

D1.1. PROJECT QUALITY HANDBOOK



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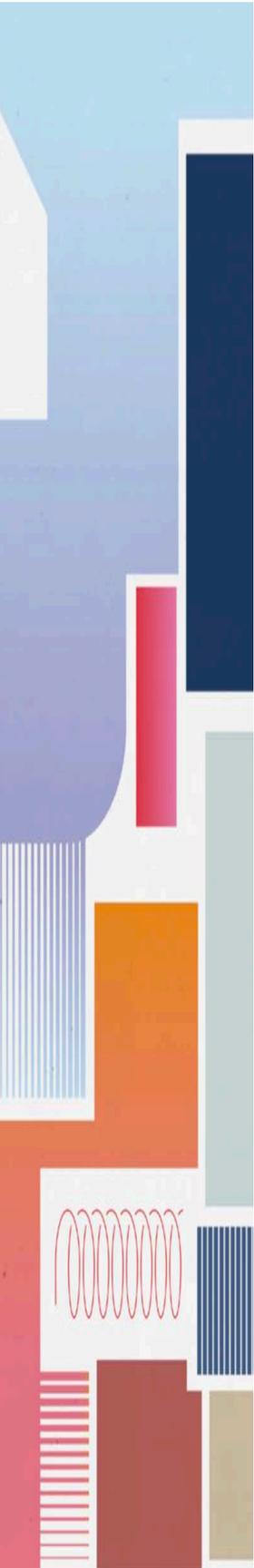
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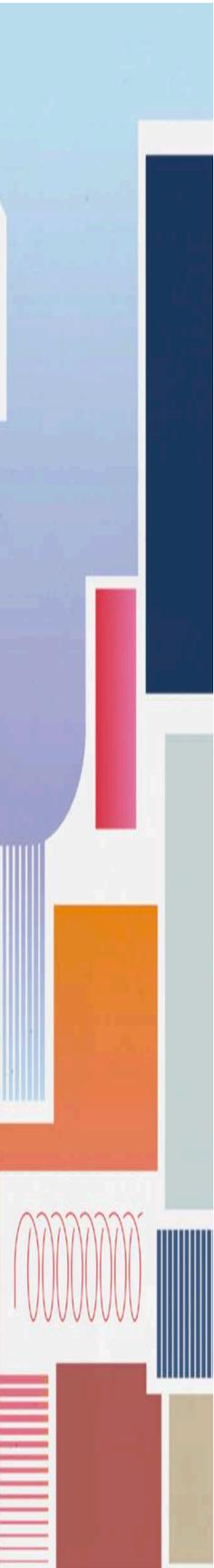
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| List of acronyms | |
|------------------|---|
| DoA | Description of Action |
| CA | Consortium Agreement |
| DEM | Dissemination & Exploitation Manager |
| EB | Executive Board |
| EC | European Commission |
| EEAB | External Expert Advisory Board |
| GA | General Assembly |
| KoM | Kick off Meeting |
| PC | Project Coordinator |
| TMs | Technical Managers |
| WP | Work Package |

The Project Quality Handbook describes the internal procedures of the SILKNOW Project consortium in terms of project execution, administrative management, management structures, communication and collaboration. This Handbook is providing the common set of templates and documentation to be used by the partners for internal and external communication, dissemination and exploitation processes, in order to avoid reinventing them every time and have a unified presentation of the project to the public. This handbook represents a key deliverable for WP1 to provide effective management and coordination for the Project.

1. INTRODUCTION

Where necessary, this Handbook refers to the relevant project's documents such as Grant Agreement, Description of Action (DoA) and Consortium Agreement (CA). When ambiguity of interpretation among these documents arises, this Handbook takes a subordinate role.

2. GENERAL PROJECT INFORMATION

| | |
|--------------------------------|---|
| Title | Silk heritage in the Knowledge Society: from punched cards to big data, deep learning and visual / tangible simulations |
| Acronym | SILKNOW |
| Grant Agreement No | 769504 |
| Funding Programme | Horizon 2020 |
| Action | Research and Innovation Action |
| Project Start Date | 01-April-2018 |
| Duration of the Project | 36 months |

| Participants | Short name | Participant organisation name | Country |
|--------------------|------------|--|----------|
| 1 (Coordinator) | UVEG | UNIVERSITAT DE VALÈNCIA ESTUDI GENERAL | Spain |
| 2 | LUH | GOTTFRIED WILHELM LEIBNIZ UNIVERSITAET HANNOVER | Germany |
| 3 | JSI | INSTITUT JOZEF STEFAN | Slovenia |
| 4 | UNIPA | UNIVERSITA DEGLI STUDI DI PALERMO | Italy |
| 5 | IC | INSTITUTO CERVANTES | Spain |
| 6 | GARIN | GARIN 1820 S.A. | Spain |
| 7 | EURECOM | EURECOM | France |
| 8 | CNRS | CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE | France |
| 9 | MF | MONKEYFAB S.C. | Poland |

3. LEGAL ASPECTS

3.1. Grant Agreement

The Grant Agreement forms the legal basis for the implementation of the project. It consists of the following documents:

- Terms and Conditions
- Annex 1 Description of the action
- Annex 2 Estimated Budget for the action
 - 2a Additional information on the estimated Budget
- Annex 3 Accession Forms

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- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements
- Annex 6 Model for the certificate on the methodology

The Grant Agreement must be kept by all partners and should be provided to the auditor in case of an audit. It is downloadable in the participant portal, in document library of the SILKNOW project.

3.2. Consortium Agreement

Whereas the Grant Agreement is signed between the EU and the partners, the Consortium Agreement is signed between the partners themselves. It arranges in more detail the provisions of the Grant Agreement, such as but not limited to: financial issues, payments, management, decision making, conflict resolution, intellectual property rights and liability.

The Consortium Agreement must also be kept by the partners and must be shown in case of audits.

3.3. Amendments

During the project, circumstances may arise to call for a request to the EU for an amendment of the Grant Agreement. Reasons may vary, but could be:

- Change of partner(s);
- Change of legal entity;
- Changes in the budget;
- Changes in the DoA.

In case an amendment is needed the coordinator shall submit such a request after an autonomous decision by all partners in the General Assembly. After approval the Coordinator shall distribute the revised Grant Agreement to the partners, replacing former versions.

Budget changes that do not affect the content of DoA can be taken care by the consortium itself; decision through the General Assembly and inform the Project Officer. Amendments may be requested by any of the project partners.

4. PROJECT MANAGEMENT

4.1. Project management structure and conflict resolution

In accordance with all partners of the SILKNOW proposal, UVEG – Universitat de València – assumes the responsibility for the Project Management, Technical Management and Exploitation and Dissemination Management. This is to guarantee a tight control over the project execution and to minimize possible managerial risks. Bearing in mind this fact, a management structure is devised, which will count on the different responsibilities and be carried out by three different groups in the consortium, the **General Assembly (GA)** and the **Executive Board (EB)**, and an **External Expert Advisory Board (EEAB)**. These groups are interrelated and will work on the different operational and decision levels, as schematized in Figure 1.

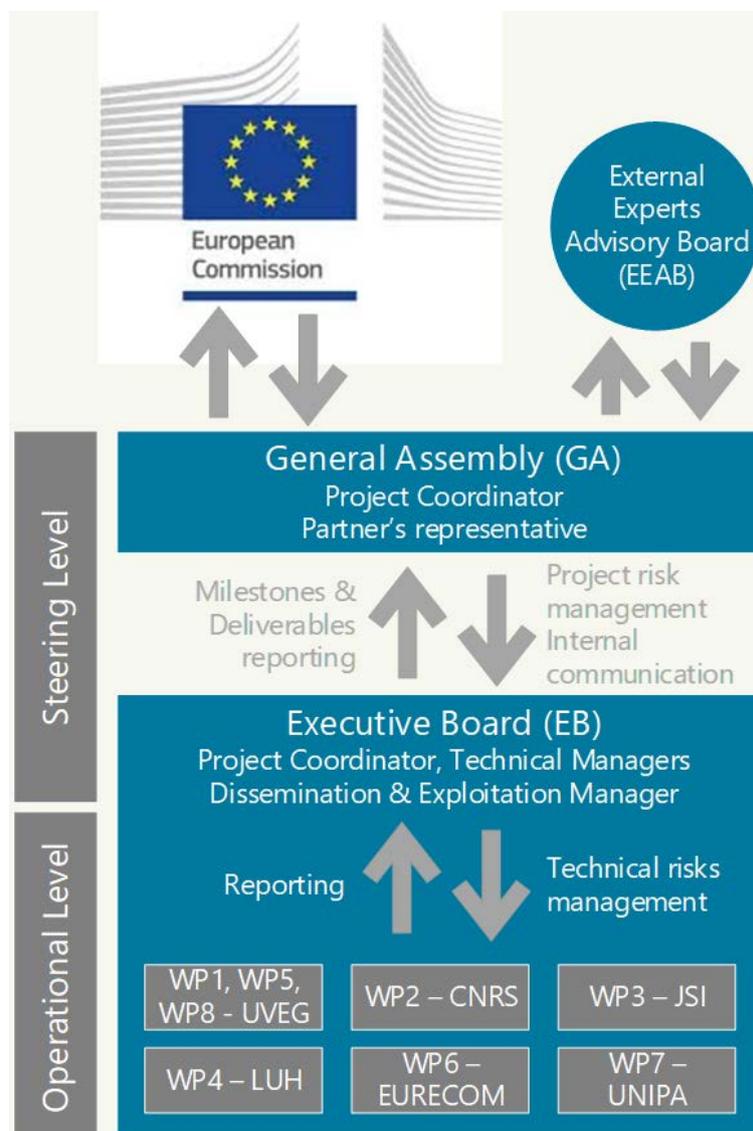


Figure 1. Management structure.

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The **GA is composed by the Project Coordinator (PC) and one representative of each partner.** The role of the **GA** is to take decisions on high-level management issues, mainly involving technical, financial, exploitation, dissemination, planning and control matters. It consists of one representative of each institution. The Project Coordinator chairs all meetings of the GA (unless decided otherwise in a meeting of the GA). The GA will be responsible for all high-level decisions that have an impact on the project at the consortium level. This includes decisions on technical refocusing proposed by the participants, the allocation of funds (received and distributed by the Coordinator), dissemination and exploitation issues, possible changes in the consortium and resolutions of conflicts on technical, financial and strategic issues. In this sense, the GA will cope with the collective responsibility of the consortium for the technical implementation of the project. It will also pay attention to all problems that might arise from the technical implementation, especially when participants' financial liability is concerned. Potential solutions to overcome those issues are detailed in the Consortium Agreement. The decisions adopted by the GA may have an impact on agreements such as the contract signed with the EC and/or the consortium agreement.

As part of the GA, the Coordinator is the only responsible for notifying the EC of any change that could alter the contract signed with the Community, to obtain their approval. On the other hand, the GA is also responsible for updating the Consortium Agreement once modifications have been approved and for making amendments, which should be signed by all contractors.

The GA will take place evenly spaced over the duration of the project at the request of the Project Coordinator, or when necessary, at any other time at the request of one of the partners. The GA is not necessarily face-to-face, but can be held through electronic means. The Coordinator shall propose an agenda for each coordination meeting. Formal procedures and rules such as voting mechanisms are defined in the Consortium Agreement.

The **GA** will be also responsible for dealing with **managerial risks**. Different actions will be taken to minimize risks in management with regards to delays and lack of work deliverance, poor communication among partners and loose driving force within the consortium.

An utmost control on the budget distribution will be carried out by the Project Coordinator. The Consortium Agreement establishes the scenario for such distribution, and when any partner not complying with the deliverables expected may be penalized in terms of finance allocation.

The Executive Board (EB) is composed by the **Project Coordinator, the Technical Managers (TMs), the Dissemination & Exploitation Manager (DEM) and the leader of each Work Package.**

The role of the **Executive Board** will be to monitor the progress and performance of the technical activities in the project according to the deliverables and milestones. The **Executive Board** will be

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also responsible for dealing with **technical risks**. This board is composed by the work package leaders (UVEG, CNRS, JSI, LUH, EURECOM and UNIPA), the **Dissemination & Exploitation Manager** (Prof. Ester Alba from UVEG) and chaired by the **Technical Managers** (Dr. Cristina Portalés Ricart and Dr. Jorge Sebastián Lozano from UVEG), who has the overall technical responsibility for the project and provides support and report to the Project Coordinator as far as technical management is concerned.

The **WP Leaders** are responsible for the performance of the foreseen activities in each of their corresponding WPs. They are committed to ensure the accomplishment of the technical objectives of each task, to monitor and report deliverables and milestones, to ensure the transmission of the work to other tasks and/or WPs, to follow the person month specific allocation, to assess the quality of the outputs, to facilitate and actively participate in the technical meetings required to track the work progress and discuss and report project detail, to archive all documents related to each work package and to refer to the Project Coordinator and/or GA in case of major issue that affects the completion of the work foreseen.

The **Dissemination & Exploitation Manager** will be responsible for the exploitation and dissemination of the results obtained within the project. The DEM will be supported by the TMs within the EB. The exploitation of individual project results will be carried out straight forward by the involved partners. The DEM will coordinate these activities and look for meeting the exploitation and dissemination possible interests in the consortium according to the IPR.

The tables below summarizes the project decision-making system:

| Management Level | Decision Scope | Escalate to |
|--------------------------------------|--|---------------------|
| WP Leader | Work package-level / Task –level. Technology decisions within work package | Executive Board |
| Technical Managers | Project-level technical issues (task/WP-level technology issues) | General Assembly |
| Dissemination & Exploitation Manager | Exploitation and impact issues, competitiveness conflicts | General Assembly |
| Project Coordinator | Project-level financial/planning issues | European Commission |

Table 1. Decision making structure.

The table below summarizes the specific role of each partner in the project management through the development of the project:

| Partner | Role in the Management Structure of SILKNOW |
|---------|--|
| UVEG | Project Coordinator will be Dr. Marcos Fernández Marín , responsible of the steering level and reporting to the European Commission. |
| UVEG | Dissemination & Exploitation Manager will be Prof. Ester Alba Pagán , responsible of exploitation and impact of the results of the project. |
| UVEG | Technical Managers will be Dr. Cristina Portalés Ricart and Dr. Jorge Sebastián Lozano , responsible of the coordination and development of the technical activities in the project. Dr. Portalés Ricart will mainly deal with issues related to ICT, while Dr. Sebastián Lozano will mainly deal with issues related to SSH. |
| UVEG | WP1 Leader. The leader of WP1 will be the Project Coordinator, Prof. Marcos Fernández Marín , who will be responsible to coordinate partner's tasks and activities. |
| CNRS | WP2 Leader. The leader of WP2 will be Prof. Pierre Vernus . |
| JSI | WP3 Leader. The leader of WP3 will be Prof. Dunja Mladenčić . |
| LUH | WP4 Leader. The leader of WP4 will be Prof. Franz Rottensteiner . |
| UVEG | WP5 Leader. The leader of WP5 will be Prof. Inmaculada Coma Tatay . |
| EURECOM | WP6 Leader. The leader of WP6 will be Dr. Raphaël Troncy . |
| UNIPA | WP7 Leader. The leader of WP7 will be Prof. Concetta di Natale . |
| UVEG | WP8 Leader. WP8 is focused on the project dissemination and exploitation. The leader of WP8 will be Prof. Ester Alba Pagán , which has the role of Dissemination & Exploitation Manager. |

Table 2. Partners and roles in the management structure.

The **External Experts Advisory Board (EEAB)** that encompasses representatives of the project stakeholders will be built and gathered once per year. The composition of the EEAB will be flexible and the incorporation of new members will be considered by the General Assembly, when relevant. Its members will be invited to the project meetings, to the planned workshops, dedicated webinars, teleconferences and/or focused sessions, to capture feedbacks on the exploitable services.

4.2. Work Packages

This section presents the overall structure of the work plan. The technical work of SILKNOW is integrated in the central WPs (WP3 to WP6). On the other hand, WP2 analyses the end-user needs and provides baselines for the technical work, whereas WP7 is dedicated to testing and piloting, also focusing on end-users. Therefore, WP2 gives inputs to the central, technical WPs, whereas WP7 receives their outputs, as indicated by the arrows.

The rest of WPs (WP1, WP8 & WP9) are transversal, and will be dedicated to the project management and coordination, the dissemination and exploitation of results and the ethics requirements. The graph here given (Figure 2) shows the interrelations of the different WPs, as well as their relation to the objectives of the project (OB.1, OB.2 and OB.3).

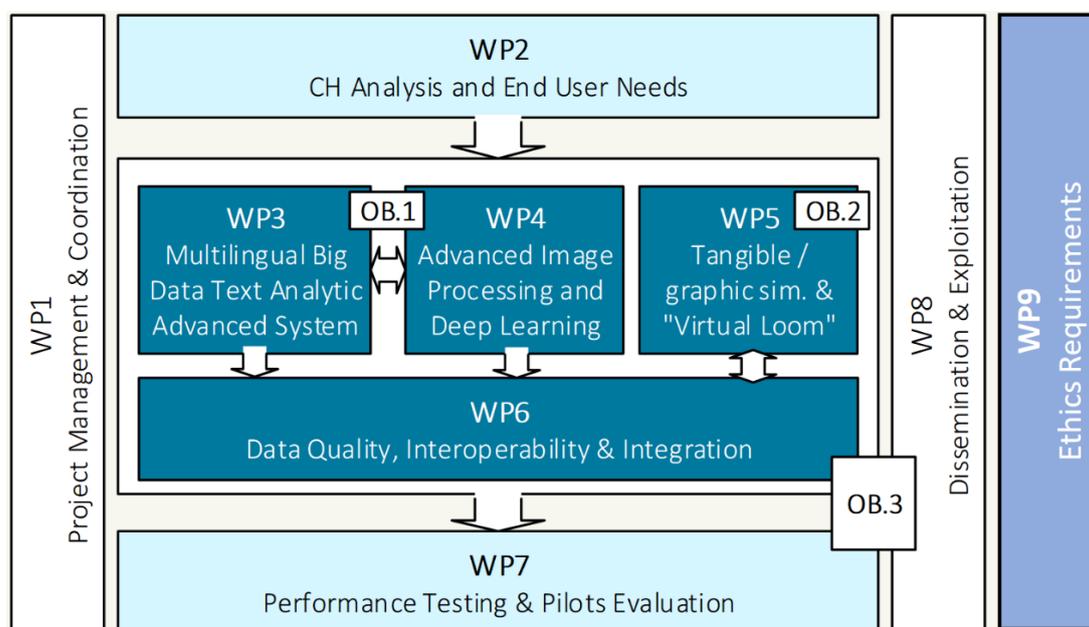


Figure 2. Work packages presentation.

5. PROJECT MEETINGS

Project meetings are plenary meetings and parallel sessions combining technical progress. They include a General Assembly meeting and an Executive Board meeting. There are eight meetings scheduled in SILKNOW. A tentative calendar follows:

- The first one is the kick-off meeting organized by UVEG. The meeting was taken place in Valencia (Spain) during the days 3 and 4 of May 2018. As part of this meeting, a tour to GARIN was organized. All partners attended this meeting.

- A technical meeting will take place approx. in month 6 in France, which will be organized by CNRS, leader of WP2.
- Another technical meeting will take place approx. in month 12 in Slovenia, and will be organized by JSI, leader of WP3.
- The first review meeting will take place in month 15. The venue is still to be chosen. It will cover the months 1 to 12 of the project and all partners will attend.
- Another technical meeting will take place approx. in month 21 in Germany, and will be organized by LUH, leader of WP4.
- Another technical meeting will take place approx. in month 26 in France, and will be organized by EURECOM, leader of WP6.
- The next technical meeting will take place approx. in month 32 in Italy, and will be organized by UNIPA, leader of WP7.
- The final meeting will take place in Brussels approx. in month 36 and will be organized by the coordinators. All partners will assist. This technical meeting will include the second review meeting that covers months 13 to 36 of the project. This meeting will include a half-day Policy Round Table with invited EC officers.

In the following figure, a Gantt diagram with the foreseen project meetings is depicted.

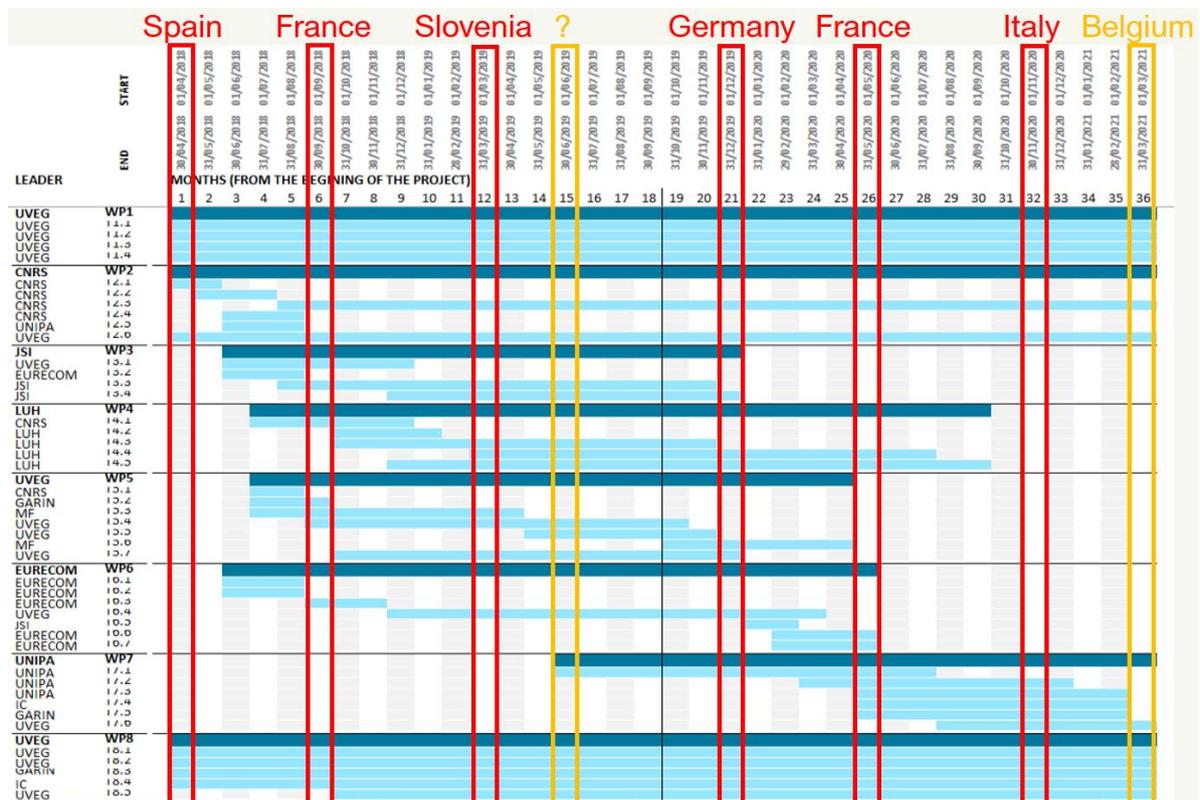


Figure 3. Representation of the project meetings within the Gantt.

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The templates for the minutes of the project meetings are available on the Google Drive (refer to section 6.2), in WP1/templates. The minutes contain the following information:

- Meeting info, date, venue, agenda;
- Schedule of the meeting;
- Notes regarding the meeting;
- Action list, detailing the task, action holder, and the due date;
- List of attendees;
- Annexes (optional).

6. INTERNAL COMMUNICATION

6.1. Internal communication structures

As agreed during the KoM, between partners, the communication will be:

- Videoconferences for the project monitoring, once every month. The meetings will be triggered by the coordinators and will take place the last Friday of every month, at 11:00 a.m. CET and will last one hour. This time can be reviewed and modified during the project lifetime if needed.
- Videoconferences for technical discussion, as needed. Technical discussions will be mainly promoted by the WP leaders or the project technical managers.

The technology used for the regular monthly videoconferences with multiple partners can be WebEx, Skype, Google+ or other similar technologies allowing multiple users to connect simultaneously.

The templates for the minutes of the internal meetings are available on the Google Drive (refer to section 6.2), in WP1/templates. The minutes are stored as xls files, and contain the following information (Figure 4):

- Action table;
- Discussed points;
- Meeting date;
- Attendees.

| | A | B | C | D | E | F | G | H |
|----|-------------------------|--|--|----------------------------|----------------------|----------------------|-----------------------------|-----------------------------------|
| 1 | ACTION TABLE | | | | | | | |
| 2 | STATUS | AFFECTED WP | DESCRIPTION OF THE ACTION | ACTION HOLDER | ORIGINAL DATE | EXTENDED DATE | SPECIFIC ACTION | SPECIFIC ACTION |
| 3 | <i>REQUESTED/DONE</i> | <i>Affected WP</i> | <i>Write a description of the action</i> | <i>Leading institution</i> | <i>dd/mm/yyyy</i> | <i>dd/mm/yyyy</i> | <i>write action, if any</i> | <i>write other action, if any</i> |
| 4 | | | | | | | | |
| 5 | | | | | | | | |
| 6 | DISCUSSED POINTS | | | | | | | |
| 7 | 1 | <i>write here the discussed points</i> | | | | | | |
| 8 | 2 | | | | | | | |
| 9 | 3 | | | | | | | |
| 10 | 4 | | | | | | | |
| 11 | MEETING DATE | | | | | | | |
| 12 | <i>dd/mm/yyyy</i> | | | | | | | |
| 13 | ATENDEES | | | | | | | |
| 14 | Institution | Names | | | | | | |
| 15 | UVEG | <i>write names of attendees separated by commas, or state "no present"</i> | | | | | | |
| 16 | LUH | | | | | | | |
| 17 | JSI | | | | | | | |
| 18 | UNIPA | | | | | | | |
| 19 | IC | | | | | | | |
| 20 | GARIN | | | | | | | |
| 21 | EURECOM | | | | | | | |
| 22 | CNRS | | | | | | | |
| 23 | MF | | | | | | | |
| 24 | <i>other</i> | | | | | | | |
| 25 | <i>other</i> | | | | | | | |
| | + | ☰ | dd/mm/yyyy ▾ | | | | | |

Figure 4. Screenshot of the internal meeting minutes.

6.2. File exchange and file repository of internal documents

Internal documents will be stored in a Google Drive associated to the project. The Google Drive account is silknow.eu@gmail.com

Every partner will receive an invitation to the link of the SILKNOW Google Drive folder. Every partner has full permission to read/write within this shared folder. There is one folder for each WP, and sub-folders for the different deliverables.

The Google documents (Google Docs, Google Sheets and Google Slides) will be used to work in collaboration and simultaneously among different partners. Once a document is finished, the responsible of that document (e.g. a deliverable leader) will put it in a document file (docx, xlsx, pptx) with the corresponding template if available (docx and pptx).

The entire Google drive folder is linked to a repository into the IRTIC (UVEG) subversion servers. Every day the folder is synchronized and updated into this subversion server. Due to this, there is a backup copy of the Google Drive folder and all the different versions uploaded during the project.

If a partner needs a version of a file/folder, he/she only needs to ask for it to UVEG, describing the file paths and the date of the required version.

6.3. File exchange and file repository of textiles digital collections

A repository of the data collections is available within the OwnCloud¹ open source tool. There are many museums that are going to proportionate their silk woven digital collections. In order to facilitate the data uploading, a proprietary cloud server will be available. This cloud is installed on the SILKNOW server by using the open source tool OwnCloud. It will be available with the link <https://silknow.uv.es/owncloud>

Every partner will access to the cloud with their e-mail and the password defined by themselves. They have fully access to a folder with 2 GBytes for saving their own files. The partners that are going to ask for the museums' data will have a folder with 10 GBytes. They can create new subfolders and they can allow external users to enter data in those folders.

The procedure will be described by a private video available on youtube.

6.4. Mailing list

To facilitate communication, the following emailing lists have been established:

- Within the General Assembly: silknowGAssembly
- Within the Executive Board: silknowEBoard
- For all consortium members: silknowConsortium

The emailing lists will be maintained in the SILKNOW server through the REDMINE tool.

The REDMINE tool allows the creation of Forums, which every user can “watch” or “unwatch”. It works like a subscription to a mailing list. When a user watches a forum will receive all the published messages in the forum, and he/she may reply the message. All the replies will resent to all the users which watch the forum.

REDMINE is a web tool, its link is <http://silknow.uv.es/redmine>, it will be described in the *Monitoring of research* explanation.

¹ <https://owncloud.org>

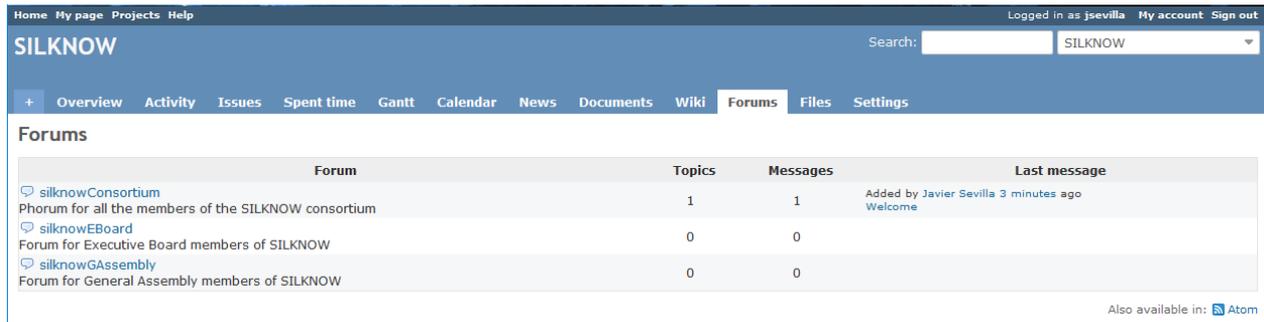


Figure 5. Screenshot of the Forum sections in REDMINE tool.

Every partner will be subscribed to the adequate emailing list, and they have access to the logfile of the emailing list and the management of they account by accessing to the forum section of the REDMINE tool.

6.5. Monitoring of research

The monitoring of research will be carried out by UVEG and with the use of the REDMINE² open source web tool. UVEG is the responsible of updating the percentage of completed tasks, after monthly reporting of all partners. In the figure below, a screenshot of the project Gantt diagram as seen in REDMINE is shown. The Gantt includes a list of all WPs and tasks, as well as deliverables, milestones and project meetings. Other resources available in REDMINE are a wiki, a calendar of the project events (those shown in the Gantt) or a documental repository, among others. These resources can also be used for the proper development and monitoring of the project, as well as to minimize technical risks. In particular, the wiki can be used to discuss or add information on the different WPs, tasks or deliverables.

Every partner will access to redmine by accessing to the link <https://silknow.uv.es/redmine> and signing up into the web. How to sign up and the use of the main tools of redmine will be described by a private video available on youtube, accesible to the project's consortium.

² <http://www.redmine.org>

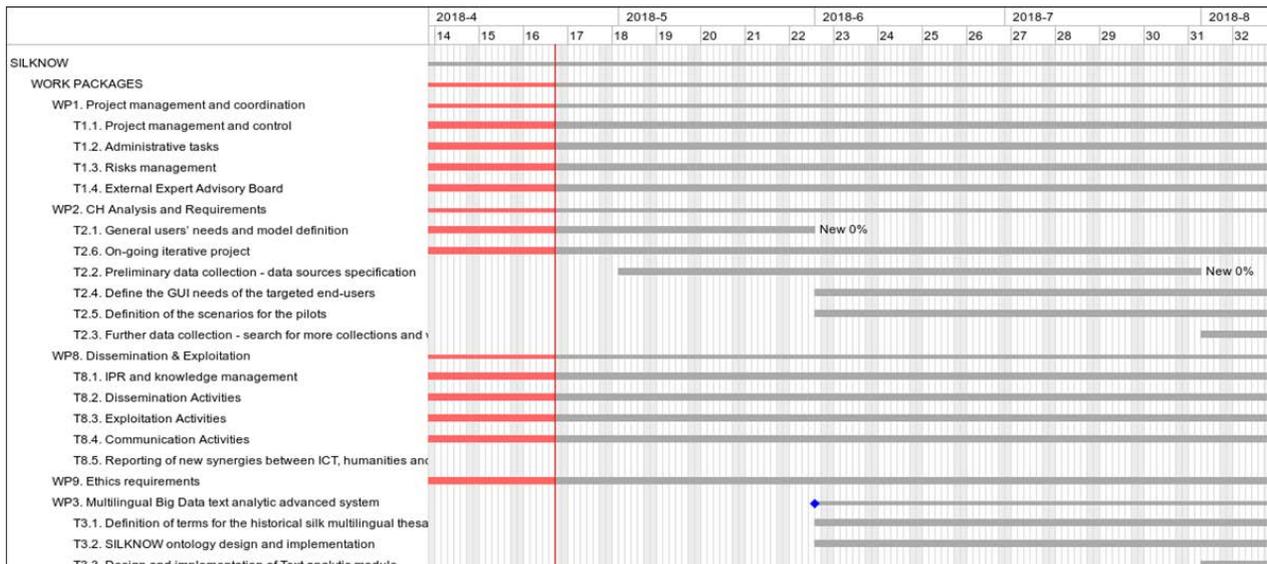


Figure 6. Screenshot of the Gantt diagram in REDMINE.

7. EXTERNAL COMMUNICATION STRUCTURES

7.1. The project website

The project website is the main tool for the external dissemination and communication of the project results. It is developed with the open-source content management system WordPress, responsive, so it can be viewed from any device, it fulfils the AA level of the Web Accessibility Initiative. It will be quite indexable, simple and visual, and it is maintained by the Coordinator.

It can be accessed from the URLs: <http://silknow.eu> , <http://silknow.org>

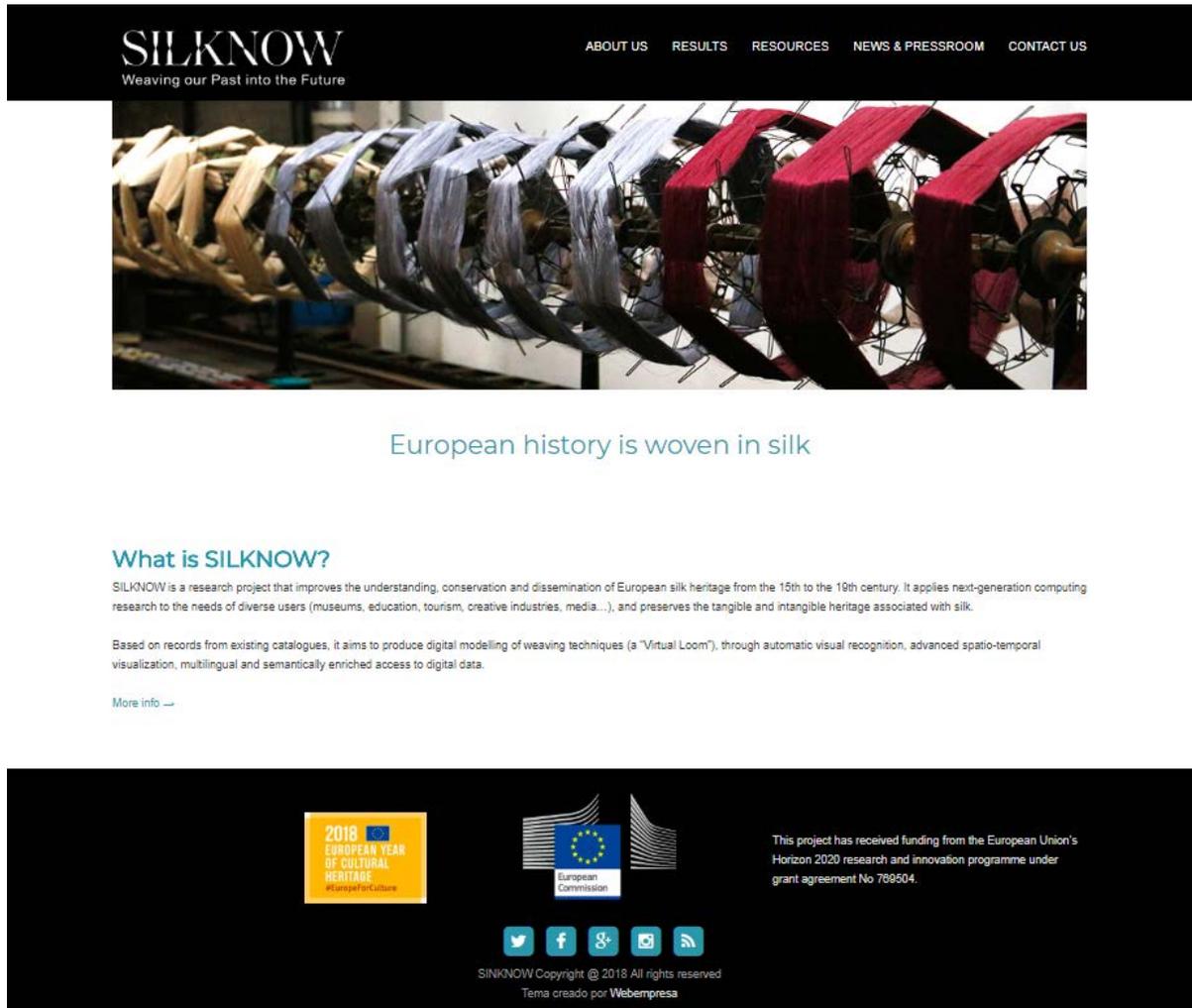


Figure 7. Screenshot of the main page of SILKNOW's webpage (under construction).

The project website is due on the third month of the project (D8.2). It is therefore now under construction, but the structure has already been defined; it has the following sections and subsections:

- About
 - Project
 - Partners and stakeholders
 - Team members
 - Work packages
- Results
- Resources
- News and pressroom
- Contact us

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7.2. Brand manual

In order to create a strong, visual and recognizable image, SILKNOW prepared a brand manual that was distributed among partners and can be found in the project Google Drive.

First, SILKNOW policies require that all communication materials should use the project logo (Figure 8), as it is the core element of SILKNOW visual's identity. This logo tries to evoke silk lightness, fabrics and the columns of la Lonja in Valencia. SILKNOW logotype is available in EPS and JPEG format, both in negative and positive, both are available from the project Google Drive.

To further clarify SILKNOW vision and project mission, there was created a tag line: "weaving our past into the future", which should accompany all communications activities.

SILKNOW logotype is a typographic logo created with Saol Display, while the tag line uses Union typography. The recommended size is 75 x 12.659 mm, as it is the standard size for most graphic applications (business card, posters, etc.) although the logo will increase in larger graphic elements such as a rollups or banners in proportion to the size of the application.



Figure 8. Project logo

SILKNOW also has established Union as its official typography for every type of communication, this is also available from the project Google Drive. In order to maintain consistency, basic language guidelines were established and distributed among partners.

7.3. Templates

Different templates were developed to create a cohesive identity system. SILKNOW prepared word templates with letterheads for business letters and project deliverables.

Posters, leaflets, roll ups and banners were also created in InDesign, plus different graphic styles are available in EPS for different communication purposes but maintaining SILKNOW visual identity. Finally, a Powerpoint template was produced for internal or external communications. All templates are available from the project Google Drive in WP8.

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Every communication design must show the SILKNOW logotype together with the EU commission logotype and the H2020 acknowledgment. Partners logos should be used on designers and communication manager's discretion.



Figure 9. Examples of the PowerPoint template.

7.4. Acknowledgement

All SILKNOW communication materials as well as publication should contain the following acknowledgment:

This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under grant agreement No 769504.

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For scientific publications and where relevant, this text can be extended as follows:

The research leading to these results is in the frame of the “SILKNOW. Silk heritage in the Knowledge Society: from punched cards to big data, deep learning and visual / tangible simulations” project, which has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 769504.

Failure to include the acknowledgement could result in the non-payment of the person months claimed to produce the work.

Regarding conferences, all participants are requested to obtain a Certificate of Attendance. An example for such certificates is provided as a template in the Google Drive of the project, in WP1/templates.

In any case, for scientific publications, all partners have to accomplish with article 29.2 of the Grant Agreement, which states: Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results. In particular, it must:

(a) as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications; Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

(b) ensure open access to the deposited publication — via the repository — at the latest:

(i) on publication, if an electronic version is available for free via the publisher, or

(ii) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.

(c) ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication. The bibliographic metadata must be in a standard format and must include all of the following:

- the terms “European Union (EU)” and “Horizon 2020”;
- the name of the action, acronym and grant number;
- the publication date, and length of embargo period if applicable, and
- a persistent identifier.

7.5. Dissemination and exploitation

To ensure maximum visibility, relevant information and exploitation activities will be posted on the web site of the project. The information will contain the event details (date, location), participants list, reference to the published material, the presentation or the poster presented at the event.

To support the communication, the following profiles on social media have been created:

- Twitter: [@silknow_eu](https://twitter.com/silknow_eu)
- Instagram: [silknow.eu](https://www.instagram.com/silknow.eu)
- Facebook: [SILKNOW](https://www.facebook.com/SILKNOW)
- LinkedIn: [SILKNOW](https://www.linkedin.com/company/SILKNOW)
- YouTube: [SILKNOW](https://www.youtube.com/SILKNOW)

8. DELIVERABLE MANAGEMENT

8.1. Quality of deliverables and peer review

Deliverables are important project documents that partners create and include important information about the progress of the project and its results. The created deliverables must be of the highest quality possible and only at that stage can be submitted to the Project Officer.

The Deliverable leader is the responsible entity and the editor of a deliverable. He/she must manage and lead several tasks during the creation of the deliverable.

The Deliverable contributors are included in the Document creation stage of the deliverable. Their task is to contribute the content identified by the Deliverable leader. Moreover, they must address potential comments from the reviewers and provide an improved version of their contribution.

The Deliverable internal reviewers have to thoroughly review the content of the deliverable. They must ensure that the content is consistent with the objectives of the deliverable and that it is of high scientific quality. In addition, the reviewers should also perform proof-reading and grammar checks. At least one reviewer must be included in the review process. He/she will be appointed by the Deliverable leader after the formulation of the document. It is important that the internal reviewer is not included in the writing process of the deliverable. The reviewer must provide comments or modifications using the track changes features. Moreover, he/she must provide a brief review report with their assessment of the deliverable and justifications for their claims.

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The Deliverable quality manager is responsible for the final deliverable proof-reading, checking for design and layout problems, and assess if the comments of the reviewers have been addressed in a satisfactory manner. This responsibility will fall on one of the project technical managers, Jorge Sebastián and Cristina Portalés.

UVEG has prepared a spreadsheet of all deliverables, which is located in Google Drive, so that all partners can volunteer as reviewers for deliverables. If no partner volunteers, the technical managers will have the freedom to assign a person. In the same way, the Deliverable quality manager is named for each deliverable.

The following general structure should be followed and is as such provided in the deliverable template of the project:

- Cover page
- Amendment History
- List of Authors/Contributors
- Table of Contents
- Abbreviations/Acronyms
- Introductory part
- Core part
- References
- Annexes (optional)

The deliverable template is available on the SILKNOW Google Drive as part of WP8.

8.2. Naming

Each deliverable must be associated with a unique document name to ensure version control. The deliverable identifier has to be used in the deliverable filename.

The deliverable identifier for the working versions of the deliverable must be:

<deliverable identifier><Up-to-three-words-from the deliverable name>-<v followed by the version number>-<the responsible partner's id>.<extension>

The deliverable identifier for the final version of the deliverable must be:

SILKNOW_<deliverable identifier>_m<deliverable due month>.<extension>

Examples:

D1.1-Project-Quality-Handbook_v0.1-UVEG.docx

SILKNOW_D1.1_m2.pdf

8.3. Procedure and timing

The steps to be followed for publishing a deliverable:

- The Deliverable Leader formulates the content of the deliverable and creates the initial Table of Content.
- Based on the latter, he/she assigns tasks to different contributors included in the deliverable.
- During the Document creation stage, the Deliverable leader performs initial checks of the contributions sent by partners, sends modification instructions, and integrates the various contributions in the initial draft of the deliverable.
- After all the contributions have been integrated and consolidated the draft is then sent to the internal peer reviewers for the review process, no later than 3 weeks prior to the due date. The reviewer(s) provides comments and modification instructions for the contributors within a week upon receiving the deliverable. They must update their contributions with track of changes. As this will be done with Google Docs, the different partners can work simultaneously. Finally, the reviewer has to approve all the changes made.
- Next, the approved document by the reviewer(s) is sent to the Deliverable quality manager no later than 1 week prior to the deliverable due date. In case there are major issues with the document, another quick round of editing is performed.
- The approved deliverable is marked as Final and is ready for submission to the Project Officer.

The given procedure and timing is schematized in the table shown in Figure 10. This table is stored in the Google Drive of the project, under the folder WP1, and will serve as a basis for the correct monitoring of the completion of deliverables, the reviewer assignments, and the deadlines at the different stages.

| | A | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X |
|----|--------------|-------------------------|--|---|---|--|------------------|--|------------------|---------------------------------|------------------|--|------------------|--|------------------|--------------------------------|------------------|---|------------------|----------------------------|
| 1 | Deliv | Lead participant | Reviewer (a volunteer, not involved in the writing) | Participants (to be added by Lead participant) | Responsible for quality check (UVEG) | Lead participant creates the initial table of contents and the writing starts | Days left | Lead participant delivers to reviewer | Days left | Reviewer finishes review | Days left | Lead participant delivers to UVEG | Days left | UVEG approves it or asks for improvements | Days left | Deliver to EC (by UVEG) | Days left | Extended date to deliver to EC (30 days) | Days left | DELIVERED? (YES/NO) |
| 5 | 8.2 | UVEG | | | Jorge Sebastián / Mar Gaitán | 21/05/2018 | 6 | 09/06/2018 | 25 | 16/06/2018 | 32 | 23/06/2018 | 39 | 30/06/2018 | 46 | 30/06/2018 | 46 | 30/07/2018 | 76 | NO |
| 6 | 2.2 | CNRS | | | Jorge Sebastián / Mar Gaitán | 21/06/2018 | 37 | 10/07/2018 | 56 | 17/07/2018 | 63 | 24/07/2018 | 70 | 31/07/2018 | 77 | 31/07/2018 | 77 | 30/08/2018 | 107 | NO |
| 7 | 8.3 | UVEG | | | Jorge Sebastián / Ester Alba | 21/06/2018 | 37 | 10/07/2018 | 56 | 17/07/2018 | 63 | 24/07/2018 | 70 | 31/07/2018 | 77 | 31/07/2018 | 77 | 30/08/2018 | 107 | NO |
| 8 | 8.4 | GARIN | | | Jorge Sebastián | 21/06/2018 | 37 | 10/07/2018 | 56 | 17/07/2018 | 63 | 24/07/2018 | 70 | 31/07/2018 | 77 | 31/07/2018 | 77 | 30/08/2018 | 107 | NO |
| 9 | 8.5 | IC | | | Jorge Sebastián / Mar Gaitán | 21/06/2018 | 37 | 10/07/2018 | 56 | 17/07/2018 | 63 | 24/07/2018 | 70 | 31/07/2018 | 77 | 31/07/2018 | 77 | 30/08/2018 | 107 | NO |
| 10 | 2.3 | CNRS | | | Jorge Sebastián | 22/07/2018 | 68 | 10/08/2018 | 87 | 17/08/2018 | 94 | 24/08/2018 | 101 | 31/08/2018 | 108 | 31/08/2018 | 108 | 30/09/2018 | 138 | NO |
| 11 | 4.1 | CNRS | | | Jorge Sebastián | 22/07/2018 | 68 | 10/08/2018 | 87 | 17/08/2018 | 94 | 24/08/2018 | 101 | 31/08/2018 | 108 | 31/08/2018 | 108 | 30/09/2018 | 138 | NO |
| 12 | 6.1 | EURECOM | | | Cristina Portales / Javier Sarriells | 22/07/2018 | 68 | 10/08/2018 | 87 | 17/08/2018 | 94 | 24/08/2018 | 101 | 31/08/2018 | 108 | 31/08/2018 | 108 | 30/09/2018 | 138 | NO |

Figure 10. Screenshot of the deliverables' procedure and timing.

9. REPORTING

Over the course of the project, a Periodic Report and Final Report must be submitted to the European Commission. The former will be submitted at the project mid-term stage (in the duration of 60 days after M12) and one at the concluding stage of the project (M36). General reporting principles will be as follows:

- UVEG will request WPL to report on their WP;
- WP leaders will prepare inputs for the periodic report by collecting inputs from their WP task leaders;
- UVEG will combine all this information into a coherent periodic report.

9.1. Periodic reporting

As regards the legal reporting periods of SILKNOW for the European Commission, reporting will be ensured over two reporting periods, first from month 1 to month 12, and second from month 13 to month 36. UVEG will be the responsible to write and deliver the corresponding reports and the policy brief at the end of each reporting period (as deliverables: D1.3 and D1.4). All partners will contribute when required.

The periodic report must be submitted by the coordinator within 60 days following the end of each reporting period. It contains the periodic technical and financial reports.

The **periodic technical report** consists of two parts:

- Part A - it contains the 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 participants can update the information in the continuous reporting module at any time during the life of the project.
- Part B - it is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. Part B needs to be uploaded as a PDF document following the template of Part B Periodic Technical report.

The **periodic financial report** consists of:

- Individual financial statements (Annex 4 to the Grant Agreement) for each beneficiary;
- Explanation 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 template for the periodic report can be found at:

http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf

9.2. Final Report

For the final reporting period, the coordinator must submit, in addition to the periodic report, the final report within 60 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:

- 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).
- Like the summaries for the periodic reports, the final summary must be written in a understandable style for a non-specialist audience.
- The coordinator must ensure that none of the material submitted for publication includes confidential or 'EU classified' information.
- Final financial report
 - 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

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- in some cases (and for some beneficiaries/linked third parties) it must be accompanied by a certificate on the financial statements - CFS (one certificate per beneficiary/linked third party).

