

## EASI-SMR – D9.2

### Project Management Plan

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## Table of Contents

|   |    |
|---|----|
| Document information .....  | 2  |
| Disclaimer .....  | 3  |
| History of changes.....   | 3  |
| Summary.....  | 4  |
| Keywords .....  | 4  |
| Abbreviations and acronyms .....  | 4  |
| 1. Introduction .....   | 5  |
| 2. Project Structure Overview.....  | 5  |
| 3. Management and Governance .....  | 7  |
| 3.1 Project management strategy .....                                     | 7  |
| 3.2 Project management structure .....                                    | 7  |
| 3.3 Organisation of Project Meetings .....                                | 10 |
| 4. Reporting Guidelines.....  | 12 |
| 4.1 Internal reporting.....   | 12 |
| 4.2 Contractual reporting to EC.....                                      | 13 |
| 5. Team Collaboration and Onboarding Resources.....                       | 14 |
| 6. Quality management, quality control and risk management processes..... | 17 |
| 7. Effort and Cost Management.....  | 19 |
| 7.1. Overview.....  | 19 |
| 7.2. Effort and cost monitoring and reporting .....                       | 19 |
| 8. Conclusion .....   | 19 |
| 9. Annex I: How to join EASI-SMR on Teams.....                            | 20 |

## List of Figures

|   |           |
|---|-----------|
| <i>Figure 1: Governance structure of the EASI-SMR project.....</i>              | <i>7</i>  |
| <i>Figure 2: Contractual Reporting to the CINEA, schematics. ....</i>           | <i>14</i> |
| <i>Figure 3: EASI SMR File Folders view .....</i>                               | <i>16</i> |
| <i>Figure 4: Notes Section, Example View.....</i>                               | <i>17</i> |
| <i>Figure 5: Project Quality, communication to the consortium example .....</i> | <i>18</i> |
| <i>Figure 6: Teams interface .....</i>  | <i>20</i> |
| <i>Figure 7: Sign in page.....</i>  | <i>21</i> |
| <i>Figure 8: Browser interface teams.....</i>                                   | <i>21</i> |
| <i>Figure 9: Teams interface .....</i>  | <i>22</i> |
| <i>Figure 10: Verification of identity.....</i>                                 | <i>22</i> |

## List of Tables

|   |          |
|---|----------|
| <i>Table 1: List of EASI-SMR participants .....</i> | <i>7</i> |
|---|----------|

|  |    |
|--|----|
| Table 2: EASI-SMR project bodies. ....           | 8  |
| Table 3: EASI SMR Meetings Inventory Table ..... | 11 |

## Document information

|                                |   |
|--------------------------------|---|
| <b>Grant Agreement Number</b>  | n°101164810                                       |
| <b>Project Title</b>           | Ensuring Assessment of Safety Innovations for SMR |
| <b>Project Acronym</b>         | EASI-SMR  |
| <b>Project Coordinator</b>     | Nicolas Sobecki                                   |
| <b>Project Duration</b>        | 1 September 2024 – 31 August 2028 (48 months)     |
| <b>Related Work Package</b>    | WP9   |
| <b>Lead Organisation</b>       | EDF   |
| <b>Contributing Partner(s)</b> | N/A   |
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## Disclaimer

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## History of changes

| Date       | Submitted by | Reviewed by           | Version (Notes)   |
|------------|--------------|-----------------------|---|
| 27/12/2024 | External PMO | Nicolas SOBECKI (COO) | V0.1 First internal draft created and reviewed  |
| 09/01/2025 | External PMO | Nicolas SOBECKI (COO) | V0.2 section on project events and coordinator responsibilities added; section 4 added. |
| 13/01/2025 | External PMO | WP leaders            | V1  |

## Summary

This deliverable presents the EASI-SMR Project Management Plan (PMP). It describes the guiding principle for the quality management and the relevant control procedures to ensure efficient execution of the project, compliance with EU regulations, and achieving project milestones. The document also provides a high-level summary of the management and governing structure of the project.

This deliverable is effective throughout the lifetime of the project but is open to revision if necessary.

## Keywords

EASI-SMR, SMR, Project Management Plan, Project Quality, online workspace

## Abbreviations and acronyms

| Acronym | Description               |
|---------|---------------------------|
| AB      | Advisory Board            |
| AE      | Affiliated Entity         |
| AP      | Associated Partner        |
| BEN     | Beneficiary               |
| CA      | Consortium Agreement      |
| COO     | Coordinator               |
| DoA     | Description of Action     |
| EC      | European Commission       |
| ExCom   | Executive Committee       |
| EUG     | End User Group            |
| GA      | Grant Agreement/          |
| GeA     | General Assembly          |
| LW-SMR  | Light Water SMR           |
| PMO     | Project Management Office |
| PMP     | Project Management Plan   |
| PQP     | Project Quality Plan      |
| RP      | Reporting Period          |
| WP      | Work Package              |
| WPL     | Work Package Leader       |

## 1. Introduction

Deliverable 9.2 details the Project Management Plan (PMP) of the EASI-SMR project. The purpose of this document is to provide a documented plan for the management and control of the organizational, developmental and supporting processes necessary to the successful implementation of the Action.

It complements the already available Deliverable on the Project Quality Plan (PQP, D 9.1) and outlines the goals, objectives and organizational structure; summarizes the responsibilities and roles of project participants; identifies the interactions among partners and specifies the general procedures and management tools that are implemented to ensure effective project management and coordination. The present PMP is an evolving document: the PMP will be updated and revised annually to reflect major changes in the management processes and indicators (project budget schedule, and risks). The Coordinator will be responsible for the maintenance of and subsequent revisions to the PMP.

Further in this PMP deliverable the reader will find details on the:

- Project Management and Governance
- Onboarding process and collaboration tools
- Project meetings planning and associated procedures
- EU reporting guidelines
- Brief reminder of quality aspects of the management process, communication practices as well as formal quality control and risk management (as elaborated in D 9.1)
- Effort and cost management

## 2. Project Structure Overview

EASI-SMR is an innovation action (IA) EURATOM project with 9 Work Packages (WPs) and 38 partners, including 34 Beneficiaries (BEN), 4 Associated Partners (AP) and 3 Affiliated Entities (AE) (as shown below). The Coordinator (COO), EDF (Électricité de France), acts as the project leader and is responsible for the innovation management and scientific coordination of the project. COO is assisted by an external Project Management Office (PMO, not a formal partner) to ensure high quality management and communication standards throughout the project duration.

| Nº  | Role | Short Name | Legal Name   | Country |
|-----|------|------------|--|---------|
| 1   | COO  | EDF        | ELECTRICITE DE FRANCE  | FR      |
| 2   | BEN  | AIMEN      | ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE                       | ES      |
| 3   | BEN  | ANN        | ANSALDO NUCLEARE SPA   | IT      |
| 4   | BEN  | BEL V      | BEL V  | BE      |
| 5   | BEN  | CEA        | COMMISSARIAT A L'ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES             | FR      |
| 6   | BEN  | CIEMAT     | CENTRO DE INVESTIGACIONES ENERGETICAS MEDIOAMBIENTALES Y TECNOLOGICAS      | ES      |
| 7   | BEN  | CIRTEN     | Consorzio Interuniversitario Nazionale per la Ricerca Tecnologica Nucleare | IT      |
| 7.1 | AE   | POLIMI     | POLITECNICO DI MILANO  | IT      |

|     |     |                   |   |    |
|-----|-----|-------------------|---|----|
| 7.2 | AE  | UNIROMA1          | UNIVERSITA DEGLI STUDI DI ROMA LA SAPIENZA  | IT |
| 7.3 | AE  | UNIPI             | UNIVERSITA DI PISA  | IT |
| 8   | BEN | CLOR              | CENTRALNE LABORATORIUM OCHRONY<br>RADIOLOGICZNEJ  | PL |
| 9   | BEN | ENEA              | AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE,<br>L'ENERGIA E LO SVILUPPO ECONOMICO<br>SOSTENIBILE  | IT |
| 10  | BEN | ENEN              | EUROPEAN NUCLEAR EDUCATION NETWORK  | BE |
| 11  | BEN | LLC<br>ENERGORISK | LIMITED LIABILITY COMPANY ENERGORISK  | UA |
| 12  | BEN | FRAMATOME         | FRAMATOME   | FR |
| 13  | BEN | FRAMATOME<br>GMBH | FRAMATOME GMBH  | DE |
| 14  | BEN | GRS gGmbH         | GESELLSCHAFT FUR ANLAGEN UND<br>REAKTORSICHERHEIT (GRS) gGmbH                                   | DE |
| 15  | BEN | HZDR              | HELMHOLTZ-ZENTRUM DRESDEN-ROSSENDORF EV   | DE |
| 16  | BEN | IRSN              | INSTITUT DE RADIOPROTECTION ET DE SURETE<br>NUCLEAIRE   | FR |
| 17  | BEN | JRC               | JRC -JOINT RESEARCH CENTRE- EUROPEAN<br>COMMISSION  | BE |
| 18  | BEN | JSI               | INSTITUT JOZEF STEFAN   | SI |
| 19  | BEN | KIT               | KARLSRUHER INSTITUT FUER TECHNOLOGIE  | DE |
| 20  | BEN | LEI               | LIETUVOS ENERGETIKOS INSTITUTAS   | LT |
| 21  | BEN | LUT<br>University | LAPPEENRANNAN-LAHDEN TEKNILLINEN<br>YLIOPISTO LUT   | FI |
| 22  | BEN | NRG               | NUCLEAR RESEARCH AND CONSULTANCY GROUP  | NL |
| 23  | BEN | RUB               | RUHR-UNIVERSITAET BOCHUM  | DE |
| 24  | BEN | SIET              | SOCIETA INFORMAZIONI ESPERIENZE<br>TERMIDRAULICHE SPA ENUNCIABILE ANCHE                         | IT |
| 25  | BEN | SSTC NRS          | STATE ENTERPRISE "STATE SCIENTIFIC AND<br>TECHNICAL CENTER FOR NUCLEAR AND<br>RADIATION SAFETY" | UA |
| 26  | BEN | Swerim AB         | SWERIM AB   | SE |
| 27  | BEN | TRACTEBEL         | TRACTEBEL ENGINEERING S.A.  | BE |
| 28  | BEN | UJV REZ AS        | UJV REZ AS  | CZ |
| 29  | BEN | VTT               | TEKNOLOGIAN TUTKIMUSKESKUS VTT OY   | FI |
| 30  | BEN | ARB               | LIMITED LIABILITY COMPANY ANALYTICAL<br>RESEARCH BUREAU FOR NPP SAFETY                          | UA |
| 31  | BEN | FZJ               | FORSCHUNGSZENTRUM JULICH GMBH   | DE |
| 32  | BEN | KTH               | KUNGLIGA TEKNISKA HOEGSKOLAN  | SE |
| 33  | BEN | NINE S.R.L.       | NINE NUCLEAR AND INDUSTRIAL ENGINEERING<br>SRL  | IT |
| 34  | BEN | NCBJ              | NARODOWE CENTRUM BADAN JADROWYCH  | PL |
| 35  | AP  | USFD              | THE UNIVERSITY OF SHEFFIELD   | UK |
| 36  | AP  | PSI               | PAUL SCHERRER INSTITUT  | CH |
| 37  | AP  | IFE               | INSTITUTT FOR ENERGITEKNIKK   | NO |
| 38  | AP  | ETH Zürich        | EIDGENOESSISCHE TECHNISCHE HOCHSCHULE<br>ZUERICH  | CH |

Table 1: List of EASI-SMR participants

### 3. Management and Governance

#### 3.1 Project management strategy

Project management includes all core activities to ensure the successful completion of the project within all technical, financial and timely aspects set out in the Grant Agreement (GA). WP9 led by EDF, is dedicated to the management and coordination of the project to ensure that it stays on track in terms of scope, costs, resources, and quality. All changes and optimizations essential for facilitating this goal are always under discussion with the partners and the decisions are taken based on the partners’ approval. Good communication management practices are crucial for ensuring that information reach the appropriate partners, and that timely, efficient decisions can be made. Quality management contributes to establishing the relevant project quality control and quality assurance activities to ensure an efficient collaboration among the consortium partners and delivery of project results (for more details see Deliverable 9.1 Quality Management Plan). Risk management is necessary for providing the process and techniques for the evaluation and control of potential project risks, focusing on their precautionary diagnosis and handling.

#### 3.2 Project management structure

The overall organizational structure of EASI-SMR is illustrated in the **Erreur ! Source du renvoi introuvable.** below.

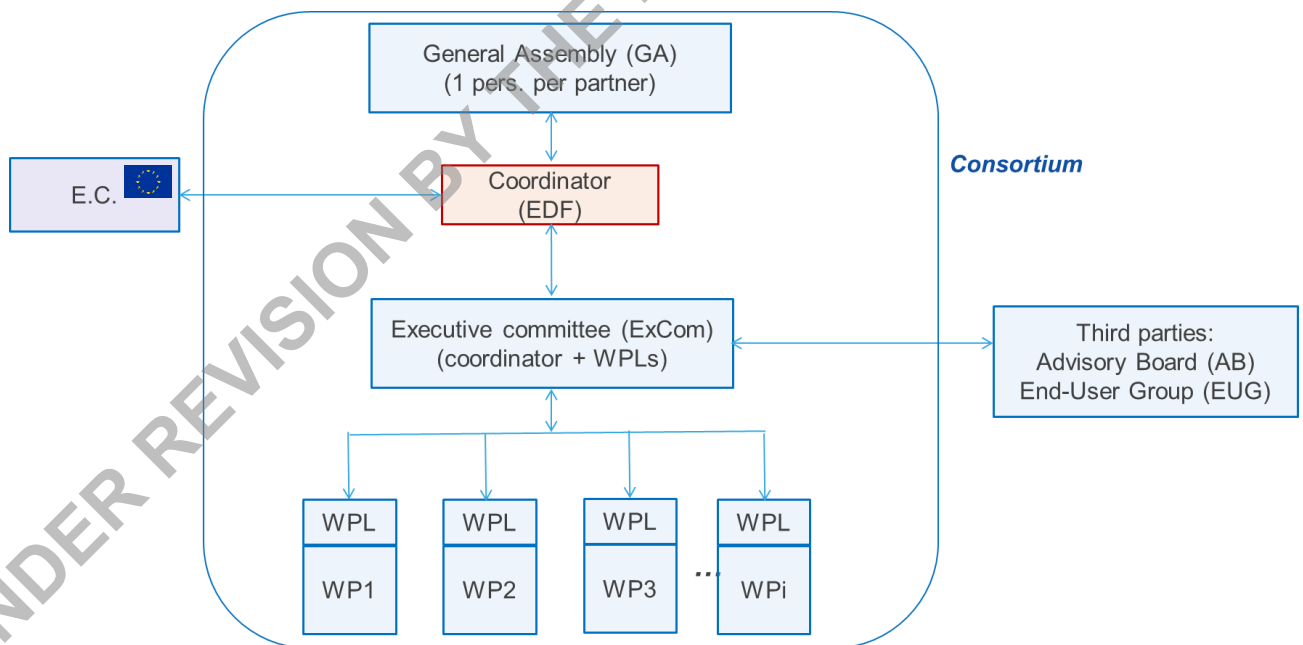


Figure 1: Governance structure of the EASI-SMR project.

The project bodies, the decision-making process as well as the responsibilities are described in the Consortium Agreement (CA, section 7) and in the Grant Agreement (GA: Section 1 of Chapter 4, Part A; page 25 Part A, page 28 Part B) and summarised in the Table 2 below. The interaction, responsibilities and decision-making power is clearly split



between the established project bodies. The governing culture of EASI-SMR is based on co-determination and clear leadership.

| Body                   | Who  | Status<br>(as of M6)   |
|------------------------|--|------------------------|
| General Assembly (GeA) | All partners (at least 1 person per partner)   | Is set up              |
| ExCom                  | WPLs (mandatory, ensure backup in case of absence)<br>+ PMO                                      | Set up and operational |
| WP                     | WPL & partners involved + COO  | Set up and operational |
| Project Coordination   | COO assisted by external PMO (in case of a particular issue, a specific partner will be invited) | Set up and operational |
| Advisory Board (AB)    | External Advisors (at least one per each technical WP)<br>+ COO                                  | Is being set up        |
| End User Group (EUG)   | Mainly external to the consortium entity representatives, but may also be part of it             | Is being set up        |

Table 2: EASI-SMR project bodies.

**The General Assembly (GeA)** is the assembly of all partner representatives and is the ultimate decision-making body of the consortium. It is described in detail in article 6 of the CA.

The general rule is that each Consortium Body shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum). Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast. However, decisions by the General Assembly regarding budget changes shall be binding only if reduced to writing and signed by authorized representative of each of the Parties affected by any significant budget changes within 14 days. If no confirmation/rejection has been received by the end of this period, the decision will be considered as accepted.

The current list of GeA (as well as AB and EUG) members is available for project members in [EASI-SMR OneNote](#).

**The Executive Committee (ExCom)** is the assembly of all Work Package Leaders (WPLs) and is chaired by the project COO. It was established during the KOM.

The ExCom prepares the meetings, propose decisions and prepares with the COO the agenda of the GeA. The ExCom is responsible for the proper execution and implementation of the decisions of the GeA. The ExCom shall monitor the effective and efficient implementation of the project. In addition, the ExCom shall collect information on the progress of the project every month and share it during monthly meetings, examine that information to assess the compliance of the project with the Working Plan and, if necessary, propose modifications of it to the GeA.

The ExCom functions as the supervisory body for the proper execution of the project. It monitors and manages the day-to-day operations and is accountable to the GeA.

**WP Leaders (WPLs)** are responsible for:

- planning the scientific and technical work of the WP, in coordination with all partners that are involved in this WP;
- making sure that timelines are met and reporting any inconsistencies to the COO/PMO;
- initiating corrective actions for project deviations (if required);
- consolidating partner information and preparing the reports for submission to the COO/PMO;
- ensuring that the objectives and milestones of the whole WP as well as of the detailed activities within the WP are achieved in time;
- ensuring that the deliverables are provided according to the roadmap.

As per the CA, the **Coordinator** shall be responsible for:

- monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications and specific requested documents to the Granting Authority)
- preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings
- transmitting documents and information connected with the Project to any other Parties concerned
- administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.
- providing a copy of the Grant Agreement and its Annexes to the Associated Partners.

**The (scientific) Advisory Board (AB)** members are representatives from organizations with a proven experience on LW-SMRs considering all the aspects tackled in the EASI-SMR project. Mandate of the AB is to advise the consortium to reach project outputs with a high quality and better exploitability by the various stakeholders (see page 9, D9.1). Entities involved in the AB are external to the consortium and need to sign an NDA. A dedicated travel budget is foreseen by the project to enable the AB contribute to the in-person consortium meetings.

The project's **End-User Group (EUG)** brings together organizations interested in gaining knowledge about light water SMRs, with a view to the potential integration of this new technology in European countries (see page 9, D9.1).

These organizations may be EPCs for LW-SMRs, Technical and Scientific Support Organizations (TSOs), regulators or research institutions working on the EASI-SMR topics.

While the AB provides guidance and expert advice, the EUG focuses on quickly applying project results to exploitable sectors and ensuring agile feedback between end-users and project stakeholders.

Although EUG could be a part of the consortium, the project plans that the majority of the entities involved in the EUG are external.

EUG members will also be invited to meetings of the relevant working groups and project meetings (workshops, project progress meetings, etc.), however most of the meetings will be virtual, since no dedicated budget is foreseen for the EUG at this stage of the Action.

The list of individual members and entities of different aforementioned external bodies will not be included in this version of the Deliverable due to its public dissemination level and hence the risk of violating GDPR compliance. For project members, they can be found in [EASI-SMR OneNote](#).

### 3.3 Organisation of Project Meetings

During its lifetime, the EASI SMR will count over a dozen of meetings of all scales from small working groups to large consortium meetings that may count over few hundreds of people.

During the very first lurching months of the Action, the management team has set up a preliminary meeting plan in line with the project roadmap, contractual requirements and best project management practices.

An overview of all past and future consortium meetings is summarized in the table below.

| Meeting Description                          | Target groups   | Target Date/ Month                | Location                        | Organizer        |
|--|---|-----------------------------------|---------------------------------|------------------|
| Kick-off Meeting of the project              | All partners, PMO, PO                                   | 24-25/09/24                       | EDF Lab Paris Saclay + remotely | COO/PMO          |
| General Assembly meeting                     | GeA representatives, PMO                                | M7<br>-> every 6 months if needed | Remotely                        | COO/PMO          |
| First End User group meeting                 | EUG   | M10                               | Remotely                        | ENEN<br>COO/PMO  |
| Project progress meeting #1 (annual meeting) | All partners, PMO, PO, AB, EUG                          | M14                               | CIEMAT venue + remotely         | CCO/PMO          |
| Workshop 1 on scaling issues                 | EUG, AB, LGI, PO, WP2, WP3, WP4 (tbd), external parties | M15                               | SIET venue + remotely           | ENEA<br>+COO/PMO |
| Project review after periodic report M1-M18  | WPLs, PO, PMO   | M18-20                            | Remotely                        | COO/PMO          |
| Workshop 2 on advanced core physics          | EUG, AB, LGI, PO, WP7, WP1 (tbd), external parties      | 11-12/05/26<br>M21                | Karlsruhe, Germany + remotely   | KIT + COO/PMO    |
| Project progress meeting #2 (annual meeting) | All partners, PMO, PO,                                  | M26                               | LUT + remotely                  | COO/PMO          |

|   |   |                    |                           |                                      |
|---|---|--------------------|---------------------------|--------------------------------------|
|   | AB, EUG   |                    |                           |                                      |
| Workshop 3 on passive systems phenomena-codes application, guidelines and best practices and reliability assessment<br>Partnership with NEA WGAMA, WGRISK | EUG, AB, PMO, PO, WP2, WP3, WP4, external parties                                 | M27                | Paris + remotely          | ASNR (ex IRSN)<br>+COO/PMO           |
| Winter school on neutronic codes (tbd)  | TBD   | M30: 01-03/02/2027 | Karlsruhe, Germany        | KIT                                  |
| Webinar: raise awareness on SMR safety issues towards the general public  | General public  | M32                | Remotely                  | ASNR (ex IRSN)                       |
| Summer school on TH codes (tbd)   | TBD   | M36                | INSTN Saclay (TBC)        | CEA-INSTN                            |
| Project review after periodic report M19-M36<br>+<br>Project progress meeting #3 (annual meeting)<br>+<br>Workshop 4 on Human and organizational Factors  | WPLs, PO, PMO<br><br>EUG, AB, WPL, PO, partners<br><br>EUG, AB, LGI, PO, WP5, WP4 | M36-38             | Halden, Norway + remotely | COO/PMO<br>COO/PMO<br>ASNR (ex IRSN) |
| Project review after periodic report M37-M48  | WPL, PO, PMO  | M48                | Remotely                  | COO/PMO                              |
| Final conference of the project   | WPL, PO, partners, PMO, AB, EUG   | M48                | Brussels + Remotely       | COO/PMO                              |

Table 3: EASI-SMR Meetings Inventory Table

The GeA and ExCom meetings are recurrent.

The General Assembly meetings are to take place at least once a year (or at any time upon request of the Executive Committee or 1/3 of the Members of the General Assembly) and to cover high-level, strategic decisions affecting the entire project (for example, need of amendments, consortium changes, strategic oversight etc.). The first GeA meeting of the EASI SMR is scheduled in remote format for M7.

The meeting notice is to be sent to the GeA 45 calendar days ahead of the meeting, and the agenda is to be available 21 calendar days prior to the meeting.

ExCom gathers remotely on a monthly basis (at least quarterly frequency is required according to the CA) or at any time upon request of any Member of the Executive Committee. As already stated in the section 3.2, the objective of the ExCom meetings is to ensure its supervisory body functions for the execution of the project via :

- Execution on the high-level GeA decisions
- Monitoring of actions, general progress and risks
- Monitoring of financial, ethical and legal compliance
- General preparation for reporting and reviews
- Communication activities planning and open science compliance.

The initial ExCom meetings planning was set at the start of the project for a duration of 12 months and will be extended or reset before or during the last occurrence. The agenda is established and available to all members in the dedicated OneNote ExCom section ([Visual Management](#)) in line with the delays indicated on p.14 of the CA (7 calendar days).

For other meetings, such as consortium-wide meetings, interim progress meetings or planned workshops (involving external participants), the objective of the organizers is to secure the event date 6 months ahead of the event and to set up the first draft agenda and registration process 45 calendar days before the event.

**Minutes** record and distribution is common for all meetings types. The external PMO assisting the chairperson of a meeting (usually Coordinator) is responsible for taking minutes of each meeting which shall be the formal record of all decisions taken. The PMO then shares the draft minutes to all Members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from receipt, no Member has sent an objection by written notice to the PMO/chairperson with respect to the accuracy of the draft of the minutes by written notice. The PMO/chairperson shall share the accepted minutes to all the Parties and to the Coordinator, and store the file in the dedicated folder on Teams, accessible for all relevant Parties.

#### Miscellaneous:

- Any additional meetings such as technical/working meetings and WP meetings will be held as needed, mainly remotely and organised by the WP or Task Leaders;
- As stated in the Table 3 above, the EASI-SMR Advisory Board experts and EUG will be invited to participate in project consortium meetings and key dissemination events typically once or twice per year;
- Each partner detains budget for their own mobility expenses associated to the meetings. The budget for AB mobility is detained by the Coordinator. Budget for the EUG mobility is not foreseen in the project;
- Each participant to a meeting should contribute to the meeting preparation and follow-up.

## 4. Reporting Guidelines

### 4.1 Internal reporting

As the EC contractual reporting covers relatively long periods (twice 18 months, and 12 months for the final reporting period), internal reporting is necessary to assess project progress at more frequent intervals.

Thus, the Coordinator will propose a summary of the technical progress of activities at least once every quarter, to be completed by the WP leaders. This report will take form of a table in the dedicated OneNote “Quarterly technical reporting” with different sections to be completed for each WP:

- Quarter # Deliverables/Milestones Status
- Quarter # Highlights
- Red Flags & Alerts
- Main events in the next quarter.

The first internal report was issued on December 8 ([EASI-SMR Q1 technical reporting \(Mode web\)](#)).

## 4.2 Contractual reporting to EC

The contractual reporting is due to the EC withing a maximum of 60 days following the end of each Reporting Period (RP, see below). Periodic reporting and payments are described in section 4.2 and art. 21, 22 of the GA.

Each periodic reporting consists of technical and financial parts, as schematically depicted in Figure 2 below (image adapted from “[Horizon Implementation Day: Grant Management in Horizon Europe](#)” 5 Nov. 2024, non-contractual presentations, accessed on the 29/12/2024).

The submission of the Periodic Report, Deliverables and Financial Statements along with the EC Project Officer and Reviewers’ attendance at the Contractual Review permits the EC to analyse the accomplished work and progress made in order to unlock a payment for the corresponding Period. If the reporting is delayed or incomplete, or the quality of the work shown in the Review, Reports or Deliverables is insufficient, the financial contribution’s amount or/and timeline will be impacted.

EASI-SMR has 3 RPs which are the gateways to payment requests:

- RP1 from M1 – M18 (18 months)
- RP2 from M19 – M36 (18 months)
- RP3 from M37 – M48 (final, 12 months).

The contents of the Periodic Report are summarised hereafter. More details can be found on the *Reports & payment requests* page of the Funding & Tenders Portal: <https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pageId=1867970>.

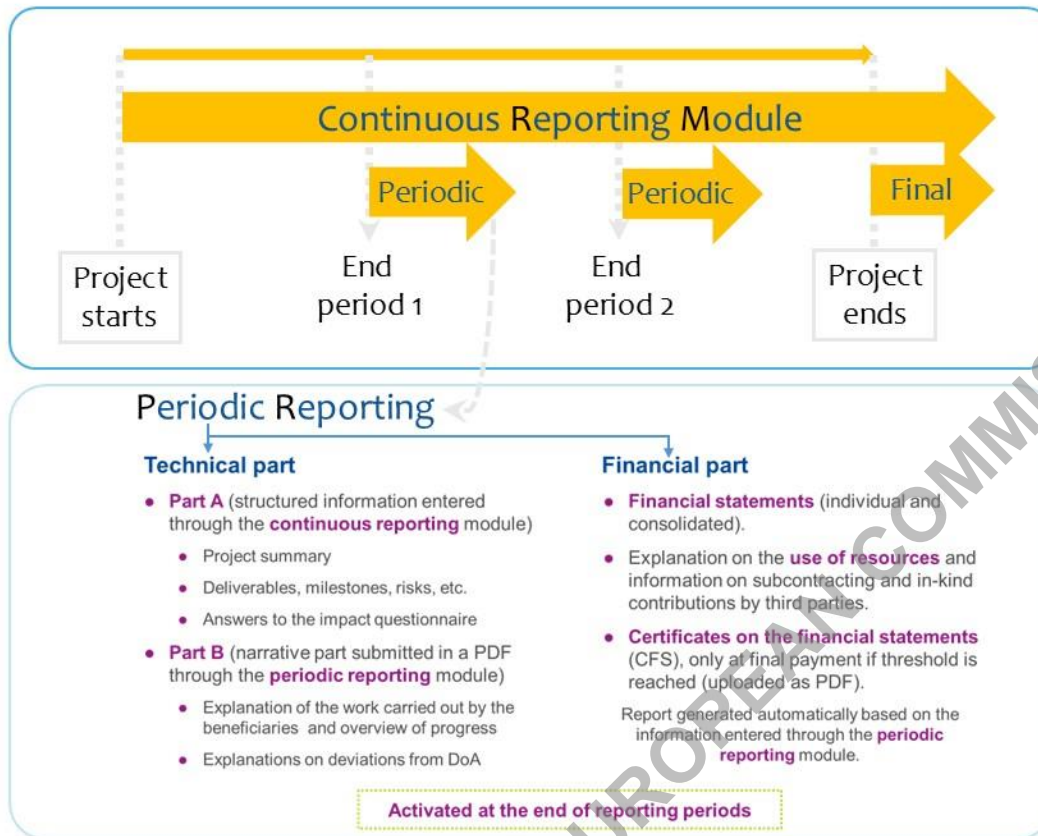


Figure 2: Contractual Reporting to the CINEA, schematics.

## 5. Team Collaboration and Onboarding Resources

Microsoft Teams is a commonly used platform designed to support collaborative work online. EASI-SMR has set up a dedicated Microsoft Teams:

- to facilitate collaborative work between partners (e.g., exchange of data, collaboration on deliverables, storage of documents, record of actions and tasks etc.);
- to serve as the project main communication space, including messages relevant to all partners (e.g. from the coordinator or PMO), for discussions on the respective WP channel chats or respective experimental systems;
- and to be used for preparation and publication of project reports, technical notes, deliverables.

The structure and features of the Teams space were introduced to all the consortium members prior to the kick-off meeting on M1 of the project. Further paragraphs (as well as Annex I) will develop on the EASI SMR Teams onboarding process, and its key files and features.

### Initial registration

New participants in the project need to contact the PMO (LGI) in order to receive access to the project web-based secured repository on Teams to get access to the project reference documents and tools. For more instructions, see Annex I of this Deliverable.

**Access rights** are managed by the administrators of the platform: LGI entity members. As such, different access right are allocated according to the role of the participants: regular members of the consortium, space owners, and other restricted members (for example, EUG members).

The process to get access to the platform starts with the invitation to join the Teams sent by LGI (upon request from the coordinator or any member of the consortium as mentioned above).

### **Mailing lists**

All contact details should be added to the dedicated “EASI\_SMR Contacts list” Excel file in Teams General folder by each partner, and the new participant will then be included in the relevant mailing lists by the PMO. The Contacts file contains contact information (name, surname, email address, affiliation) of all partners’ principal investigators, PMO, administrative and legal teams, and is sorted into mailing lists according to everyone’s role in the project for ease of use. In this way, only the relevant participants are contacted for each topic, avoiding both the confusion and the loss of information. Each Consortium member is responsible for editing and updating the contacts list as needed but must notify the PMO so that the new contacts can be added to and the old ones be removed from the Teams platform.

New participants will then be tagged by WP in the Teams group by the PMO so that they can be informed of the relevant Teams publications and be included in the related discussion group(s).

### **Project handbooks**

To get familiar with the project structure and the project procedures, new participants are notified about the existence of the PMP, PQP and Communication & Dissemination project handbooks accessible to all members via Teams.

The project handbooks are designed in a way to be easily consulted and to provide quick answers in the Teams repository. They are available as a PDF files and should be living documents. This implies that they will be updated regularly to record and list the lessons learned in order to improve the quality of the project. The partners will be solicited to join the revision process and informed about handbooks modifications. In general, the COO and the PMO will be the main responsible partners for updating the project handbooks. Modifications and updates will be performed whenever necessary, e.g. if there are changes to the mailing lists or if the project structure or the GA / ExCom composition changes. In any case, partners are always invited to propose updates if required.

### **Introduction to partners and start**

Once familiar with the project policies and the IT tools, new members will find the most relevant documents like the DoA, GA and CA in the General folder in Teams.

### **Files on Teams**

In this section of the channel, project members will find documents arranged in a predefined structure (see Figure 3).

Although it is advised to include the document version number (Vx) in the file title, it is not recommended to multiply the number of documents since the version history is accessible for any file. The best way to proceed is thus to rename the file to e.g. V2 after V1 has been reviewed and change the date if applicable, rather than saving it as a new



file. For complex documents such as CA, document versioning is acceptable, provided that the earlier file versions are stored in a dedicated Archive folder and the latest working version is clearly identified in the name.

To bring clarity to the file keeping process and secure final documents from modifications, it is advised by the PMO partner to **a)** add “submitted” or “final” to the name of the final document; and **b)** use the “check-out” function of MS Teams to freeze final version of the document - this function allows the admin to “lock” any erroneous edits and modifications. File can be “unlocked” or “checked-in” at users’ request; **c)** a separate folder with final versions of all documents may be created in one of the shared folders.

Collaborative (deliverable or other) files will be located within the dedicated sub-folders of each WP channel. To avoid multiple versioning and incoherent data, project members will work online instead of using email attachments.

To preserve the format of the documents, users are invited to access the documents by clicking on the three dots on the right and open with the Microsoft app rather than the website.

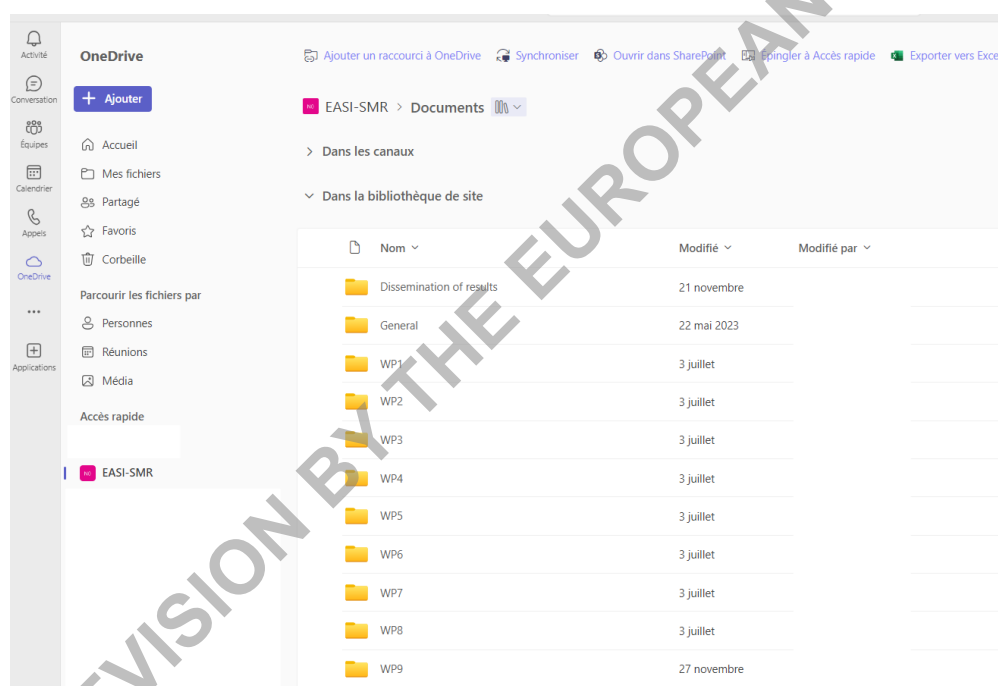


Figure 3: EASI SMR File Folders view

The management and organization of the file section of each WP is under the responsibility of the corresponding WPL.

#### OneNote file on the Teams platform ([EASI-SMR OneNote](#))

This function is intended to help with the management of the project and to facilitate collaboration. Under this section COO/PMO and WPLs are advised to keep an action list for members as well as the minutes of every technical meeting held in order to keep a record. Each entry must be saved with the date to have an efficient registry of decisions and follow up actions. Partners are invited to consult this section after each meeting in order to review the notes, follow up actions and decisions made. The management of the Notes of each WP channel is the responsibility of the WPL.

Below is an example of the Notes page, used by the Coordinator for the visual management during the ExCom meetings.

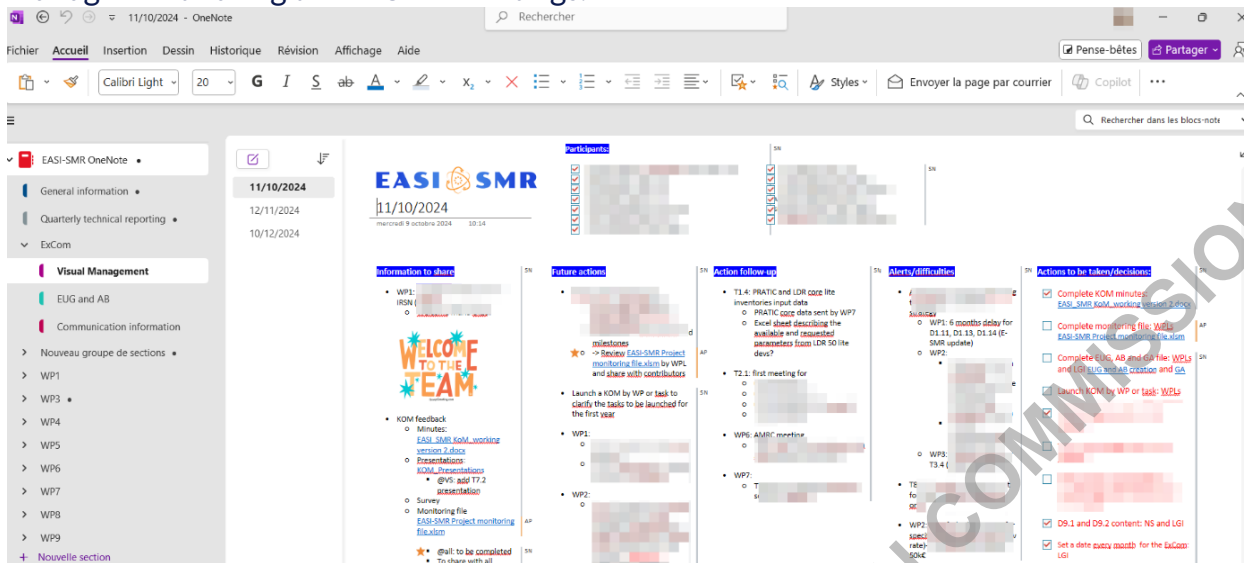


Figure 4: Notes Section, Example View

**Project Monitoring file on the Teams platform** ([EASI-SMR Project monitoring file.xlsm](#))

also mentioned in sections 2.3 and 2.4 of D9.1) is one of the key tracking and planning tools, used by the management team and collaborators in general, to have in one place a detailed overview of :

- each WP activities: Actions, Issues/Alerts, Risks/Input Data Required, including tracking of changes that may result in Amendment.
- project Tasks, Deliverables and Milestones, their status, progress and other details
- Project Gantt chart
- Meetings schedule

Project Monitoring file is located in EASI SMR Teams "General" folder.

In summary, the Teams collaboration platform is used to simplify and streamline the management of the project. It allows controlled version tracking of documents in a well-defined workflow and submission system, it provides access to management materials such as templates, minutes, notes and makes reporting and follow-up on efforts smoother. It also provides an important storage capacity allowing participants to store and/or share their technical data and documentation.

More information about data storage, sharing and preservation will be given in the subsequent D 9.3 Data Management Plan due in M6.

## 6. Quality management, quality control and risk management processes

This section reminds the key elements of the quality management and control processes as well as risk management aspects, as reported in the earlier Deliverable 9.1 on the Project Quality Plan and which are relevant for the current document.

Quality management in the EASI-SMR project is ensured through transparent processes, timely actions, and clear communication, which is overall guided by an experienced external PMO company with a 20-year track record in EU projects management and funding.

Each EASI-SMR collaborator is provided with customized online collaborative space (Teams) and digital tools. Project Milestones, Deliverables, Roadmap and the general Project Monitoring file are communicated to the members well in advance and are permanently accessible via Teams.

The management has established and distributed clear and intuitive guidelines as for the naming conventions, report creation, review, validation and submission process (see Figure 5 as an information campaign example).

The role and expected contributions of each project member is explained and schematically depicted in Sections 2.3 and 2.4 of the D9.1.

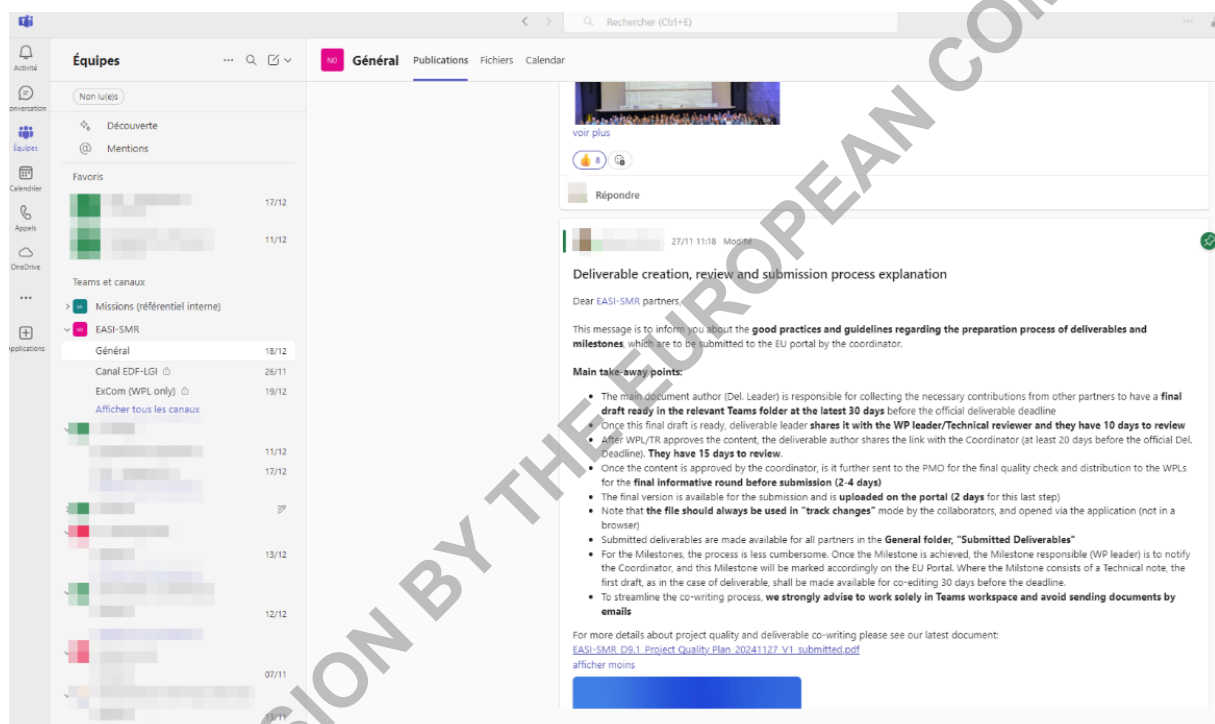


Figure 5: Project Quality, communication to the consortium example

To ensure highest quality of technical data, reports, deliverables, publications and others, produced by the Project, the management sets in place a feedback loop and involves internal and external experts to secure a competent, diverse and well-balanced feedback. All the produced materials also have to follow the established visual identity of EASI-SMR (for more details consult D8.5 Communication & Dissemination Plan) as well as conform to the specifications of the EC.

Risk Management is an integral element of quality control as the proactive notice of deviations from the DoA allows the consortium to control the consequences or even transform those consequences into opportunities. Risk management is a continuous process undertaken throughout the lifetime of the project: the frequent meetings of the project bodies therefore serve as the main forum for risk identification and its record into the Project Monitoring file on the level of each WP and Task. The identified risks are analyzed and graded, based on impact and probability of occurrence. An updated risk table is to be provided within the Reporting Periods.

For more details see section 2.4.1 and 2.5 of the D9.1.

The management also foresees measures and ad-hoc actions to address potential internal consortium conflicts. The general principle is to solve conflicts at the lowest and earliest possible stage starting from the task level and with strong emphasis on the use of negotiation skills (Section 1.5 of D 9.1).

## 7. Effort and Cost Management

### 7.1. Overview

The total effort and budget of the project are defined in the GA. The aim of the Effort and Cost Management is to ensure that the implementation of the project is conducted within the predefined Person Months (PMs) and Budget. The COO, supported by the PMO and in collaboration with all partners, will monitor throughout the implementation of the project, the effort and resources by comparing the actual numbers to the data defined in the GA.

To avoid possible confusion between National and European Union reporting rules, all staff efforts are to be reported in full hours and in Euro amounts up to two decimals precision. If effort and/or cost deviation of +/- 10% are seen, the status of the cost/effort will be set to “alert” in the dedicated budget follow up tool. This will trigger corrective actions which will first be discussed between the COO and the affected partner. The Consortium informed of the fact that approvals for extreme project effort/cost changes may require a contract amendment with the EC.

### 7.2. Effort and cost monitoring and reporting

In order to have timely information about the effort and costs consumed, so that corrective measurements can be discussed and applied immediately, each partner will have to report every 18 months the consumed effort and costs to the COO/PMO (interim financial reporting associated with interim/final project payments). The report will be submitted 15 calendar days after the completion of the 18-month period so as to provide the partners with adequate time for the compilation of the information. The COO/PMO will provide all necessary templates and guidelines so that the partners can easily complete the reports. The reporting of the effort and the budget absorption to the EC is to be conducted in the three RP of the project.

Financial tracking will be updated according to the schedule of each periodic/final report and to be released in the Teams repository (“EASI-SMR Budget” follow up file).

A summary table with the estimated budget per partner can be found in Annex 2 of the GA.

## 8. Conclusion

This document presents the approach taken by the EASI-SMR team to manage the project. Together with the Project Quality Plan, this PMP seeks to establish the procedures and standards to be employed in the project, and to allocate responsibility for ensuring that these procedures and standards are followed. Quality aspects are taken into account in every process and activity. The PM/QP serve as foundational guiding resources, made available to all project members and facilitating adherence to

the project’s goals and timeline. In addition, the tools used by the team to manage the project, communicate with internal and external stakeholders about the project and to control the quality and risks associated with the project have been outlined or referenced. The Project Management Plan and the various instruments used to control the project will be continuously updated and refined as the project moves forward. The project management team monitors that the above-described processes, practices and tools are adequate at every phase of the project and are fulfilled by the collaborators. When deemed necessary, the management team is in charge of elaborating and implementing appropriate changes or adaptation measures.

## 9. Annex I: How to join EASI-SMR on Teams

The following instructions apply only after the EASI-SMR Teams admins (LGI) have sent to the new member an invitation link/email.

If your organization already uses Teams, we recommend to log in to it with the browser so you can stay connected to your Teams’ organization. The instructions to do so are given below:

Open the login page of Teams in your browser. You can use the link [here](#). In the upper right corner click on Sign in

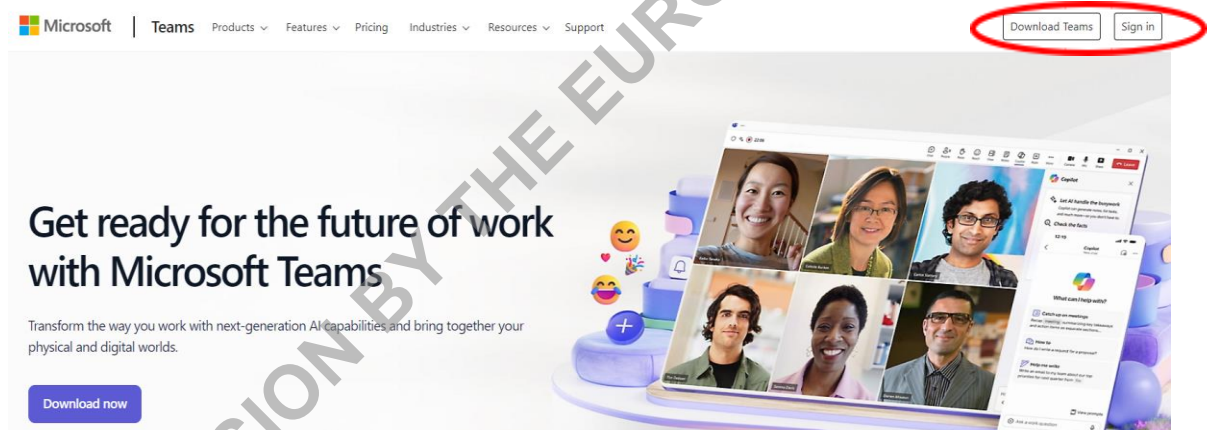


Figure 6: Teams interface

1. Use your organisation’s email account and your password to log in:

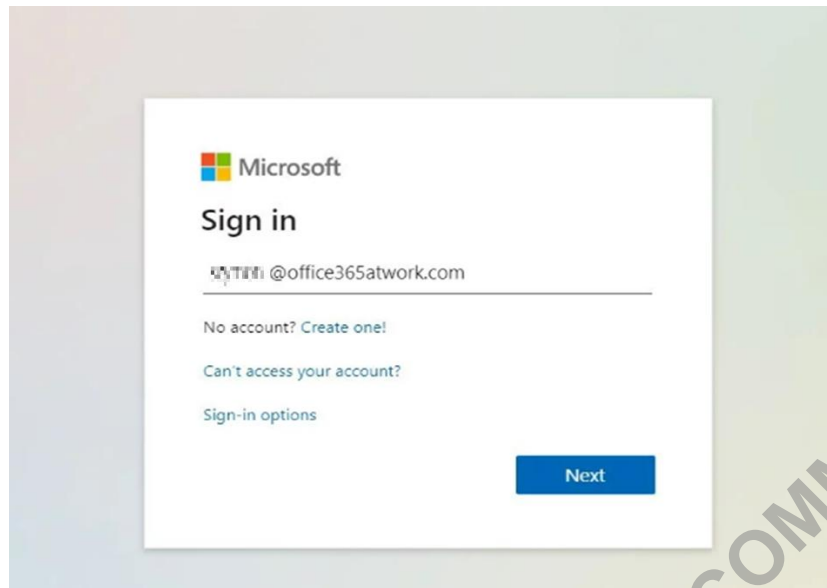


Figure 7: Sign in page

2. The following message will appear:

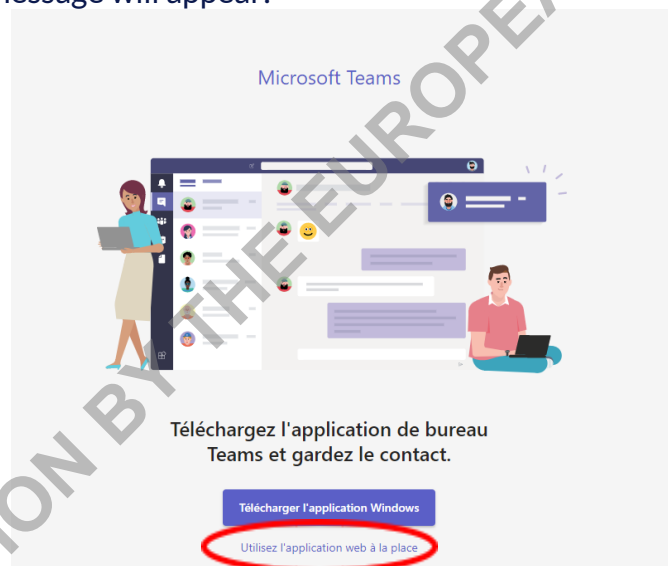


Figure 8: Browser interface teams

3. Click on use the web application option.
4. Once connected to your Teams, in the right upper corner you will click on your profile and you will see your organisation teams and then LGI's one (hosting the EASI-SMR platform).

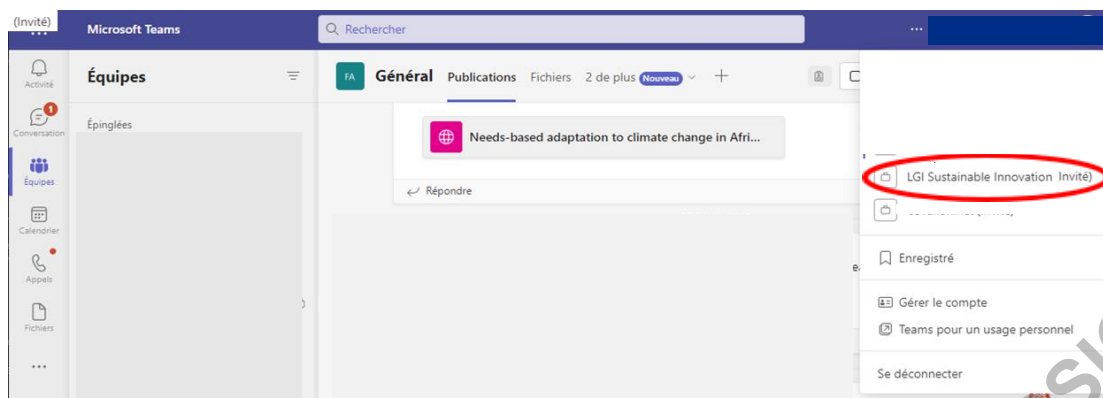


Figure 9: Teams interface

1. Click on LGI Sustainable Innovation team
2. The browser will then ask you to verify your account by sending you a code to your phone or email. Pick whichever option you prefer to continue.



Figure 10: Verification of identity

3. Type the received code to your phone or email and
4. This should lead you to the Teams workspace, authorized by the admin
5. From here you should have access to all the documents shared under this team.

**NOTE:** make sure that you use the institutional email you shared with the PMO to access the Teams. If your organisation uses a different email for access to your institution's teams please inform the PMO so it can be updated in the Teams.

# EASI SMR

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