

THE
MUSIC
PROJECT

Materials for sUstainable
Sodium-Ion Capacitors

D1.1 Project Management Handbook

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Eurida



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Publishable summary

The purpose of this Project Management Handbook is to provide guidance to all MUSIC project partners and to support them in finding relevant information quickly and easily.

It does not supplement or replace the European Commission Horizon 2020 provisions or official documents, such as the EC Grant Agreement, nor the Consortium Agreement, but summarises practical information and provides information to internal management procedures.

In case of any perceived or real inconsistencies between this document, the Grant Agreement with the European Commission or with the Consortium Agreement, the following order of precedence will be applied:

1. European Commission Grant Agreement (GA)
2. Consortium Agreement (CA)
3. Manual of Project Management Tools

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Abbreviations

SYMBOL	SHORTNAME
CA	Consortium Agreement
CFS	Certificate on Financial Statements
EC	European Commission
DoA	Description of Action
GA	Grant Agreement
GAss	General Assembly
IP	Intellectual Property
WP	Work Package

1 Introduction

The most important aspects of project progress monitoring and reporting are clarity about processes, roles and responsibilities, honesty and transparency. This handbook for project management outlines the methods used by the Project Coordinator and the Management Support Team to successfully monitor and manage the MUSIC project, specifies the roles and responsibilities for each partner and describes the tools used during the project term. When the Project Coordinator and the Management Support Team are aware of a problem and its degree, steps can be taken to get the project back on track.

1.1 Scope and Objectives of the Project Management Handbook

This project management handbook for the project MUSIC has been designed with the aim of standardising the management processes and the communication between the partners of the consortium (oral and in writing), thereby facilitating the day-to-day management of the project.

Project Coordinator and Management Support Team rely heavily upon an effective internal knowledge flow and associated tools that ensure the high quality of communication in order to keep an overview of progress status. This refers to results, quality, time and budget.

Therefore, internal communication as part of the effective management of MUSIC, will be facilitated by standardising as many activities of the project as possible, such as relaying information about project progress, compiling documents, meeting frequencies and attendance, etc.

Standardisation in this context relates to:

1. Written knowledge flow & communication - Reporting:

- Document compilation
- Fonts
- Use of headings
- Table of Contents
- Captions
- Cross-Referencing
- File-naming
- Progress reports and Deliverables

2. Oral knowledge flow & communication - Meetings:

- Meeting preparation
- How does one conduct oneself at a meeting?

3. Quality:

- What does quality mean to this consortium
- What does quality mean to this project?
- How can it be quantified?
- How can qualitative assessments be judged in this project?

2 General project information

2.1 Main contact persons

COORDINATOR:

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EC PROJECT OFFICER:

- [Nerea Bilbao Bustinza](#)
- Project Adviser
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- (+32) 2 29 923 72
- Email: nerea.bilbao@ec.europa.eu

Nota bene: Any contact and communication with the project officer should be made through the coordinator.

2.2 Public websites

Publicly accessible information about the MUSIC project:

MUSIC website www.musicproject.eu

EU CORDIS webpage <https://cordis.europa.eu/project/id/101092080>

3 Management structure and procedures

3.1 Governing bodies (responsibilities, roles and organisation)

The project management is primarily based on a strong commitment from all project consortium members and the recognition that each partner depends on the others for the final success of the project. Common understanding and trust have already been established through consortium meetings at the proposal writing stage, the project kick-off meeting and, for some partners, in previous projects, and will be maintained and deepened during the project itself. Our project management structure and procedures are designed to achieve the following objectives:

- Ensure that the Coordinator has a clear overview and control of the progress of the project at all times.
- Facilitate smooth communication between project partners and with the Commission.
- Ensure cohesion among research partners, given the geographical spread across Europe.
- Establish a strong basis for the early identification and mitigation of risks, and mechanisms for resolving conflicts and reaching agreements among project partners.
- Facilitate the transfer of project results to the MUSIC Communication and Exploitation Managers to increase the project's visibility, liaise with interested stakeholders and build effective exploitation strategies.

The management structure of MUSIC is described in detail below.

3.2 General Assembly

The General Assembly (GAss) will have overall responsibility for the project and is the ultimate decision-making body of the Consortium. The GAss is chaired by the project coordinator **Dr. Jon Ajuria (CICE)** and is made up of a representative from each participating partner institution.

The General Assembly consists of:

- Jon Ajuria, CICE, Chair
- Ignacio Castillo, CICE, Co-Chair
- Rita Clancy, EUR
- Alberto Varzi (sub Marcel Weil), KIT
- Thierry Brousse (sub Olivier Crosnier), CNRS
- Pierre-Louis Taberna (sub Patrice Simon), UPS
- Andrea Balducci, FSU
- Sophie Martin, JVI
- Mirco Ruttert, ELY
- Jørn Døvling Kaspersen, BYD
- Javier Olarte (sub Soraya Romo), BCARE
- Alfredo González Moreno, TALGO

As part of the MUSIC Consortium Agreement all consortium members have agreed that GA meetings will take place at least every 6 months, either as presence or virtual meetings. Procedures on voting, veto's, quorum, etc. have been fixed in the Consortium Agreement and agreed by all consortium members.

If needed, additional meetings of the General Assembly can be organized by telephone conference or other online/electronic means (Extraordinary meeting).

In most cases the General Assemblies decisions will be taken by electronic voting, by a voting procedure set forth in the meeting agenda or called by the chair, as appropriate, e.g., by email.

All members of the GAss have access to the project collaborative space, the MUSIC Teams SharePoint. If a common approval is needed from the GAss on a decision, the document describing the proposed decision will be distributed through this SharePoint, announced by email and a poll will be sent out.

All meetings will be called with sufficient time for all members to prepare, as specified in the Consortium Agreement. To allow every partner sufficient time to use the electronic voting system the polls will be announced to the members of the groups by an email at least 15 calendar days before the closing of the vote. Within 7 calendar days the Coordinator will send all members of the General Assembly a formal record of all decisions taken by electronic voting.

3.3 Project Coordinator

The role of the Project Coordinator is to act as the intermediary between the consortium and the European Commission. The Project Coordinator is the head of the project and represents the project to the European Commission. All communication between the project partners and the European Commission must go through the Project Coordinator unless delegated otherwise by the Coordinator.

The Project Coordinator is **Dr. Jon Ajuria** from CIC energiGUNE.

3.4 Project Management Support Team

The Project Management Support Team is managing the project at high level and ensures that the progress of the project is in accordance with the Grant Agreement and Description of Actions (DOA), as well as providing support for the project in technical, organisational, legal and financial matters. Assisting the Project Coordinator, they follow up on time schedules for deliverables, reports, protocols and milestones. The Management Support Team will supervise the Work Package Leaders and make sure that communication between the various work packages proceeds as smoothly as possible for a successful integration of the various components of the project.

The Management Support Team will help compile the periodic and final reports by collecting the summaries submitted from the Work Package Leaders. The Management Support Team is not responsible for and will not compile any technical aspect of these reports.

The Project Management Support Team works in agreement and close cooperation with the Project Coordinator.

The Project Management Support Team consists of:

- Ignacio Castillo (Project Manager)

- Rita Clancy (Project Manager)
- Maria Arnaiz (Scientific Management Support)
- Aloña Salazar (IP Manager)
- Miriam Gutierrez (Communication Manager)

3.5 Work Package Leader Board (WP Leaders + Coordinator)

The WP Leaders are responsible for the technical developments in their assigned WPs, the overall coherence and technical implementation and the high quality of the Project outputs.

Each Work Package Leader is responsible for the following tasks:

- Coordinate and chair their own work package meetings.
- Maintain monthly contact with the task leaders and coordination of the activities within the WP.
- Ensure completion of WP activities and deliverables on time, within budget and of high quality.
- Report on WP progress, quality and risk status to the Project Coordinator in internal progress reports.
- Review and approve all formal WP deliverables.
- Manage risks within the WP.
- Coordinate and perform the WP contributions to the periodic technical reports to the EC after each project reporting period.

For task leaders a similar set of tasks as for Work Package leaders is valid, be it on a task level. All WP Leaders in MUSIC are listed in Figure 1.

Role	Partner name	Name of member	Deputy
Coordinator (chair)	CICE	Jon Ajuria	Maria Arnaiz
WP1 Leader	CICE	Ignacio Castillo	Jon Ajuria
WP2 Leader	BCARE	Javier Olarte	Soraya Romo
WP3 Leader	FSU	Andrea Balducci	Andrea Hainthaler
WP4 Leader	CNRS	Thierry Brousse	Olivier Crosnier
WP5 Leader	CICE	Jon Ajuria	Maria Arnaiz
WP6 Leader	BYD	Jørn Døvling Kaspersen	Fengliu Lou
WP7 Leader	BCARE	Soraya Romo	Javier Olarte
WP8 Leader	KIT	Marcel Weil	Alberto Varzi
WP9 Leader	CICE	Ignacio Castillo	Jon Ajuria

Figure 1: List of MUSIC WP Leaders (and deputies)

The Work Package Leaders will further be responsible for preparing content for the project's impact maximization activities (dissemination, communication, exploitation) and for notifying the Project Coordinator and the Dissemination Officer about any progress and results that could be relevant for outreach (e.g., scientific publications, conferences, stakeholder engagement and other activities). They are also in charge of screening their

WP-level results for their innovation potential and contact the Exploitation and IP Managers for possible IP protection and/or means of exploitation.

3.6 Dissemination Manager and Exploitation Manager

The Exploitation Manager, together with the Dissemination Manager will have responsibility for the project's outreach and innovation activities, including dissemination, communication, stakeholder engagement and exploitation of project results. They will also be responsible for issues of IPR and actions to raise visibility and awareness of the project among European governments and institutions and all key stakeholders. The Exploitation Officer and Dissemination Officer as fixed in the Grant Agreement are:

- Exploitation Manager: Rita Clancy (as per GA)
- Dissemination Manager: Aloña Salazar (as per GA)

One of the key roles of the Exploitation Manager is to develop the project's Exploitation Strategy and Roadmap that will ensure the systematic dissemination, communication and exploitation of the project results. This agreement will cover exploitation restrictions, licensing arrangements and protection of the intellectual property generated within the project, as well as formalising the methods of disseminating the project results. The plan will be sent to the GA for approval and mark milestone MS1. The Exploitation Manager and Dissemination Manager will also establish a panel of external advisors for systematic knowledge exchange, and that may be invited to attend its meetings on a case-by-case basis or consulted for advice on specific issues.

3.7 QUALITY CONTROL

Quality control is the set of planned and systematic activities applied in a quality management system to ensure that the requirements of the outcomes.

Quality assurance procedure

This Project Management Handbook is elaborated to ensure a proper implementation and quality performance of the project, aligned with the HE requirements and includes the guidelines to be followed for financial reporting, presentation standards for deliverables, reports to the EC and quality assurance measures. During the execution of the project, the quality assurance of the project will be carried out at two levels:

- Monitoring of the quality of documents while they are being developed and an approval procedure that will allow to each partner to verify the quality of the results and ensure that their objectives are achieved on-time and on-budget. Public deliverables, public project documents, patent applications, and invention disclosures will be submitted to the quality review and approval procedures.
- Monitoring the milestones of the project as well as other 'non-formal' internal milestones.

Quality management

Deliverable quality management

The deliverable must be created according to the working plan. Each deliverable has a deliverable leader (already specified in the work plan). The deliverable leader is the responsible to create a first version of the document or ask to the other deliverable contributors for the information needed. The deliverable leader is the responsible to compile and edit the draft. Once a first draft is completed, the draft will be circulated to all

the partners involved to the deliverable for its final revision and approval. After that, the final version will be sent to the project coordinator for the final approval and submission to the EC Participant Portal.

The following table shows the process and timeline of deliverables' submission:

Table 9: Deliverables' submission timeline

Phase	Responsible	Time before deadline
Align on key aspects of the deliverable	Deliverable leader and contributors	8 weeks
First draft	Deliverable leader	7-6 weeks
Review	Deliverable contributors	6-5 weeks
Corrections	Deliverable leader	4-3 weeks
Final comments	Deliverable contributors	2 weeks
Approval	Validation body and PC	1 week
Submission to the EC	PC	Submission deadline

Besides, all technical deliverables should have:

- Public executive summary (1-2 pages)
- Core part of approx. 10-15 pages (depending on the kind of report): real content on the technical developments, with clear description what work was done, results and a discussion why certain decisions were taken, based on the provided technical information
- Risk table (if applicable) with real risks and an elaboration on the risks
- Conclusions and recommendations for future work The authors should use the deliverable template provided.

4 Project Monitoring

4.1 Internal project progress reports

To ensure the effective and productive progression of the project and a sound knowledge flow, internal project progress reports will be requested from Work Package Leaders every 6 months (The first report will be due in June 2023). The goal of these reports is to ensure that the Work Package Leaders are active in their assigned work packages, to maintain an effective knowledge exchange between and across the individual WPs and to provide Communication and Exploitation Managers with a sound basis for strategy development and IP screening.

Project Summary Reports have to be sent to the Project Management Support Team and Coordinator 14 days after the end of each internal reporting period the latest. Descriptions shall be kept brief and concise.

To streamline the internal reports with the obligatory reporting of the project consortium to the European Commission (through the Coordinator) the general format of the Periodic Technical Reports will also be used for the internal progress reports. The progress reports will include summaries for each WP of the activities performed over the 6 months covered by each report, the challenges and risks that may have occurred during that period and a summary of the work steps planned for the coming 3 month).

Knowledge and understanding of the description of work (Grant agreement) is important, to ensure that any deviations are immediately recognised. Work Package Leaders must therefore be knowledgeable about the GA and DoA, identify risks that may occur and potentially result in deviations from the GA and/or be ready to take corrective action, if required.

It is important that participants do not delay informing the Project Coordinator and Management Support Team of deviations and problems in their work packages. In case deviations from the work plan become apparent, partners must inform the Work Package Leaders, who must communicate those to the Coordinator who may call for an extraordinary meeting or chose different mitigation actions, depending on the seriousness of the matter.

4.2 Project Meetings

4.2.1 Consortium Meetings

Consortium Meetings will be organized at least twice a year as General Assembly Meetings. The respective host pays for the location and catering (and one project dinner, if included in agenda). All participating partners cover their own costs for travel, accommodation and transport on-location.

For Consortium Meetings, each partner is asked to send at least one representative. More attendees per partner are possible, especially in cases where additional expertise is required. The Consortium Meetings will be chaired by the MUSIC Coordinator and Chair of the General Assembly, Dr. Jon Ajuria.

A preliminary list of future Consortium Meetings (Figure 2) has been set up and agreed by all partners in the beginning of March 2023. The list may be subject to changes.

Project month	Month	Type of meeting	Place	Host
1	January 2023	KoM (GA1)	Vitoria-Gasteiz, Spain	CICe
6	June/July 2023	GA2	ULM, Germany	KIT
13	January 2024	GA3	Toulouse, France	UPS
18 (or later)	June/July 2024	GA4	Nantes, France	CNRS-IMN (IRT)
25	January 2025	GA5	Jena, Germany	Friedrich-Schiller-Universität
30	June/July 2025	GA6	Stavanger, Norway	Beyonder
37 (or later)	January 2026	GA7	Munster, Germany	E-lyte
42	June/July 2026	GA8	Madrid, Spain	Talgo
48	December 2026	Final workshop	Vitoria-Gasteiz, Spain	CICe

Figure 2: MUSIC List of Consortium Meetings

4.2.2 Work Package Board Meetings & internal WP Meetings

Work package meetings are organized every month, invitations will be sent around by CICE/EUR. The meetings will be chaired by CICE – Dr. Jon Ajuria. Participants to the meetings will be the Work Package Leader Board and the Coordinator.

Additional internal Work Package Meetings may be organised by the Work Package Leaders when there is need for discussion within the work package. The Work Package Leader will typically make a meeting agenda and call in for the meeting. All people playing an active role in the work package (and in some cases key players from related work packages) should be invited and be given the opportunity to contribute to the meeting. The purpose of these meetings is to review the progress of the work package, discuss and solve problems and to organize and plan future work. Work package meetings can be made using phone/video conference systems or software systems such as Teams, Zoom or similar. In some cases, it might be necessary to meet physically in one location and this should be decided by the Work Package Leader in consultation with the Project Manager and Project Coordinator. The chair of the WP Leader Board shall be invited to every WP meeting or, in case of unavailability, be informed about the outcomes via minutes of the meeting to ensure coherence between the WPs.

4.2.3 Project Management Team meetings

The project management team meetings serve the purpose to provide an overview of the budget and time spent in the project. The progress of the project is set in relation to the financial and time budget. Meetings will be held as standard one month after each internal project progress report or any time an issue presents itself that needs discussing at managerial level (e.g., a new risk reported by a WP Leader, administrative issues or topics concerning the GA etc.). Participants to this meeting will be the Coordinator and all members of the Management Support Team.

The Project Management Support Team will organize the meeting and collect the latest information about the financial budget, time used in the project, status of deliverables and milestones and might request input from the partner institution prior to the meeting.

4.2.4 Other meetings

Additional meetings may be organized for example for the purpose of discussing dissemination, communication, exploitation and IP or other transversal project topics and strategies. The meetings of the various consortium bodies are convened by the responsible Project Manager in consultation with the respective chairperson.

Other meetings include individual partners in work packages to meet on short notice to discuss work plans, results, data, reports etc. Those meetings should be organized individually between the partners and the Work Package Leader should be informed about the meetings and the results. Since the travel budget is limited and to minimize the carbon footprint of the project, meetings should preferably be conducted as online meetings unless visits to other partner organisations, laboratories etc. are necessary or add value to the project.

4.2.5 Meeting preparation (standard)

At least two weeks prior to any regular meeting, a meeting agenda will be sent by the organisers of the meeting to the invited partners. If partners wish that additional topics are addressed, they have to inform the organisers of the meeting within 4 days after receipt of the agenda. If necessary, a revised agenda will be sent one week in advance of the meeting.

Each partner will be expected to present the work that they have carried out to date. The following should be observed in preparing a presentation:

- Present the summary of results, in terms understandable by all participants, create tables and graphs to summarise results.
- Submit the presentation to the meeting organizer one week in advance of the meeting.
- Prior to the submission to the organizer, test the presentation for spelling, grammar, accuracy and visual clarity from a distance.
- In turn, the organizer will ensure that they are available during the meeting and made accessible to all consortium partners after the meeting by uploading them to the project SharePoint.

The meeting organizer will test the presentation for visual clarity on the projected screen, at the meeting location, in advance of the meeting (if possible).

4.2.6 Online meetings

Work package meetings and other meetings organised as video conference or online meeting should be prepared by the meeting organizer to guarantee an efficient and clear structure. The organizer should moderate the conference and ensure that all material is sent out prior to the meeting. All participants should be given the word one after another and it is the duty of the organizer that the meeting is carried out point by point according to the agenda in a structured and disciplined manner. Additional topics and time for questions, comments should be given at the end of each topic and at the end of the meeting

to each participant. The organizer is responsible that meeting summaries are sent out to all participants no later than one week after the meeting.

4.2.7 Meeting quality standards

All participants shall attend meetings between 5 and 15 minutes before the planned starting time. The organizer and individuals who plan to present at the meeting, are advised to arrive at least 15 minutes before meeting commencement, to ensure that presentations are in order.

If delays by attendants cannot be avoided, e.g., flight delays or traffic problems, call the Coordinator to allow the meeting to continue in your absence. Similarly, if it is foreseen that, due to travel, early departure from the meeting will be necessary, inform the Coordinator, to ensure that all issues can be addressed before early departures take place.

Meeting minutes will be made available following every meeting.

To avoid unnecessary disruptions during the meeting, if an urgent message is expected, switch mobiles/pagers to vibration mode to avoid distracting other meeting participants.

The meeting convenor will chair the meetings unless decided otherwise.

One participant will be requested to take minutes of the meeting. A timekeeper will be allocated during each meeting who will alert the consortium that 5 minutes of discussion time remains.

5 Project reporting to the European Commission

This chapter describes the details of the reporting MUSIC and EU procedures and the planning per reporting period.

5.1 Project Reporting Periods

The MUSIC project is divided in 3 reporting periods of the following duration:

Period No	From Month	To Month	Duration	Start Date	End Date	Payment Type
1	1	18	18	01/01/2023 (00:00:00)	30/06/2024 (23:59)	Interim
2	19	36	18	01/07/2024 (00:00)	31/12/2025 (23:59)	Interim
3	37	48	12	01/01/2026 (00:00)	31/12/2026 (23:59)	Final

5.2 Project Periodic Technical Reports

The consortium is obliged to submit periodic reports to the European Commission, represented by the Project Officer assigned to the project. For MUSIC the Project Officer is Nerea BILBAO BUSTINZA. The Agency that manages MUSIC from the Commission's side is the European Health and Digital Executive Agency (HaDEA), through the Unit HaDEA.B3 – Industry (Advanced Materials). The Project Coordinator is responsible for the timely submission of the Report to the European Commission by electronic means and is further responsible for its high quality.

Due dates for the submission of reports are stated in the Grant Agreement and the Project Coordinator and Project Manager are responsible to ensure that all project participants are informed about the reporting dates. They also have to send out the report template(s) and follow up on the report contributions to make sure they are delivered in an acceptable format and on time. The WP Leaders are mainly responsible for developing and submitting the content that relates to the tasks performed, results achieved and any possible deviations to the GA in relation to their respective WPs. Final versions of the report contributions should be submitted to the Project Manager and Project Coordinator at least two weeks before the report submission deadline.

The key points for all Periodic Technical Reports are as follows:

A periodic report must be submitted to the European Commission, within 60 days of the end of each reporting period.

The periodic report comprises:

- 1 A publishable summary, detailing the progress of work towards the objectives of the project, including achievements and attainment of any milestones and deliverables identified in the Grant Agreement. Include in the periodic report the differences between work expected to be carried out in accordance with the Grant Agreement and that actually carried out.

- 2 A financial statement including explanations on the use of resources from each beneficiary and affiliated entities, as well as a summarising financial report consolidating the claimed EU contribution of all the beneficiaries (and third parties) in an aggregate form, based on the information provided in the financial statement by each beneficiary. The Project Managers will inform the beneficiaries on how to report costs in the financial statement.

A final report must be submitted within 60 days after the end of the project.

5.3 Certificate on the Financial Statements (CFS)

Each partner who receives total funding that equals or exceeds 430,000.00 (including indirect costs) at the end of the project has to submit a Certificate on the Financial Statements together with the final report.

The CFS is a report produced by an independent auditor (or, for public bodies, public officer) using the template available on Portal Reference Documents. Its purpose is to give assurance to the Granting Authority about the regularity of the costs claimed.

Please note that costs already audited by the Granting Authority do not have to be covered again by the CFS (the EU contribution covered by the audit can therefore be excluded from the calculation of the threshold).

The CFS must be uploaded as a scanned copy (PDF) together with the Financial Statement. The originals must be kept in the files.

5.4 Keeping records

Each partner must – for a period of five years after the payment of the final balance – keep records and other supporting documentation in order to prove the proper implementation of the project and the declared costs to be eligible (EC-GA Art. 18).

They must make them available upon request or in the context of EC checks, reviews, audits or investigations.

- The documents must be the original documents. Digital and digitalised documents are accepted only, if this is applicable by national law.
- The partners must keep the records and documentation according to their usual cost accounting practices and internal control procedures.
- Costs declared for the EU project must be linked to the recorded amounts in the accounts and supporting documents.

Travel Costs: To substantiate all costs that occur in the context of traveling (Consortium Meetings, conferences etc.) all participants are requested to keep records of the expenses (e.g. travel tickets, boarding passes, hotel receipts etc.). As proof for their presence in the meeting, there will be a participant list which will be signed by each attendee on each day of the meeting.

Purchases & equipment: Keep quotations, invoices and make the depreciation method used clearly visible.

Personnel: Keep (employment) contracts, pay slips, time sheets, etc. (complete timesheets: written or electronic; for PhDs, PostDocs: approved & signed by the supervisor)

5.5 Continuous reporting

For MUSIC, all partners are requested to contribute to the project's continuous reporting activities. Continuous reporting is organized through the SyGMA tool of the EC Participant Portal.

The latest at the occasion of each periodic report (including the final report), the project coordinator (or the management support team) will ask each partner to provide input to the continuous reporting.

All partners are encouraged to make themselves familiar with the reporting tool in time to collect the necessary information along the project term.

The information which will be required for continuous reporting includes:

- Deliverables
- Milestones
- Critical Risks
- Publications
- Results
- Dissemination and communication activities
- Standards
- Patents (IPR)
- Datasets
- Impact: TRLs, UN SDGs, Citizen Engagement
- Continued impact: Employment, investment, company launch etc.

The following screenshots show the Continuous Reporting tool in the EC Participant Portal:

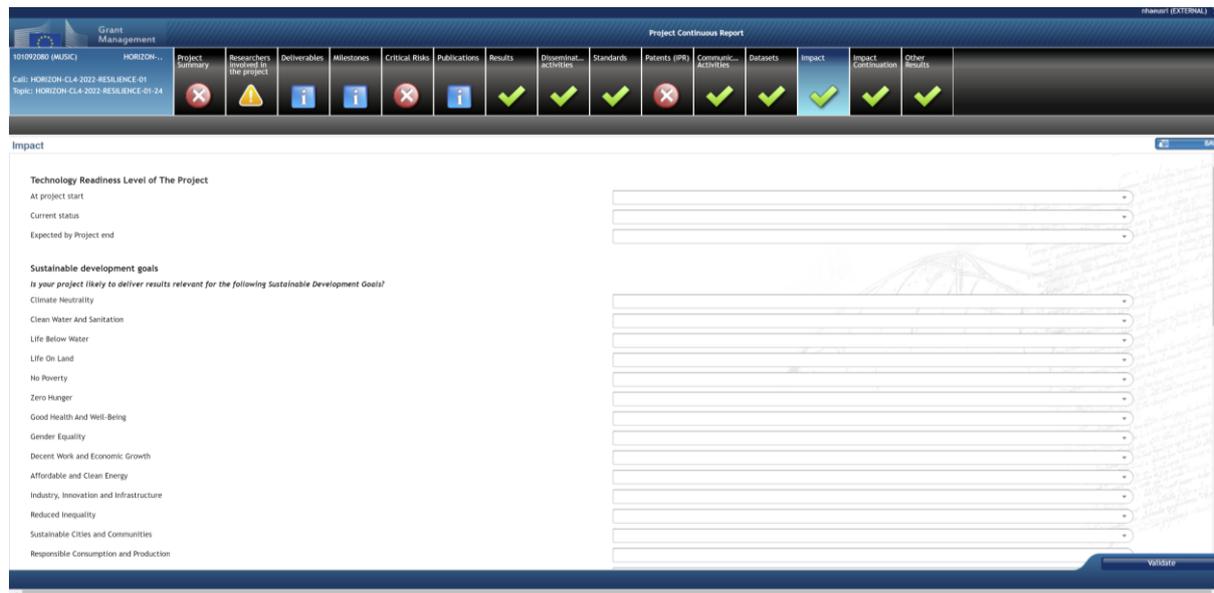


The screenshot displays the 'RESEARCH & INNOVATION Grant Management Services' interface. The user is logged in as Rita CLANCY. The main area shows two reporting processes:

- Consortium Requested Amendment AMD-101092080-2**: A progress bar shows stages: Launched (15 Mar 2023), Prepared, Submitted, Admissible, and Decision. A 'Cancel amendment' button is visible. Below the bar is an 'Amendment preparation' task with a 'Lock for review' button.
- Continuous Reporting 101092080 - MUSIC**: A progress bar shows stages: Started (01 Jan 2023) and Completed.

On the left, a 'MY PROJECT' sidebar provides details for project No 101092080, including call reference, type of action, acronym, current phase, duration, and contact information. A 'Launch new interaction with the EU' button is located at the top right of the main content area.

Once you click on “continuous reporting” the following structure shows (example for Impact):



5.6 PROJECT CHANGES

The basic principle of the project is to carry out the tasks and activities within the time scheduled and resources foreseen as described in the Annex I (DoA) of the GA.

Any changes in the status of a beneficiary shall be communicated to the Project Coordinator (CO) as soon as possible. The CO shall resolve queries and advise the beneficiaries. If required, the CO will contact the EC Project Officer responsible and request clarifications and procedures to be followed.

Significant project changes and deviations from the work planned must be dealt with in writing. The participant involved or WP Leader proposing the change should forward a written communication to the Project Management Board explaining the rationale of the proposed changes and direct consequences in terms of budget, work programme, etc.

As a general rule, an amendment to the GA is necessary whenever the GA or its annexes shall be modified. In some cases, the GA gives the parties the possibility to carry out certain modifications without an amendment to the GA.

Finally, **there can cases where the need for an amendment must be assessed carefully.** If an amendment to the GA is necessary, the PO will request the amendment to the PO on behalf of the consortium. Small changes during the implementation of the activities and/or the plan defined in the DoA shall be understood as normal in a research project. However, these minor deviations shall be identified and explained in the description of the activities of the corresponding periodic report and corrective measures that were implemented (if any).

5.7 CHANGES WITH REQUIRE AN AMENDMENT

The following changes require an amendment to the GA:

- **Removal of a beneficiary whose participation was terminated due to:**
 - o non-accession to the GA
 - o non-provision of the requested declaration on joint and several liability
 - o for other reasons.

If the beneficiary was participating with affiliated entities, they will automatically be removed.

- **Adding a new beneficiary.** If the new beneficiary is participating with affiliated entities, they will also have to be added.
- **Change of beneficiary** due to partial takeover, which means that a part of the business of the beneficiary is taken over by one (or more) other entity(ies).
- **Removing or Adding an affiliated entity**
- **Change concerning a beneficiary/affiliated entity “not receiving EU funding”**
- **Change of coordinator**
- **Change of the coordinator’s bank account for payments**
- **Change in the title of the project or its acronym, starting date, duration or reporting periods**
- **Changes to Annex 1 (Description of the Action)**
- **Changes to Annex 2 (estimated budget)**
- **Change in the maximum grant amount,** reimbursement rate(s), the estimated eligible costs of the project, the amount of pre-financing or the contribution to the Guarantee Fund
- **Change concerning specific cost categories (“specific unit costs”)**

5.8 CHANGES WITHOUT REQUIRE AN AMENDMENT

Amendments are NOT necessary in the following cases:

- for certain budget transfers;
- if the name or address of a beneficiary, affiliated entity or coordinator change;
- if a universal takeover results in a change of beneficiary;
- if there is a change in the name of the bank or the address of the branch where the po has an account, or in the name of the account holder.

6 Internal communication and general rules

6.1 Internal communication

The regular tool for internal communication is Teams. Via Teams online meeting will be performed and general documentation will be shared among partners. The information shared via Teams are templates for the project, meeting minutes and presentations, working documents and deliverables (non-confidential).

E-mails:

- Partners should start all message subjects with: **MUSIC**
- Use e-mail in a good way: do not overuse/spam
- Use the MUSIC Teams SharePoint for sharing important and large documents
- Make clear what you expect from others (detail, timing, how to receive)
- Confidentiality: mark your messages in case the info is confidential

Contacts:

- A project contact list is available in the Teams space, updates and maintenance lies in the responsibility of CICE/EUR
- Partners to make sure the correct info is at CICE/EUR, to be checked and completed
- Please inform CICE/EUR about colleagues who join the project team and should be added to the list

6.2 Rules of good project conduct

- Changes will happen, but shouldn't come as a surprise to others: be open and communicate
- Book and confirm resources (be aware of other partner's dependencies)
- Enjoy working together; pro-active, try to avoid last-minute actions

7 DOCUMENT HANDLING

7.1 INTERNAL REPOSITORY: file sharing, email correspondence, etc

An exhaustive Data Management Plan (DMP) will define how data will be handled through the project and beyond, following FAIR principles (T1.5). The first version of the deliverable will be delivered in M6 and updated in M42. This task is also responsible for the detection and assessment of the knowledge generated by the consortium.

In the DMP will guarantee the findability of data/research outputs: datasets will be stored on Zenodo, automatically becoming part of OpenAIRE, the EC-funded initiative supporting the Open Access policy. Each will be assigned a unique identifier

An internal SharePoint has been created to store all the management information created along the project. The non-exhaustive list of information contained is:

- Meeting minutes for Steering consortium meetings and general assembly meetings. Including the Kick of meeting and the end-meeting.
- Templates. Presentations templates, deliverable template, meeting minutes, etc
- Deliverables. All the deliverables (public or non-public) will be stored in the internal SharePoint and available for the other partners.
- Grant agreement and consortium agreement will be available in the internal repository.
- WPs. Working documents for each WP will be stored in the internal repository.

7.2 LANGUAGE

According with the Grant Agreement (GA), the reporting will be in the language of the Agreement (Article 21.4 of the GA), that is English. Audits (including audit reports) will be in the language of the Agreement (English), according to the GA.

All the consortium meetings will be held in English with the exception of internal meetings (technical working meetings) where the language where the working language can be chosen by the entities. In case of disagreement the language will be English.

7.3 TEMPLATES

The project coordinator (PC) will distribute to all the consortium partners template for all the documentation generated throughout the project. The templates available are:

- Meeting minutes.
- Power point presentation.
- Meeting minutes.

The templates will be available also at the Teams repository.

For the financial statements the document will follow the structure of the Annex 4 of the Horizon Europe Grant Agreement.

7.4 PROJECT LOGO

A complete procedure for the dissemination and communication of results will be detailed in the deliverable 9.1: ‘Dissemination and exploitation plan including communication activities’. The document will be delivered in M6 and updated in M24.

Following the article 17 of the Grant Agreement, communication activities of the beneficiaries related to the action, dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

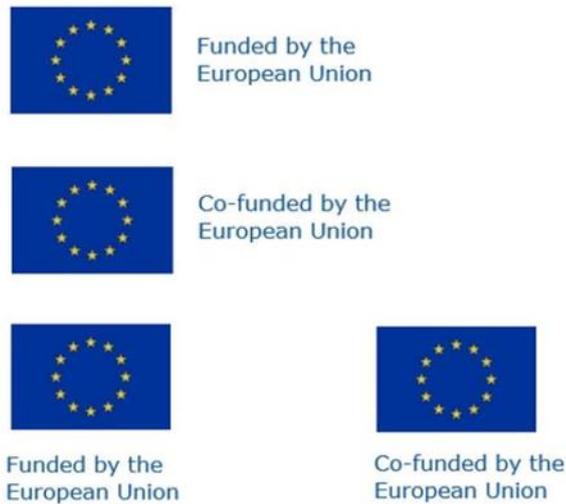


Figure 4: European flag and emblem

The emblem will remain distinct and separate and will be as visible as the project logo.

Project logo has been produced in M1. The logo will appear in all the communications, such as deliverables, presentations, press notes, etc. The inclusion of the project logo does not mean the removal of the EC logo.

8 Legal basis & documents

8.1 Grant Agreement (GA)

The Grant Agreement for MUSIC has the number 101092080 and comprises the following documents:

- Core text, comprising the articles for implementation of the grant
- **Annex I**
 - o **Part A:** Description of the Action (WPs, Deliverables, Milestones, Risks, etc.)
 - o **Part B:** Description of the Action (narrative)
- **Annex II:** Estimated Budget
- **Annex II a:** Additional information on the estimated budget
- **Annex III:** Accession forms for partners
- **Annex IV:** Model for the Financial Statement
- **Annex V:** Specific Rules – Confidentiality and security

8.2 Consortium Agreement

The MUSIC Consortium Agreement (CA) was negotiated and signed by all partners. It regulates the:

- management aspects, bodies and voting rules of the consortium
- terms of access, ownership and the use of intellectual property (IP) generated in the project
- ownership of results and
- confidentiality of information.

The CA officially came into force with the start of the project on 01.01.2023 simultaneously. It specifies binding commitments amongst all partners, in addition to the provisions of the EC-GA. Amendments and changes need to be done in written form.

9 Risk register

Risk No.	What is the risk	Probability of risk occurrence ¹	Effect of risk ²	Solutions to overcome the risk
WP1.1	Difficulties with project execution due to another COVID outbreak.	Medium	Low	All consortium partners can fall back on work processes proven effective during past COVID restrictions.

Table 1: Risk Register

¹ Probability risk will occur: 1 = high, 2 = medium, 3 = low

² Effect when risk occurs: 1 = high, 2 = medium, 3 = low

10 Acknowledgement

The author(s) would like to thank the partners in the project for their valuable comments on previous drafts and for performing the review.

Project partners

#	PARTICIPANT SHORT NAME	PARTNER ORGANISATION NAME	COUNTRY
1	CICE	CENTRO DE INVESTIGACION COOPERATIVA DE ENERGIAS ALTERNATIVAS FUNDACION, CIC ENERGIGUNE FUNDAZIOA	Spain
2	EUR	CLANCY HAUSSLER RITA	Austria
3	KIT	KARLSRUHER INSTITUT FUER TECHNOLOGIE	Germany
4	CNRS	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE CNRS	France
4.1	IMN	NANTES UNIVERSITE (Affiliated)	France
5	UPS	UNIVERSITE PAUL SABATIER TOULOUSE III	France
6	FSU	FRIEDRICH-SCHILLER-UNIVERSITAT JENA	Germany
7	IRT-JV	INSTITUT DE RECHERCHE TECHNOLOGIQUE JULES VERNE	France
8	ELY	E-LYTE INNOVATIONS GMBH	Germany
9	BYD	BEYONDER AS	Norway
10	BCARE	BATTERYCARE S. L.	Spain
11	IRDE *	INGETEAM R&D EUROPE, S.L. ES	Spain
12	TALGO	PATENTES TALGO SL	Spain

Table 2: Project Partners

* IRDE (Ingeteam R&D Europe, S.L.) left the consortium and an amendment is pending to be approved for it.

11 Appendix A – Quality Assurance

The following questions should be answered by all reviewers (WP Leader, peer reviewer 1, peer reviewer 2 and the technical coordinator) as part of the Quality Assurance Procedure. Questions answered with NO should be motivated. The author will then make an updated version of the Deliverable. When all reviewers have answered all questions with YES, only then the Deliverable can be submitted to the EC.

NOTE: For public documents this Quality Assurance part will be removed before publication.

Question	WP Leader	Peer reviewer 1	Peer reviewer 2	Technical Coordinator
	CICE	NAME	NAME	EUR
1. Do you accept this deliverable as it is?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
2. Is the deliverable completely ready (or are any changes required)?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
3. Does this deliverable correspond to the DoW?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
4. Is the Deliverable in line with the MUSIC objectives?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
a. WP Objectives?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
b. Task Objectives?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes
5. Is the technical quality sufficient?	Yes	Yes / No (motivate)	Yes / No (motivate)	Yes



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