issues	4	300
4	Primary energy savings (GWh/y)	4	11.9
5	Renewable energy production per year (GWh/y)	4	3.0
6	CO2 emissions reduction per year (tCO2e)	4	6.2
7	Cumulative investments made by European stakeholders in RES (m€)	4	7.6 M

Table 6: KPIs of XPRESS

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5.   Conflict management

5.1   Conflicts

All disputes or differences arising in connection with the XPRESS project, which cannot be settled amicably, shall be first resolved by mediation and finally settled by arbitration in Brussels, under the rules of arbitration of the International Chamber of Commerce by one or more arbitrators to be appointed under the terms of those rules.

6.   Reporting

Section 6 addresses all funded project partners of XPRESS, who have received money from the EC and therefore have to account for it.

6.1   Internal Reporting to the Project Coordinator

Every ten months, each project partner shortly reports to the PC about implemented activities, personal and travel costs as well as other costs for goods and services (according to Table 10).

For this purpose, a reporting template ("progress report") has been developed by APRE that should be used by every project partner (see Annex 1). A progress report is an internal document to monitor the project workflow and use of resources. Internal reports are not sent to the EC.

At the end of each internal reporting period, APRE will prepare an overview of the current budgetary situation of the project. This financial and content-wise evaluation allows for an early identification of potential problems and acts as an early-warning-system.

Progress report	Reporting period covered	Due date
1	01/09/19 – 31/06/20	15/07/20
2*	01/06/20 – 28/02/21	15/03/21
3	01/03/21 – 28/02/22	15/03/22
4*	01/03/22 – 31/08/22	15/09/22

The 2nd and 4th internal progress report coincide with the official reporting to the European Commission. Depending on the circumstances, no internal reporting will be requesting in addition to the official reporting.

Table 10: Internal reporting deadlines

6.2 Reporting to the European Commission

During the lifetime of the project, periodic and final reports must be submitted to the EC.

6.2.1 Periodic Reporting

The periodic reporting consists of two individual reports and will cover the work conducted by all project partners:

- The first periodic report covering month 1 to 18 has to be submitted by the PC no later than 60 calendar days after project month 18.

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- The second periodic report covering month 19 to 36 has to be submitted by the PC no later than 60 calendar days after project month 36.

The PC will provide necessary assistance, templates and further indicators in due time to jointly prepare all documents and information to be submitted. Besides the two components illustrated below[1], every single report must include coherent explanations for any deviations that might arise.

a) The periodic technical report consists of:

- Part A of the periodic technical report contains a cover page, a publishable summary and the answers to the questionnaire covering issues related to the project implementation and the economic and social impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements. Part A is generated by the IT system. It is based on the information entered by the participants through the periodic report and continuous reporting modules of the electronic exchange system in the Participant Portal. The partners can update the information in the continuous reporting module at any time during the lifetime of the project. The structured web-forms of Part A include:

  - Summary for publication
  - Deliverables
  - Milestones
  - Ethical Issues
  - Critical implementation risks and mitigation measures
  - Dissemination and exploitation of results
  - Impact on SMEs
  - Open Research Data
  - Gender

- Part B of the periodic technical report is the narrative part, which includes explanations of the work carried out by the beneficiaries during the reporting period. Each beneficiary has to contribute to the narrative part as indicated in a template provided by the PC. Part B needs to be uploaded as a PDF document following the template of Part B Periodic Technical report.

b) The periodic financial report consists of:

- Individual financial statements for each beneficiary;

- Explanations of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary for the reporting period concerned;

- A periodic summary financial statement including the request for interim payment.

The report should include explanations from each partner on the technical and financial deviations that might occur.

---

[1] Based upon the "Periodic Report Template" [Version 2.1] from the European Commission:
http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf

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6.2.2 Final Reporting

In addition to the second periodic report for the last reporting period, the PC has to submit the final report within 60 calendar days of the end of the final reporting period. The final report covers the whole project and is composed of a final technical and a final financial part:

a) The final technical report is a publishable summary of the entire project:

- Overview of the results and their exploitation and dissemination,

- conclusions on the project,

- its socio-economic impact of the project,

- an up-to-date link to the project website,

- project logos, diagrams, photographs and videos illustrating its work (if available).

The PC must ensure that none of the material submitted for publication includes confidential or 'EU classified' information.

b) Final financial report

- The final summary financial statement, that is automatically created by the system (consolidating the data from all individual financial statements for all beneficiaries and linked third parties, for all reporting periods) and that constitutes the request for payment of the balance in some cases (and for some beneficiaries/linked third parties), must be accompanied by a certificate on financial statements - CFS - for each beneficiary (and linked third party) that requests a total of €325.000 or more as reimbursement of actual costs and unit costs calculated according to its usual cost accounting practices.

The report should include explanations from each partner on the technical and financial deviations that might occur.

6.2.3 Periodic project reviews

The PC, with the support of the Scientific Coordinator (SC), will be in regular contact with the EC project officer to report on the project's progress in a transparent and practical manner. The EC will also undertake periodic technical reviews to assess the work carried out by the project. Such confidential reviews may cover scientific, technological and other aspects relating to the proper execution of the project. Defined milestones and the list of deliverables will be used to define the progress of the project, which will be critically reviewed and compared to the planning. Depending on the results achieved, changes in the work plan may be proposed.

The EC may be assisted in technical reviews by independent, external scientific or technological experts. This "review team" may have access to the locations and premises where the work, demonstrations and pilots are being carried out, and to any documents concerning the work executed. The project partners attending the review should be those involved in the work under review, except if duly justified and provided that the partners present can report on behalf of the missing partners.

On the basis of the review findings, a review report will be drawn up and sent to the PC, who may make observations thereon within one month of receiving it.

6.2.3.1 Review preparation

The following schedule is recommended for the preparation of a periodic project review:

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- Three months before the review meeting, the exact date and location of the review should be fixed with the PO and should be communicated to all project partners.

- Two months before the review, the objectives of the review should be defined, i.e. roles assigned to the participating project partners etc. The meeting room and hotels should be fixed.

- Six weeks before the review, a formal agenda must be sent to all review participants.

- Three weeks before, all supporting documentation necessary for the review should be made available to the PO. Presentations should be finalised.

- One week before, the final presentations are sent to the PO.

- One day before, a rehearsal meeting is held.

7.   Intellectual Property Rights

The CA covers all IPR-related issues, including background IP/access rights, foreground IP, confidentiality amongst partners, and IP ownership/transfer/exploitation scenarios (including IP licensing/use). The consortium will manage IPR results/ownership (through the PC) and settle IP internal disputes.

8.   Keeping Records

Obligation to keep records and other supporting documentation

Project partners 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 declared as eligible. They must make them available upon request or in the context of checks, reviews, audits or investigations. The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

Records and other supporting documentation on the scientific and technical implementation

Project partners must keep records and other supporting documentation on scientific and technical implementation of the action in line with the accepted standards in the respective field.

Right to carry out audits

The EC may — during the implementation of the action or afterwards — carry out audits on the proper implementation of the action and compliance with the obligations under the GA. Audits may be started up to two years after the payment of the balance. They will be formally notified to the PC or beneficiary concerned and will be considered to have started on the date of the formal notification.

The PC or partner concerned must provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the GA. The EC may request beneficiaries to provide such information to it directly.

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For on-the-spot audits, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available. Information provided must be accurate, precise and complete and in the format requested, including electronic format.

Consequences of non-compliance

If a project partner breaches any of its obligations, costs insufficiently substantiated will be ineligible and will be rejected, and the grant may be reduced.

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Annex 1: Internal reporting template

Progress Report

Period covered:
dd/mm/yyyy - dd/mm/yyyy (Mx-Mx)

Personell costs

	PMs spent per Task	Short Description of Implemented Activities	Individual staff costs	Hours spent	Person months (PM)	Planned PMs per WP	Total spent PMs per WP	Left PMs per WP
WP1: Preparatory work - Analysis of the international collaboration landscape in active and healthy aging			- €	h	PM	0	PM	0
T1.1 - Trends, drivers and enablers in digital health								
T1.2 - Panorama of the digital health research and innovation landscape in the EU and Third countries								
T1.3 - Priority matrix and initial proposal on recommended areas for collaboration								
WP2: Policy engagement - Validation of priority collaboration fields through interaction with funding agencies			- €	h	PM	0	PM	PM
T2.1 - Analysis of potential funding schemes								
T2.2 - Involving patients' associations, representatives of older citizens interest groups and care providers with the Digital Health Transformation Forum								
T2.3 - Involving policy makers with the Digital Health Transformation Forum								
WP3: Set up of a sustainable Digital Health Transformation Forum driven by International Expert Groups			- €	h	PM	0	PM	0
T3.1 - Digital Health Transformation Forum Setup								
T3.2 - Digital Health Transformation Forum Operation								
T3.3 - Towards an international collaboration in digital health roadmap								
WP4: Awareness raising and impact maximisation			- €	h	PM	0	PM	0
T4.1 - Dissemination, communication, exploitation								
T4.2 - Online and media presence								
T4.3 - Synergies with relevant R&I projects and initiatives								
T4.4 - Promotion of access opportunities in EU and international programmes								
T4.5 - Networking through collaborative workshops								
WP5: Project management and coordination			- €	0	PM	0	PM	0
T5.1 - Overall coordination								
T5.2 - Reporting								

Other Direct Costs: Goods and Services

Category according to DoW	Cost per item in €	Short Description of the Item	Planned € per WP	Total spent € per WP	Left € per WP
WP1: Preparatory work - Analysis of the international collaboration landscape in active and healthy aging			- €	- €	- €
WP2: Policy engagement - Validation of priority collaboration fields through interaction with funding agencies			- €	- €	- €
WP3: Set up of a sustainable Digital Health Transformation Forum driven by International Expert Groups			- €	- €	- €
WP4: Awareness raising and impact maximisation			- €	- €	- €
WP5: Project management and coordination			- €	- €	- €

Other Direct Costs: Travel and Accommodation

	Person(s)	Short description / occasion of the travel	Date of travel	From	To	Planned € per WP	Total spent € per WP	Left € per WP
WP4: Impact maximisation, communication, dissemination and exploitationDissemination and Communication						- €	- €	- €
Awareness raising actions (like events etc.)								
WP5: Project management						- €	- €	- €
1st Project meeting								

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Agenzia per la Promozione
della Ricerca Europea

eambiente

UNIVERSITY
of York

elementenergy

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