Quality Assurance Plan

November – 2015 (M3)

D10.2: Quality Assurance Plan
WP 10, T 10.1

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FOSTERING INDUSTRIAL SYMBIOSIS FOR A SUSTAINABLE RESOURCE INTENSIVE INDUSTRY ACROSS THE EXTENDED CONSTRUCTION VALUE CHAIN

H2020-WASTE-2014-two-stage

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 642154.

Technical References

Project Acronym	FISSAC
Project Title	FOSTERING INDUSTRIAL SYMBIOSIS FOR A SUSTAINABLE RESOURCE INTENSIVE INDUSTRY ACROSS THE EXTENDED CONSTRUCTION VALUE CHAIN
Number	642154
Start date	01/09/2015
End date	29/02/2020

Deliverable No.	D10.2
Dissemination level [1]	Public
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Task	T 10.1 – Governance structure, communication flow and methods and quality assurance
Lead beneficiary	1 (ACCIONA)
Contributing beneficiary(ies)	
Due date of deliverable	1 December 2015
Actual submission date	27 November 2015

[1] PU = Public
PP = Restricted to other programme participants (including the Commission Services)
RE = Restricted to a group specified by the consortium (including the Commission Services)
CO = Confidential, only for members of the consortium (including the Commission Services)

Document history

V	Date	Beneficiary	Author
1	26/10/2015	ACCIONA	Daniel Hiniesto
2	29/10/2015	ACCIONA	Daniel Hiniesto, Juan José Cepriá
3	17/11/2015	ACCIONA	Daniel Hiniesto

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0. Summary

The FISSAC D10.2 is produced in the context of WP10, Task 10.1 - Governance structure, communication flow and methods and quality assurance with regard to the quality of deliverables and the work progress monitoring of FISSAC towards the stated project objectives.

This document collects the Quality Assurance Plan which is supposed to function as an operational manual for the consortium identifying an unambiguous and appropriate procedure on the approval and review of the project work progress. The Project Coordinator of the project will be the responsible of updating the QAP.

Far from a general-purpose document, the QAP identifies:

- A clear list of all review, audit and acceptance points in the lifecycle of the project
- The approval procedure of the technical deliverables
- All types of review reports and other documents that must be prepared in the project course, in order to closely track the progress and allow for early problem identification and solving.
- Risks and contingency plans

This document will be maintained, and updated whenever useful, throughout the entire duration of FISSAC project by the Project Coordinator. Therefore, progress and changes in the project will be documented in a sequence of versions.

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Table of content

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 642154.

List of Tables

List of Figures

Abbreviations and acronyms

RTD	Research and Technology Development
WP	Work Package
GA	General Assembly
SC	Steering Committee
DMP	Data Management Plan
GAP	Gender issues Action Plan
IPR	Intellectual Property Rights
STC	Scientific and Technical Committee
DEC	Dissemination and Exploitation Committee
WPL	Work Package Leader
PC	Project Coordinator
TL	Task Leaders
EC	European Commission
DoA	Description of Action
PU	Public
CO	Confidential, only for members of the consortium (including the Commission Services)
CI	Classified, as referred to in Commission Decision 2001/844/EC
SPR	Summary Progress Report
GAP	Gender Issues Action Plan

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1. Deliverables: edition, control and review

Deliverables are to be sent to the European Commission in due time, according to GA Annex I.

The final quality review will be conducted by the PC and STC and agreed before the delivery/submission to the European Commission. All reports will be uploaded in the project web site and will be accessible to all partners.

The deliverables will be prepared according to the "Deliverable template" document using the logo and the project final visual identity to be defined in WP9.

1.1 Edition tools

FISSAC will employ the Microsoft Office packages with Word (version 2010 or more) for report documentation, PowerPoint (version 2010 or more) for presentations, and Excel (version 2010 or more) for tables or database. Documents will be exchanged by E-mail and stored into the Document Manager in the webpage.

Use of PDF Acrobat 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.

1.2 Numbering procedure

All deliverables produced during the frame of the FISSAC project must be referenced according to the following general procedure:

FISSAC_Dx.x_Deliverable short title_Px_yyyymmdd_Status

"Dx.x": Deliverable number according to the DoA
"Px": Lead beneficiary number
"yyyymmdd": Year/month/day
"Status": Short name of the last reviewer (beneficiary short name)

Example:

FISSAC_D10.2_Quality Plan_P1_20150511_Acc

Appendix files will be referred to the main document according to the following rule:

FISSAC_Dx.x_Deliverable short title_Appx_Px_yyyymmdd_Status

Where "Appx" is the Appendix letter

Example:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 642154.

FISSAC_D10.2_Quality Plan_AppA_P1_20150511_Acc

When the document is ready to be sent to the EC, the status in the file name will be changed to "Final" while a copy of the file in PDF format will be uploaded on the webpage.

1.3 Confidentiality

There is a specific dissemination level for each deliverable defined in the Description of Action (DoA). These levels must be considered during the project by all partners. All dissemination levels and their using codes are listed below:

- PU: Public
- CO: Confidential, only for members of the consortium (including the Commission Services)
- CI: Classified, as referred to in Commission Decision 2001/844/EC

1.4 Status

This template is to be used for all technical deliverables. It may also be used for non-technical reports and other project documents. The title page contains information that is necessary for the identification of the document including editor(s) and contributors, version and date, confidentiality, etc. For official deliverables, the title page must contain the name of the deliverable as defined in the DoA.

The procedures for Quality Assurance (QA) are defined as follows:

1. **First Draft**. The primary author of a deliverable has defined the Table of Content (ToC) of the document and expected contributions from every contributor
2. **Working Draft**. Any version during the edition process. The primary author of a deliverable has reviewed the document and approved it internally and makes it available to other partners for comments. Note that for both Draft and Working Document status, it is not required that the document has been fully completed
3. **Consolidated**. The edition process is finished and the document is ready to be reviewed by project partners (other than the document editor and authors) and / or peer-reviewers.

   This version has to be available 15 days before delivery date

4. **Final**. The deliverable is approved by the project team and given to the project coordinator for submission to the EC.

   This version has to be available for the delivery date

5. **Approved**. The EC has approved and accepted the deliverable

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1.5 Review and approval procedure for deliverables

The internal monitoring process consists on the documents, mostly including technical deliverables, reviewed by SC members and finally approved by the STC and the PC. This process includes the following steps:

The procedures for Quality Assurance (QA) of deliverables are defined as follows:

- *1st draft version*: The author of the deliverable sends a first draft version of the document to the Work Package Leader (WPL) and including always the Project Coordinator (PC).
  Sending time: *Deadline – 4 weeks before the submission date.*

- 1st draft version review: WPL is in charge of reviewing the draft. After revision, WPL sends the comments to the author for the modification of the original draft.
  Sending time: Deadline – 3 weeks before the submission date.

- Deliverable revision: The author of the deliverable reviews the draft following the WPL and PC comments and sends again to the WPL as a second draft version.

  Sending time: Deadline – 2 weeks *before the submission date*.

- *2nd draft version review*: WPL reviews the appointed changes and in case of having more than one author, prepares the full document. After approval, WPL sends the document to the PC and STC.
  Sending time: Deadline – 2 weeks *before the submission date*.

- Deliverable revision: PC and STC reviews the WPL approved draft and, in case of considering that another review is needed, sends the document to WPL and WPL to the deliverable author. The author and WPL make the proposed changes and sent the document back again to the PC.
  Sending time: Deadline – 1 week *before the submission date*.

- Final revision/Delivery for approval: PC makes the final revision and prepares the final document that has to be sent to the EC *before the submission date*.

- Delivered status is achieved when PC submits the deliverable to the European Commission. Before deadline.

- Status Approved by the EC is when the EC has approved and accepted the deliverable.

This situation corresponds where the deliverable author, the WP leader and the Project Coordinator are different partners, but this situation is not given always during the whole project. Three possibilities may be given:

- The deliverable responsible and the WP leader are the same
- The deliverable responsible and the Project Coordinator are the same

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- The deliverable responsible, WP leader and Project Coordinator are the same

In all the cases, a process for the selection of one/two reviewers from the STC will start, so as to ensure that at least two partners review the deliverable. 2 members of the STC will be the recommended by the PC as reviewers for each deliverable. However, in all the cases, all the members of the STC will be in copy in order to keep them informed.

The general procedure for review, corrections and on time submission of deliverables is the following:

- Internal distribution of the deliverable to partners involved in the corresponding WP (including always coordinator) 4 weeks before the submission date. This deliverable will be mature enough for its final revision.
- Revision will take 3 weeks. Corrections and changes will be emailed to the responsible partner, having all the involved participants in copy in order to keep all involved partners informed about the planned updates/corrections and discuss eventual discrepancies (during the three- week period).
- Last week will be used by the responsible participant to merge all the comments and finalise the document.

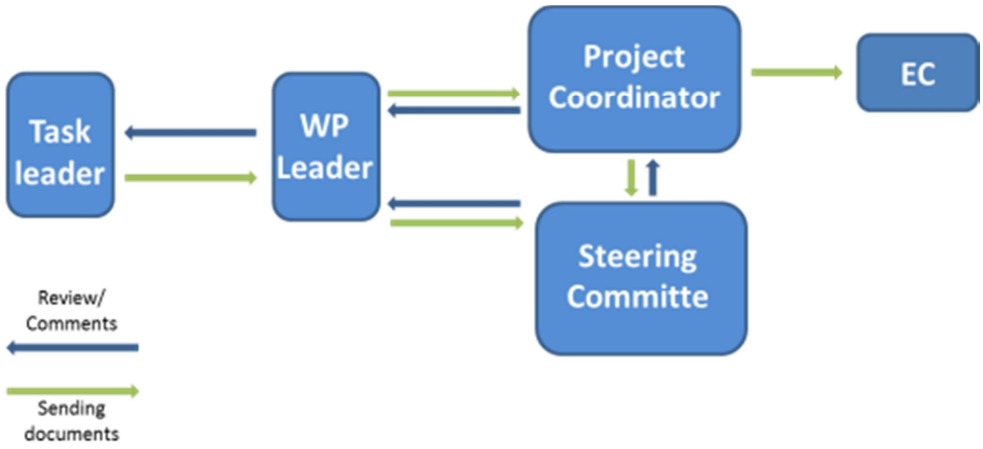

Figure 1 – Deliverable review procedure

All changes in the document are to be performed using the mode “Track changes”, while remarks and suggestions might be included by the reviewer within the deliverable using the mode “New Comments”.

<u>Procedure in case of disagreement in the review process</u>
For every deliverable the author will have to reply to the review comments in a written reply, to explain how the comments have been treated. If it is not possible to process the comments as

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requested by the reviewer, or if the author(s) disagree with the comments, a motivated explanation is required.
In case of remaining disagreement, the project coordinator will appoint a second (internal or external) reviewer. The project coordinator will guide the process and will ensure a convergence of the process towards a final result.

1.6 Delays

The European Commission must be informed about all delays caused by the consortium. If it is foreseeable that a deadline cannot be met, the deliverable responsible must inform both the Task and WP Leaders who must inform the Project Coordinator by naming the reasons why the deadline cannot be met. The Project Coordinator will communicate the deviation to the European Commission. This procedure should be implemented no later than 6 weeks before the delivery due date.

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2. Project monitoring: reporting and assessment

2.1. Activity reports (Summary Progress Report)

The project coordinator will collect from each WP Leader regular activity reports named "Summary Progress Report" (SPR) (see Appendix I) for internal use about the progress of the project:

- Every 3 months for technical and scientific work packages.
- Call meetings between WPL, TL and task participants when needed to check project progress.

The purpose of these reports is to provide regular information to the Consortium, and to the EC on demand, 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.

2.2. Internal intermediate reports

The purpose of these reports is to provide regular information to the Consortium, and to the EC on demand, on the status and progress of the activities during the project. It will be used to keep a detailed record of project activity and as a monitoring tool of project time plan.

These intermediate reports will be composed by two different issues: i) activity report; and ii) resources report.

The activity report must contain all the following sections:

- A publishable summary
- The project objective for the period
- The project management during the period
- An overview of the progress
- The description of works carried out in all WP and Tasks

2.3 Internal financial periodic reports

To have a more detailed control of expenditures of the action, the Project Coordinator will request internal financial periodic reports from each partner every 9 months:

Aimed to guarantee a close and regular monitoring by the Coordinator of the financial efforts made by each partner and its correspondence with the technical work executed for that period.

Internal financial periodic reports dates:
Month 9 – May 2016
Month 18 – February 2017 – 1st reporting period
Month 27 – November 2017
Month 36 – August 2018- - 2nd reporting period
Month 45 – May 2019

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Month 54 – February 2020 – 3rd reporting period

2.4 Periodic and Final reports

During the lifetime of the project, the consortium, through the Project Coordinator should submit to the EC in addition to the technical deliverables, periodic and final reports based on the articles 20.2, 20.3 and 20.4 of the Grant Agreement.

- 1st reporting period: from Month 1 to Month 18
- 2nd reporting period: from month 19 to month 36
- 3rd reporting period: from month 37 to the last month of the project (54).

The periodic report should be submitted to the EC 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 structure and content of the periodic reports is defined by the Grant Agreement and can be summarized as follows:

Periodic technical report containing

- an **explanation of the work carried out** by the beneficiaries
- an **overview of the progress** towards the objectives of the action, including milestones and deliverables, differences between work expected to be carried out and that actually carried out, exploitation and dissemination of the results
- a **summary** for publication by the *EC*
- the answers to the H2020 **questionnaire**, (covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements).

Periodic financial report containing

- Individual financial statement from each beneficiary
- Explanation of the use of resources, subcontracting and in-kind contributions provided by third parties from each beneficiary
- Periodic summary financial statement

Final report

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period.

The final report must include the following:

Final technical report containing:

- A summary for publication containing an overview of the results and their exploitation and dissemination, conclusions on the action, and socio-economic impact of the action.

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- 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.

Final financial report containing:
- a 'final summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance.
- a 'certificate on the financial statements' for each beneficiary and for each linked third party, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices.

2.5. Review and approval procedures for periodic reports

The external monitoring for regular reporting to the European Commission is based on the reports and technical deliverables produced by the consortium and approved by the Steering Committee.

The quality reviews process includes the following steps:

- The Project Coordinator send alerts in due time (1,5 months before the deadline) to the responsible WP and Task Leaders in order to remind them with the deadlines for the reports' submission.
- The responsible WP Leaders receive the inputs for peer-reviewing from the respective Task Leaders and contributors (2,5 weeks after information by the Project Coordinator)
- The WP Leaders compile the peer review report and sends it to the Project Coordinator (within 2 weeks).
- The Steering Committee takes the necessary actions to face and correct the technical deviations (2 weeks).
- Finally the Project Coordinator performs a final check of compliance and completeness of the report and the related review documents, signs the report and transmits it to the European Commission by electronic means (1 week).

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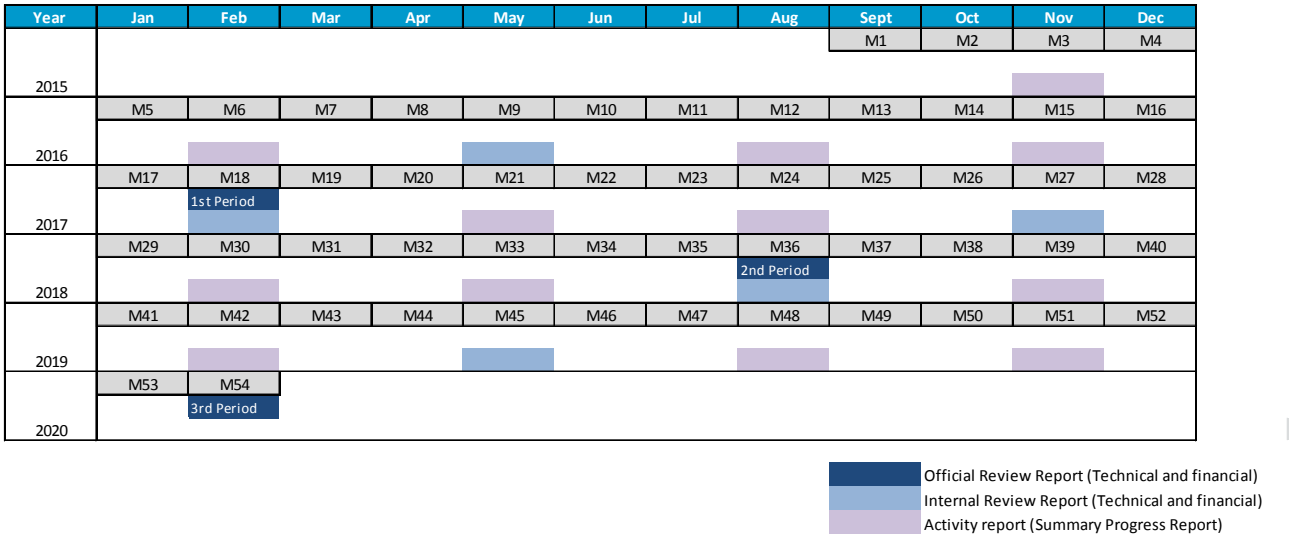
The envisaged regular reporting to the European Commission will be performed through the following reports on the selected dates indicated in **¡Error! No se encuentra el origen de la referencia.**:

- **Activity reports (Summary Progress Reports) for WP leaders:** (at month 3, 6, 9, 12, 15, 21, 24, 30, 33, 39, 42, 42, 48, 51)
- **Internal intermediate Reports for each partner** (at month 9, 18, 27, 36 and 45)
- **Three Periodic Technical and Financial Reports** (at month 18, 36 and 54)
- **Publishable Final Report** (at month 54)

Figure 2 – Calendar of reviews



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3. Risk Analysis and Contingency Plan

To mitigate potential negative risks among the project, a Project Risk Management Process will be implemented. It will consider not only technical, but also non-technical risks identified in the table below, as a continuous follow-up process administered for each task leader and WP leader involved and overseen by the Steering Committee and the Project Coordinator.
Table 1 shows the identification of potential project risks and proposed mitigation measures to be considered to avoid them.
An evaluation of the risks of FISSAC project has been performed following a Risk Mitigation Planning and Risk Mitigation Strategies. The risks have been thought as the combination of the severity of vulnerability and the likelihood that the vulnerability will be exploited, according to the levels exposed in the following pictures. The results obtained after the analysis of risks for FISSAC proposal and the mitigation action that will be performed are expressed in the following table. All these risks will be followed up during the execution of FISSAC project and will be taken into account into a Risk Management Plan, within the possible new risks identified during the execution of the project.

Table 1 – Identification of potential risks and proposed mitigation measures

Risk number	Description risk	WP number	Proposed risk-mitigation
R1	Problems in the consecution of data for social behaviour. Problems in the identification and recovery of all the available data for social behaviour and social issues regarding consumption patterns.	WP1	Project Quality Plan and Data Management Plan that will be performed during the project as stated in WP10, Task 10.3 Data Management
R2	Data management of waste flows. Problems in the Identification and classification of all the data from the waste flows.	WP1	Project Quality Plan and Data Management Plan that will be performed during the project in task 10.3
R3	Identification of synergies among industries. Problems in the identification and classification of all the synergies among the different industries.	WP 1	Project Quality Plan and Data Management Plan that will be performed during the project in task 10.3 and in the analysis of WP2 from tasks 2.2 and 2.3
R4	Technology not ready for the market. More efforts than the ones preview necessary to finish the development of the technologies in order to test	WP2	The definition of technical requirements of secondary raw materials and technologies will be performed at the beginning of the WP. WP2 is created

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	them into WP4 and WP5.		with the aim of determine critic parameters for the current industrial waste streams and identify the possible new ones and technical requirements for secondary raw materials.
R5	Identification of non-technological gaps that could affect the research performed. Not identifying technological gaps that could affect the research performance and research activities.	WP2	A task will be performed in WP2 to overcome non-technological barriers (Task 2.4. Overcoming non-technological barriers), with the main industrial partners involved
R6	Technological gaps in the developments. Having technological gaps that could affect the development of the close loops recycling processes.	WP3	The definition of waste characterization and requirements for recycling processes will be performed at the beginning of the WP.
R7	Problems on the consecution of data for LCI of new materials from waste. Due to the fact of working with new materials from wastes, some of the databases for LCI could not include them or could not be enough developed or described.	WP3	Industrial partners will be involved in tasks related to LCI and LCA giving support in the identification and generation of data and being active participants of the task 3.1. Evaluation of the proposed processes and value chain from a life cycle perspective in order to ensure their environmental and economic sustainability, with the leading of experts of technological centres in this matter that will take of the quality of the data.
R8	First ETV of the technologies and products created under FISSAC project. Problems derived from the fact that the technologies developed within FISSAC projects are innovated and have not been verified before.	WP3	A partner within the consortium (RINA) will be in charge of the ETV process, participating in other tasks that could help with the verification process and will be in charge of task 3.5. Environmental Technology Verification.
R9	Cost-effectiveness of the preindustrial scale developments. Problems in the cost-effectiveness of preindustrial developments within FISSAC project.	WP3, WP4	LCC will be performed for all the technologies and will take into account data from research and implementation at the beginning stages as part of task 3.1 (from month 6 to month 18).
R10	Different conditions between laboratory and preindustrial scale, that could affect the final design of the products and technologies Different conditions in the	WP4	Both industrial partners and research centres will collaborate in the implementation of the developed technologies, in a very close collaboration within WP3 where the

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	implementation of the developed technologies that could affect the validation of the results obtained at laboratory scale when implemented at semi industrial scale.		laboratories tests are performed and WP4, with the continuation of the tests and validation at preindustrial scale.
R11	Problems with permits and normative barriers for the execution of the prototypes. Bureaucratic difficulties that could slow administrative procedures. Also normative barriers could affect the execution of prototypes.	WP5	Clear organized planning will be performed in demo case studies and all the standards and normative that could affect implementation and demo will be analysed within WP3. All the industrial partners involved in the execution of the prototypes.
R12	Cost-effectiveness of the production at demo scale. Problems in the cost-effectiveness of demonstrators within FISSAC project.	WP5	LCC will be performed for all the technologies and will take into account data from research, implementation and demo, and will be performed at the beginning stages of the project.
R13	Not all the sustainability aspects covered in FISSAC with the same importance. Problems in combined all the sustainability aspects in FISSAC model.	WP6	For the development of FISSAC models, all aspects of sustainability (environmental, economical and social) will be taken into account in the development of WP6.
R14	Problems in obtaining feedback from stakeholders and incorporate them into FISSAC model Problems in having enough feedback from stakeholders to develop and integrate modification within FISSAC Model.	WP7	Social engagement and acceptance will be tackled considering inputs from an Advisory Board on Social issues members. There is a methodology for collecting data and engage stakeholders that will be used by the partners involved in these tasks.
R15	Problems in the management of IPR issues among partners and exploitation models. Problems identified in the management of IPR issues and in the exploitation activities among partners.	WP8	IPR management will be developed in WP8 and included in the Consortium Agreement and the Exploitation Plan that will be performed during the project, identifying the background, owners and potential foreground.
R16	Not enough impact in all the different stakeholders identified. Problems in obtaining the expected impact of FISSAC results among different stakeholders and groups of interest.	WP9	Social engagement and acceptance will be tackled considering inputs from an Advisory Board on Social issues' members. There is a methodology for collecting data and engage stakeholders that will be used by the partners involved in these tasks
R17	Problems in understanding market and technological problems at the	WP10	The project coordinator with the Scientific and Technical Committee and

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	same time. Problems in not taking into account market problems and technological problems at the same time, thus affecting the management of the whole project.		the Dissemination and Exploitation Committee will monitor the Innovation Management of the project considering technical and organizational aspects, as stated in Task 10.1.
R18	Not enough consideration of social aspects within FISSAC models Problems in identifying and taking into account social issues into FISSAC developments.	WP10	Social engagement and acceptance will be tackled considering inputs from an Advisory Board on Social issues' members, and a gender issues action plan will be performed during the duration of the project, as stated in Task 10.4. Social engagement and acceptance.

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4. Innovation Management

Overall management of all the activities related to understanding needs, with the objective of successfully identifying new ideas, and managing them, in order to develop new products and services which satisfy these needs.

Innovation management is a process which requires an understanding of both market and technical problems, with goal of successful implementing appropriate ideas allowing the organization to respond to external or internal opportunities.

ACCIONA, as the Project Coordinator, will monitor the Innovation Management of the project considering technical and organizational aspects. For that, the Project Coordinator will be supported by the Scientific and Technical Committee (STC) and the Dissemination and Exploitation Committee (DEC).

The main issues that the innovation management in the project will include:

- Secure the foundations: Consortium agreement, IP and exploitation policies, ensuring researchers can recognise and capture IP, ensure good research practice.
- Capture the project outputs
- Manage and protect the project outputs
- Disseminate, exploit and communicate the project outputs

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5. Gender issues Action Plan (GAP)

Actions will be planned to improve the gender balance in the project consortium, awareness rising within the consortium and events organized and dissemination through research women networks/associations. Results of these actions will be incorporated in the Gender Issues Action Plan (GAP) that will be integrated in the Progress Reports of the Project.

Gender issues in FISSAC project will be covered under different perspectives:
Gendered innovation to be treated in each of the scientific work packages by means of taking into account gender issues in each of the tasks performed. These gendered innovations will add value to FISSAC results in the following aspects:

- Add value ensuring excellence and quality in outcomes and enhancing sustainability.
- Add value to society by making research more responsive to social needs.
- Add value to business by developing new ideas, patents, and technology

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6. Conclusions

This document has presented the Quality Plan of the FISSAC project aiming the internal efficiency and monitoring of the project work progress. To achieve these objectives, a set of quality assurance forms have been defined to assist consortium members on the need to achieve reports and deliverables with much quality as possible, as well as a good monitoring of the results to accomplish.

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7. References

- GRANT AGREEMENT NUMBER — 642154 — FISSAC. Description of Action (DoA). Annex 1.
- FISSAC Consortium Agreement. Version: 30/04/2015.
- EUROPEAN COMMISSION. Directorate-General for Research and Innovation. Directorate G – Industrial Technologies. Unit G.1 – Horizontal aspects and coordination. Innovation How to convert research into commercial success story ?

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8. Appendix

8.1. Summary Progress Report Template

FISSAC - Summary Progress Report

Grant agreement N° 642154

Partner	Date (M/D/Y)

WP / Related Task

Description of Work (brief list)

Problems associated with work and solution

Contingency plans for not resolved problems

Notes and conclusions

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