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RE⁴ Project

REuse and REcycling of CDW materials and structures in energy efficient pREfabricated elements for building REfurbishment and construction

D9.1 Strategic Action Plan Public summary of deliverable

Author(s) ¹ :	CETMA
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Work package:	WP9 - Project Management
Distribution ²	This document is a public summary of the confidential deliverable D9.1.
Status ³ :	Final
Abstract:	The Strategic Action Plan (SAP), described in this report, defines the general approach to quality assurance and the procedures to be followed for the production of outcomes such as deliverables or reports. It documents the co-ordination and follow-up procedures for monitoring progress and responding to changes.
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Version	Date	Description	Written By	Approved by
V3.0	07.09.2018	Public Summary of D9.1	CETMA	PC

¹ Just mention the partner(s) responsible for the Deliverable

² PU: Public, RE: restricted to a group specified by the consortium, CO: Confidential, only for members of the consortium; Commission services always included.

³ Draft, Revised, Final

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Purpose and scope

The **Deliverable D9.1** (Strategic Action Plan – SAP) belongs to the *Project Organization and Planning Task* (T9.1) and *Risk Management Task* (T9.2) of the *Project Management Work Package* (WP9). The scope of SAP is to form the basis for monitoring and controlling progress throughout the implementation period of the action.

Project Governance structure and decision making process

The RE⁴ Project is managed with sound and efficient decision making, execution, and control, maximising partner accountability, commitment, involvement, and prospects of success.

The main roles and instruments comprising the Project management structure are depicted in the following chart.

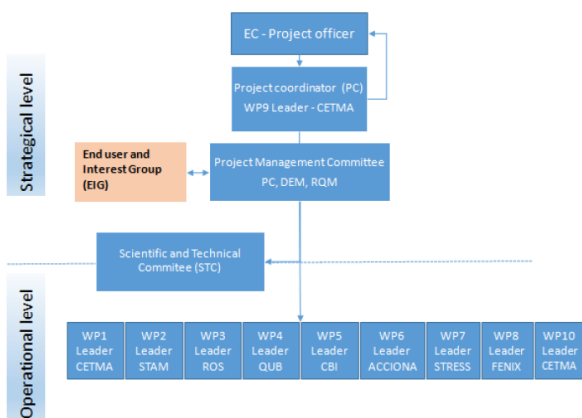


Figure 1. Project Governance Structure

Communication and collaboration

In terms of communication with the European Commission (EC), the Project Coordinator (PC) is the main contact point between the Consortium and the EC for the Project. This task mainly involves correspondence with the Project Officer (PO)/Financial Officer (FO) on

matters regarding the preparation, completion and submission of:

- periodic reports and Financial Statements (FS) for the Consortium,
- deliverables and project and funding-related questions raised by the Consortium that need explicit feedback from or agreement with the PO/FO.

Internal communication is guided by a document “*Dissemination and Internal Communication Guide*” establishing procedures for internal communication, dissemination activities and publishing the project results undertaken by RE⁴ Project that was provided by WP8 leader (FENIX).

Communication to the external audience is primarily managed within WP8 (Training, dissemination and exploitation). With their extensive contacts, FENIX leads this WP drawing on the resources of all Consortium partners.

Quality control

Quality control activity is devoted to manage documents (deliverables and reports) and other project outputs by means of: editing guidelines, templates and formats, deliverable production process, roles and timing, and other supporting tools.

Financial and technical reporting

In accordance with the art. 20 of the GA, the EC established the following 3 Reporting Periods (RPs) of the Project: RP1: from M1 to M18, RP2: from M19 to M30, and RP3: from M31 to M42.

The Periodic Reports for RE⁴ Project must be submitted up to 60 days after the finalisation of the reporting period (M18, M30 and M42) following the guidelines and templates provided by the EC.

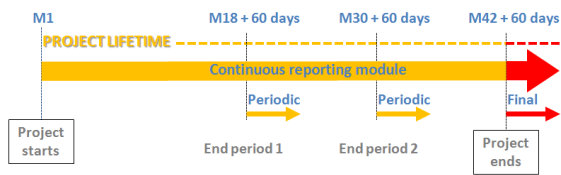


Figure 2. Official Reporting and timeline

In addition to the periodic reporting, the PC, with the inputs of the other partners, can update several pieces of information at any time during the life of the project, in the continuous reporting module of the grant management system (SyGMA). Finally, the use of internal progress reporting during the project lifetime facilitates the successful development of the project. For this reason are foreseen two types of internal progress report:

- Quarterly Activities Report (to be provided every 3 months)
- Short Interim Management Reports (every 6 months).

Financial management

The Coordinator administers the financial contribution of the EC to the Project and transfers payments to the partner's bank accounts without undue delay and in conformity with the rules laid out in the GA. The Financial Responsible (FR) monitors the submission of Financial Statements - FS (Annex 4 of the GA) and handles with the PC and Project Management Committee (PMC) any kind of re-allocation of funding within the Consortium. In addition to the technical activities monitoring, the allocation of resources is controlled every 6 months by the FR.

Amendments management

A Project of the size, complexity and duration of RE⁴ cannot exist without adapting to

changes from within or from outside of the Project. Changes might go from members leaving the Consortium, modifications in the Description of the Action (DoA), adaptations of the Grant Agreement (GA) and Consortium Agreement (CA) and last but not least in the various deliverable documents that are the base for the activities in individual projects. This section of the document describes the procedure to request and implement changes in RE⁴ for each of the different cases (GA and CA).

IPR and access rights management

The purpose of the Consortium Agreement is to establish a legal framework for the project in order to provide clear regulations for issues within the consortium related to the work, IP-Ownership, Confidential Information, Access Rights to Background and Foreground IP for the duration of the project and any other matters of the consortium interest.

All provisions regarding Intellectual Property Rights of foreground developed in RE⁴ Project are subject to Section 3 of the Grant Agreement and to the provisions laid out in RE⁴ Consortium Agreement. Therefore, any issue related to IPR must be discussed in a PMC meeting.

Gender equality management

In order to ensure that Article 33 of GA is fulfilled, the Consortium has already defined the plan set out below. Gender monitoring can be carried out through a dedicated section of the Continuous reporting data Area of SyGMA, in the "Gender of R&D participants involved in the project" section.

In order to address the gender gap, RE⁴ will ensure:

- a) An open and impartial selection procedure, as well as fair working conditions, to

researchers recruited for work, in line with the Commission Recommendation of 11 March 2005 on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

b) Women will be encouraged to take on decision-making roles. This is in order to address absence of diversity at management and policy-making levels, which has broad implications which the project will examine. This will also tackle the 'generation effect', by supporting women to take on leading roles, as a career development incentive.

Ethics issues management

In Horizon 2020 Programme, all proposals considered for funding are submitted to an Ethics Review procedure. Ethics issues must be an integral part of research, from the beginning to the end of the Project activities. During the GA preparation, the Ethics Summary Report (ESR) underlined that likely engages research ethics along the following two categories/issues:

SECTION 6 - Non-EU countries involvement in the project

SECTION 7 - Environmental protection and safety.

For these reasons RE⁴ Project has a dedicated Work Package (WP10) that sets out the "ethics requirements" that the Project must comply with. The above mentioned "ethics requirements" are included as deliverables in the WP10 (D10.1 and D10.2).

Risks management Plan

Due to the complexity of the Project, in terms of activities to be carried out, number of partners and duration of the Project, a risk analysis of the planned activities is particularly important. The risk management is the responsibility of each WP leader and PMC and

will be coordinated by the Risk and Quality Manager (with the support of PC). The following actions related to risk analysis and mitigation will be performed during the Project lifetime whenever necessary:

- Identification and classification of risk
- Quantification of risk
- Risk scoring and Probability-Impact Matrix definition
- Identification of response type
- Risks Monitoring of the implemented actions and control instruments
- Responsibilities identification.

Conclusions and recommendations

The Strategic Action Plan presented in this report is highly suited to ensure a successful initiation, operation and completion of the RE⁴ Project in terms of project management, high quality deliverables and dissemination material, IPR management and risk management. The plan is also in compliance with the Grant Agreement and the Consortium Agreement as well as the decisions made during the Project kick-off. The plan was communicated to all Project partners and continuous compliance is monitored by the PC.

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