

Super-I – D6.1 Management and Quality Plan

Management and Quality Plan

D6.1: Management and Quality Plan

WP6, T 6.1

Authors: Martina Di Gallo, Angelo Giordano (CIVI)



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 101028220.

Technical references

Project Acronym	SUPER-i
Project Title	Extended Public-Private Partnership for Investment in Smart Energy Efficiency Projects in a Social Housing context
Project Duration	September 2021 – August 2024 (36 months)

Deliverable No.	D6.1
Dissemination level*	Public
Work Package	WP 6 – Project Management
Task	T6.1 - Quality and Administrative Management
Lead beneficiary	1. CIVI
Contributing beneficiary/ies	
Due date of deliverable	October 2021
Actual submission date	December 2021

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

v	Date	Beneficiary	Author
0.1	28/10/2021	CIVI	Martina Di Gallo
0.2	01/12/2021	CIVI	Martina Di Gallo, Angelo Giordano



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Executive summary

Energy efficiency renovations of social housing have the potential to reduce energy poverty and are a priority for many local governments across the EU. Energy efficiency and renewable energy actions in the housing sector are crucial for a more socially and economically inclusive urban transition. The EU-funded SUPER-i project will contribute to efforts aimed at increasing investments and data collection on energy efficiency in the social housing sector. The SUPER-I project will support the funding of energy efficiency renovation by establishing a direct dialogue between financial institutions, private investors and social housing managers.

Summary of the Deliverable

The Management and Quality Plan aims at supporting all partners involved in the H2020 SUPER-i Project, under the Grant Agreement (GA) n° 101028220. It provides detailed indications, guidelines and tools for technical and financial reporting, as well as the mechanism in place to ensure the quality and reliability of the project outputs. Furthermore, a general schedule of project meetings is provided, along with main deadlines for internal and official reporting.

Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36		
Year	2021				2022												2023												2024									
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A		
General Committee																																						
Management Board																																						
Specialist Advisory Board																																						
Review Meeting																																						
Internal Reporting																																						
Official Reporting																																						

Light Blue – cut-off dates for the technical and financial reports (M12 and M24 internal reports, M18 and M36 official reports)

Orange – Review meeting to be held in Brussels. Nevertheless, a last review meeting at M36 will be forecasted

Light Green – virtual General Committee meeting

Dark Green – physical General Committee and Final Event

Purple – Specialist Advisory Board meetings

Yellow – virtual Management Board meetings

Please note at M13 and M25, Specialist Advisory Board and Management Board will be held physically in the framework of the General Committee



1. Introduction

1.1 SUPER-I project

The refurbishment of the housing stock is among the crucial actions to be undergone in order to tackle climate change. The European social housing stock is critical since the low rental prices of social housing are offset by the high heating and electricity costs, with a sensible increase in energy poverty in the European Union.

The aim of the EU-funded SUPER-i project is to support the European social housing stock by the funding of energy efficiency refurbishment and to increase the share of renewable energy in the final energy consumption. SUPER-i will attract and involve private parties that can help the public agencies, like regions and local governments, with a quick implementation of the energy efficiency projects without burdening the public finances. SUPER-i aims to gradually increase the private investments by fostering tailored public- private partnerships and roadmaps.

Data on energy efficiency will be collected with the aim to develop efficient financial schemes. SUPER-i points to establish a direct dialogue, at local government level, between financial institutions, other private investors, social housing managers and the Energy Services Companies.

1.2 General project information

Action full title	Extended Public-Private Partnership for Investment in Smart Energy Efficiency Projects in a Social Housing context
Short name	SUPER-i
Call & topic	LC-SC3-B4E-11-2020
Grant Agreement No	101028220
Starting date	01/09/2021
Project duration	36

1.3 Summary of the deliverable

The aim of this report is to assure the overall project quality. For this reason, a Quality Management Plan (based on ISO 9001 and 14001) has been prepared including all the project procedures (information, reporting, dissemination, etc.). The report outlines the governance structure of the SUPER-I project, the conflict resolution procedure in case of conflict, the management plan, the communication instruments, and the project documentation and reporting process. In addition, the report is also presenting the amendments procedure and the reporting guidelines.

In order to assure the quality of the documents, a quality control process has been developed and it will consist in a review to monitor the quality of documents while they are developed and an approval procedure that will allow each Partner to verify the quality of the results and ensure that their objectives are achieved.

This document is intended to outline a framework for financial and technical reporting and provide tools and suggestions for effective and efficient project management.



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In detail, the Management and Quality Plan will provide:

- A plan of meetings for the main Consortium Bodies;
- Operational guidelines for conflict resolution, document drafting and review, financial reporting and reporting to the European Commission;
- Management of internal communications, establishing homogeneous communication and file-sharing protocols, as well as space for creativity and social exchange.



2. SUPER-I governance structure

The SUPER-I project brings together 13 partners from 6 countries around Europe, namely Italy, Denmark, Belgium, Slovenia, the United Kingdom, and Spain. Managing the complexity and the implementation of a Horizon 2020 project requires the presence of a high-level management plan.

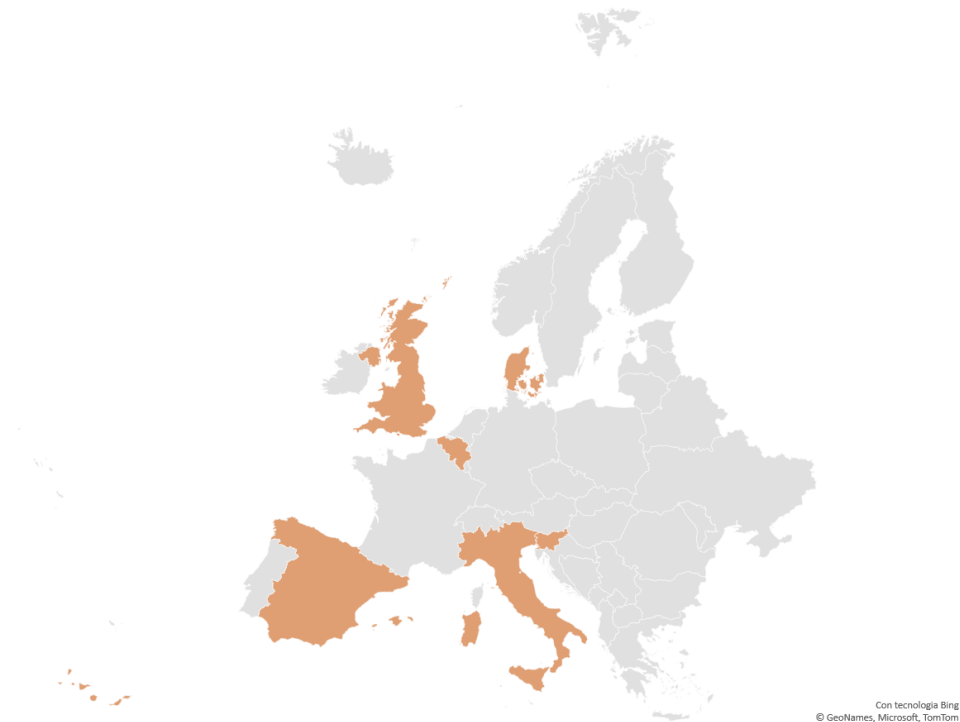


Figure 1. SUPER-i project Partners' country

2.1 Bodies

2.1.1 Project Coordinator (PC)

The Project Coordinator is responsible for the daily management of the project and is the intermediary between the SUPER-i Consortium and the European Commission. The Project Coordinator will keep the EC Project Officer fully informed and invite him/her to any relevant project meetings. The Project Coordinator is a member of CiviESCO.

2.1.2 Project Scientific Coordinator (PSC)

The Project Coordinator works together with the Project Scientific Coordinator of the University of York. The Project Scientific Coordinator assures the scientific leadership of the project.

2.1.3 Project Manager (PM)

The Project Manager, from CiviESCO, supports the Project Coordinator in the management of the project. The Project Manager is part of the Project Coordination Team.



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2.1.4 Project Coordination Team (PCT)

The Coordination Team chairs the meetings of the Management Board and the General Committee. The Project Coordination Team is composed by the Project Coordinator, the Project Scientific Coordinator and by the Project Manager. The Project Coordination Team interacts and works closely with the WP Leaders to provide strategic direction and oversight to the various tasks. The Project Coordination Team oversees the preparation of all reports and documentation for the European Commission, ensures the compliance with deadlines and reviews Deliverables prior to submission.

2.1.5 General Committee (GC)

The General Committee is the governance body of SUPER-i with authority to approve any substantial changes in policy, direction, management or budgeting of the project. The General Committee will be chaired by the Project Coordination Team and meet every 6 months.

Its main role is to make strategic decisions regarding the project direction and responsibilities of consortium members. It will be composed of one representative from each consortium member (organisation) and represents the interests of all consortium members regarding exploitation of the project results. Each member will have an equal vote. The General Committee is chaired by the Project Coordination Team.

The responsibilities of the GC will include:

- Monitor that the Project Coordinator executes the distribution of funds as laid out in accordance with Grant Agreement and Consortium Agreement;
- Consider and approve any modifications proposed by the Work Package Leaders;
- Consider any problems and delays encountered and as necessary develop and approve changes in approach that might be needed to secure the project objectives;
- Consider and approve decisions of the Work Package Leaders concerning revisions of project strategy and project management;
- Approve the progress report and updating of work-plans for periodic presentation to the Commission;
- Consider and approve decisions about major knowledge management issues, including licensing and other exploitation of materials.

2.1.6 Management Board

The Management Board is the executive body of SUPER-i and it meets on monthly base (virtually) and every six months in combination with the General Committee. The Management Board is composed by the WP Leaders and the Project Coordination Team. Work Package Leaders will keep in constant touch (through email or virtual meetings) with all staff responsible for carrying out the tasks within their WPs. Extra meetings can be called where necessary. The WP Leaders will report formally to the Project Coordination Team.

2.1.7 Specialists Advisory Board (SAB)

The Specialist Advisory Board is the consultative body of the SUPER-i project. It will give critical evaluation and advice to the Coordinator and Work Package Leaders, ensuring an external and independent view of the project results, replicability and scalability.



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The board will be formed by several well-known and leading experts in the relevant fields and will attend the mid-term project meeting and review the progress of the project.

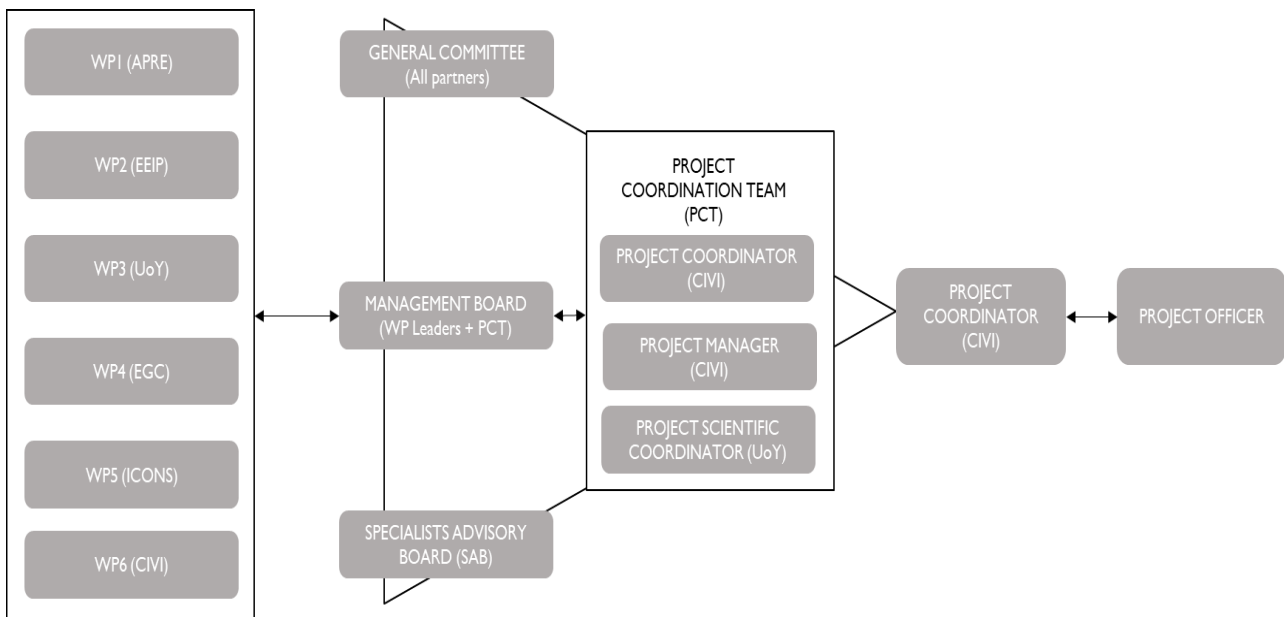


Figure 2. SUPER-i governance structure

2.2 Conflict resolution

The general approach of SUPER-i is to assure and promote cooperation among partners. In case of dispute or conflict between the work packages, in the first instance, the Project Coordinator should mediate it through the Management Board. If the Management Board is unable to reach consensus, the disagreement shall be referred to the General Committee.

A gradual approach should be adopted:

Conflict arises:

- a. In case of small disagreements, discussion and tentative solutions should be conducted at WP level under the guidance of the WP leader. In case the conflict is not solved, the Project Coordinator will support the discussion.
- b. In case of major conflicts, discussion and tentative solutions should be conducted at WP level under the guidance of the WP leader. The Project Coordination Team will assist the WP leader or will undertake his/her function in case the same WP leader is involved in the conflict. Whenever the WP leader is a party in the conflict, it is always considered a major conflict.

In case the **a.** approach is not sufficient, the disagreement shall be referred to the General Committee.

Lastly, in the improbable event that the General Committee is not able to resolve the conflict, the dispute will be settled in the Court of Brussels, as described in Section 18 of the Consortium Agreement.



3. Management plan

3.1 Work Breakdown Structure

The SUPER-i work-plan is divided into 6 work packages (WPs), each consisting of several interconnected tasks. The WPs are all involved in the development of resources to support decision-making.

The WPs will be managed by the WP Leaders with the management techniques they consider the most suitable taking into consideration the deadlines and objectives. WP Leaders will keep in constant touch with all staff responsible for carrying out the tasks within their WPs. The WP Leaders will report formally to the Project Coordination Team. The WP Leaders will regularly assess the work performed and evaluate the project outputs for reliability and applicability. The WP leaders will develop the overall execution plan for their WPs, assure consistency between the tasks and alignment with the related WPs.

Where appropriate, the WP Leaders may consult with the SAB to obtain additional evaluation of particular project outputs.

In addition, the WP leaders will be responsible for:

- Overseeing the progression of the WP and the tasks according to the Grant Agreement plans;
- Overseeing the WP deliverables go through a peer review process and get ready according to the schedule (see Section 3.3.4);
- Making the final check of WP deliverables and releasing them to the Project Coordination team for quality check and subsequent submission to the European Commission;
- Reporting progress at meetings and in management reports;
- Task leaders assist the WP leaders in planning, managing and performing their respective tasks in the WP context;
- Highlighting any partner whose contributions are of insufficient or of unacceptable quality;
- Monitor potential intellectual property within their WP;
- Notify the Project Coordinator via the Project Manager at the earliest opportunity of any unforeseen difficulties with any aspect of their WP;
- Ensure interaction and integration of their WP with other components of the Project;
- Monitor developments in the field and propose to the Management Board suggestions for modification to the programme in their WP, and any associated budgetary redistribution.

SUPER-i WORK PACKAGES		LEAD BENEFICIARY	DURATION
WP1	Creation of the Framework: stakeholder engagement and policy co-creation	3. APRE	1- 30
WP2	SUPER-i portal	5. EEIP	1 - 36
WP3	SUPER-i EE financial analysis and investments pipelines	2. UoY	1 - 36
WP4	Replication at EU level and Capacity Building	7. EGC	1 - 36
WP5	Communication, Dissemination and Exploitation	4. ICONS	1 - 36
WP6	Project Management	1. CIVI	1 - 36

Table 1. SUPER-i work packages



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WP1 focuses on the Creation of the SUPER-i Framework: stakeholder engagement and policy co-creation. SUPER-i will develop a set of integrated solutions and participatory engagement actions to support intelligence gathering exercises and opportunities for a direct dialogue between local government, ESCOs, financial institutions and housing organisations. Additionally, this WP will include the analysis of the existing financial schemes for energy efficiency renovation of social housing buildings in each region/country targeted by SUPER-i.

The objectives of WP1 are:

- To engage stakeholders at regional and national level taking into account the gender dimension;
- To collect information regarding EE financing challenges in the social housing market;
- To identify and analyse existing financial schemes towards social housing EE refurbishment projects and collecting variables;
- To elaborate a set of innovative financial instruments;
- To develop valuation methodologies to test the performance of financial instruments and to measure their potential to achieve results.

WP2 builds the SUPER-i Portal collecting data and information about existing social housing stocks and the financial need and their possible involvement in green innovative tenders (ePPPs), as well as being part of the dissemination of results.

WP2 objectives are:

- Building the SUPER-i portal. The SUPER-i aims at creating a record of the energy efficiency projects in the social housing sector. At the same time, the portal will feed the already existing databases.

WP3 focuses on analysing investment pipelines in 3 partner countries while proposing innovative financial instruments, and corresponding evaluation methodologies, to help promote energy efficiency improvements for social housing providers. Extending the financial recommendations to the social housing stock of the EU countries within the HE network.

WP3 goals are:

- Analysing investment pipelines in 3 partner countries (Denmark, Italy and Slovenia);
- Elaborating innovative financial instruments and evaluation methodologies with the aim of promoting EE improvements for social housing providers;
- Sharing the financial recommendations to the European housing stock.

WP4 builds upon the information gathered and organised within WP2 and WP3 delivering impact assessment, monitoring and replication of the project. WP4 aims at capacity building followed up by replication activities at local and national level in the 3 EU-partner countries (Belgium, Spain and UK). WP4 will identify and select key stakeholders in 6 EU-countries for participating in capacity building programmes.

WP5 covers dissemination through the dynamic web platform and social media management. It aims at disseminating the project results widely and beyond the borders of the SUPER-i partnership, by involving other networks and projects. WP5 draws information from the other WPs giving it shape (Actionable Knowledge) and providing the global coherence and structure required for appropriate dissemination activities. WP5 aims at implementing an integrated and impact-driven *Communication, Dissemination and Exploitation strategy* addressing multiple stakeholders. In addition, WP5 will develop a *post action sustainability plan* assessing the strategy to ensure



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continuity in the operations of the SUPER-i platform and the uptake and replication of all other results.

WP6 ensures the overall project management in line with the EC requirements and the fulfilment of the overall goals set by the project, within time and budget constraints. In addition, the WP will manage the risks and the ethical issues that may arise during SUPER-i implementation. Finally, it will set up the Specialist Advisory Board.

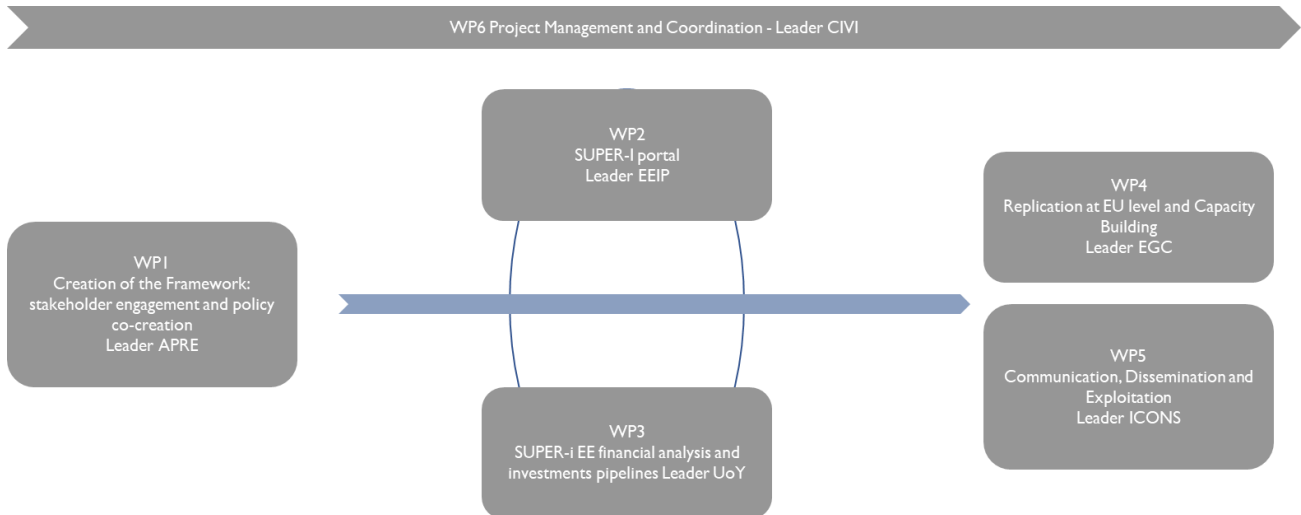


Figure 3. SUPER-i overall structure

3.2 Project monitoring

The SUPER-i project foresees two Official Periodic Reports at M18 and M36. In addition, two supplementary internal reporting reports have been planned to monitor the proper implementation of the SUPER-i project at M12 and M24. The first internal report (M12) is linked to the payment schedule. Indeed, and as agreed in the Consortium Agreement, the overall amount of the pre-financing has been split into two equal parts: the first part has been transferred to each partner after the Consortium Agreement signature process. As such, the remaining 50% of the pre-financing will be transferred to partners after the submission of the M12 report.

3.2.1 Project progress

The progress of the SUPER-i project is monitored during Management Board meetings through:

- WPs updates on the state-of-the-art of the implementation of each activity;
- WPs planning.

In this regard, WP Leaders should present the progress made so far, delays and potential risks or blockers.

3.2.1.1 Milestones

The Project Coordination Team constantly oversees the implementation of the project and monitors the ongoing activities. In this sense, 9 milestones have been created.



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Milestone number	Title	WP	Lead Beneficiary	Due date
1	Toolkit on engagement of local social housing sector, government and financial institutions	WP1	3 - APRE	M8
2	Social housing EE investment project database	WP1	13 – ELE	M30
3	Evaluation of existing financial schemes	WP1	2 - UoY	M12
4	Handover Task 2.1 results to Task 2.2	WP2	2 - UoY	M6
5	SUPER-i portal Go-Live	WP2	5 - EEIP	M8
6	Country packages	WP3	2 - UoY	M15
7	Capacity Building Program	WP4	7 - EGC	M9
8	Replication Plan	WP4	6 – CIRCE	M32
9	Launch of the Communication and Dissemination Strategy	WP5	4 - ICONS	M4

Table 1. SUPER-i milestones

In case of an expected delay, the Project Coordinator will agree with the lead beneficiary and the WP leader on how to address the issue and on a new deadline for the Milestone achievement at least one month before.

The Project Coordinator will notify the EC Project Officer at least two weeks before the deliverable due date.

3.2.1.2 Potential risks

The Project Coordination Team is also responsible for the monitoring of potential risks that may arise during the development of the project. As reported in the Grant Agreement, a set of potential risks has already been identified, as well as a list of potential risk mitigation measures.

RISK NUMBER	DESCRIPTION OF THE RISK	WP	PROPOSED RISK MITIGATION ACTION
1	Requirements will not be handed over in time or in needed quality to allow for delivery of portal in time	WP2	Move Go-Live of portal to M12 and cover stakeholder relationship through 1:1 interaction (WP5 is less effective as they could live with simple page few months longer as there are many other C&D channels available)
2	There are no resources to solve serious issues requiring IT support while the portal is in operation	WP2	In case needed, re-allocate budget from partners, Basis steering team decision according to governance structure as defined in WP6.
3	Disputes between work packages	WP6	Conflicts between work packages shall, in the first instance, be mediated by the Project Coordinator through the SC. If the SC is unable to reach consensus, the disagreement shall be referred to the General Committee (GC).
4	Beneficiary not responding to the requests of the coordinator	WP6	Provision in the Consortium Agreement in order to vote by majority



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			the exclusion of the beneficiary from the Grant Agreement
5	Budget under/over-spending	WP6	Financial flow will be closely and detailed monitored during the project duration
6	Bad consortium communication	WP6	The long-lasting experience of the Project Coordinator will lead it to involve the partnership in a proactive way, in order to stimulate their participation and the sharing.
7	Inappropriate or insufficient development of dissemination materials	WP5	Development of a strong dissemination plan Review of all the materials previous to dissemination. Updating of materials as the project is developed. Active engagement of external agents and gathering of relevant feedback.
8	Inappropriate identification of the target groups dissemination activities	WP5	Active engagement by the project partners of interested parties and agents in the sector to define and identify the relevant target groups. Continuous monitoring of the indicators for dissemination. Adaptation of the dissemination plan as the project develops.
9	Number of participants in the events	WP5	Identify the best channels and sponsors for a good dissemination process. Take advantage of previous events for feedback about the process: in each country and for each stakeholder.
10	Lack of budget for special installations and/or technical material rental	WP5	Prepare strong media returns and targeted Comms packages to generate in kind contributions. Seek wide circle of partners and other events to combine projects and generate economies of scale
11	Risk of pandemic	WP1, WP6	All the activities of the 1st year of the project can be performed normally by remote. We would update the risk management plan, in case needed, in April 2022, if limitations caused by the pandemic will affect the best result of-actions (especially workshops, capacity building, roundtables planned in the project), proposing to organise virtual meetings and workshops.

Table 2. SUPER-i Critical Implementation risks and mitigation actions



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3.2.2 Official Periodic Reporting

The SUPER-I consortium will prepare **2 Official Periodic Reports**:

- Period 1 (M1 - M18) (01/09/21 – 28/02/23).
- Period 2 (M18 - M36) (01/03/23 - 31/08/24).

The Official Periodic Reporting is composed of two elements:

- **Technical report**, which will be submitted by the Project Coordinator. The Project Coordination Team will prepare, with the support of all partners, and submit the periodic activity reports. The reports will include:
 - An overview of the activities carried out in the period;
 - A description of progress towards the objectives and the milestones;
 - The deliverables foreseen, the identification of problems encountered, and corrective actions taken;
 - An updated plan for 'Communication and Dissemination';
 - Information and justification about the resources used/deployed by each beneficiary.
- **Financial report**, which will be filled out by each partner directly on the Funding and Tenders Portal.

The Official Periodic Reporting is mandatory and its approval is necessary for intermediate and final payment authorisation.

The Project Coordination Team will remind all partners to start preparing the financial report and the technical report.

- **Technical report**: WP leaders should request and collect data and inputs from Task leaders. The description should include the progress made, delays and potential risks.
- **Financial report**: each partner should start the procedure by filling the Internal Financial Reporting Template, which will serve as a base for the Official Financial Reporting. Each partner will collect all relevant data (including an explanation of the use of resources) and make sure to dispose of all the supporting documentation for the cost justification and to contact the auditor in due time for the releasing of the Certificate of Financial Statements if needed.

Each partner shall upload its financial reporting and Certificate of Financial Statements (if needed) directly on the Funding and Tenders Portal no later than 10 days before the reporting deadlines¹.

Concerning the technical report, the Project Coordination Team will collect the information provided by partners and will prepare a consolidated report that will be submitted on time. While, for the financial report, the Project Coordination Team will check the data and request missing partners to upload their financial statements.

Any failure in uploading the financial statements will imply **zero** declared cost, which can be claimed in the following reporting period if in an Interim Project Report or that will imply a grant cut if in the Final Reporting.

¹ Beneficiaries with an associated Linked Third Parties are in charge of uploading the Linked Third Parties' financial reporting.



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3.2.3 Interim Periodic Reports

As aforementioned, the SUPER-i consortium will prepare 2 **Periodic Interim Reports** (M12 and M24) that will be:

- Internal (not submitted to European Commission);
- Evaluated by the Project Coordination Team;
- Linked to payment at M12 (see Consortium Agreement Article 7.3.2).

The Interim Period Report will be subdivided in two parts:

- Technical report (for the details requested, see Section 3.2.2);
- Financial report (for the details requested, see Section 3.2.2).

3.3 Deliverables quality control guidelines

3.3.1 General information

The Management and Quality Plan sets a proper planification and useful guidelines to ensure high quality reports and avoid delays.

Deliverables are foreseen by the Grant Agreement and represent a contractual obligation of the project.

The templates are available on the SUPER-i repository.

3.3.2 Standard guidelines

All deliverables must be written in English, following the official SUPER-i deliverables template², and submitted to EC in electronic format (PDF) and in due time, according to the deadlines established in Annex I GA.

Deliverables text must be in justified format, all tables and figures should have their proper caption, by using the function 'References-> Insert Caption'. All tables and figures should also be linked into the text by using the function 'References-> Cross-reference'.

Each deliverable must have an associated folder in the WP Folder, named 'DX.X Name of the Deliverable'. Inside this folder, there must be a subsequent division in folder 'Draft and review' and folder 'Final version for the Project Coordinator', which will contain the respective deliverable versions.

3.3.3 SUPER-i high-quality assurance procedure

In order to ensure timely deliverables preparation and submission, the Project Coordination Team will send a reminder to the responsible partner and the WP leader of the deliverable. The Project Coordination Team will be in charge of follow-up with the deliverable responsible for ensuring compliance with the given schedule.

In case of expected delay, the Project Coordination Team will agree with the deliverable leader and the corresponding WP leader on how to address the issue and on a new date for the deliverable

² The official SUPER-i deliverables template will be developed by ICONS at M4 and it will be available in the project repository.



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submission at least one month before the deliverable due date. The Project Coordinator will notify the EC Project Officer at least two weeks before the deliverable due date.

The revision of the deliverables requires a technical review and the Project Coordination Team's final check.

The following steps have been set up to ensure high-quality and timely delivery. This process should iterate until the reviewers finally approve the document.

Step 1. Agreement on the index

- The deliverable Index shall be sent to the two peer reviewers, the Project Coordination Team and the Scientific Coordinator for suggested changes and approval on the deliverable structure.

Step 2. 1st Draft

- 6 weeks before the submission deadline, the first draft of the deliverable shall be sent to the 2 peer reviewers for the 1st review.

Step 3. Technical Review

- The reviewers shall revise the deliverable in 1 week.

Step 4. 2nd Draft

- 4 weeks before the submission deadline, the first draft of the deliverable shall be sent to the 2 peer reviewers for the 2nd review.

Step 5. Technical Review

- The reviewers shall revise the deliverable in 1 week.

Step 6. Final Check

- 3 weeks before the submission deadline, the final draft of the deliverable shall be sent to the Project Coordination Team which will verify:
 - The compliance with GA;
 - The compliance of deliverable and reviewing template;

Step 7. Submission on the Funding and Tenders Portal

- The Project Coordination Team is in charge of submitting the final version on the Funding and Tenders Portal.



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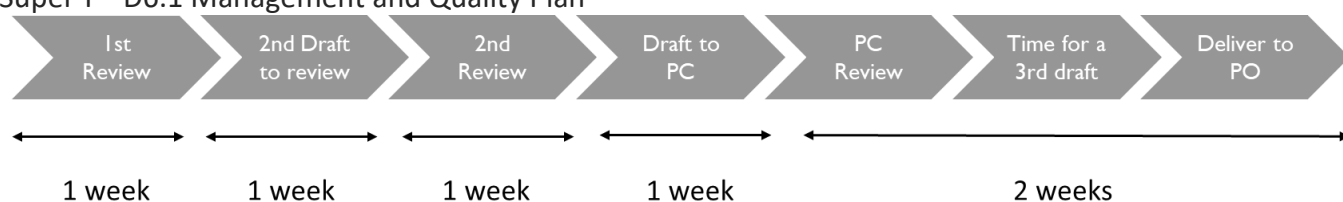


Figure 4. SUPER-i high-quality assurance procedure

The deliverables foreseen for the project are listed below:

Deliverable Number	Deliverable Title	Responsible	WP	Type	Dissemination Level	Month
D1.1	SUPER-i final guidebook	APRE	WP1	Report	Public	8
D1.2	National workshops report	APRE	WP1	Report	Public	30
D1.3	Report “Evaluation of existing financial schemes”	UOY	WP1	Report	Public	12
D1.4	Recommendations on innovative financial instruments for EE renovations	CIVI	WP1	Report	Public	30
D2.1	Country specific EE oriented analysis of the local social housing sector	UOY	WP2	Report	Public	6
D2.2	Social housing EE investment projects initial database	ELE	WP2	Report	Public	12
D2.3	Simple project landing page	EEIP	WP2	Report	Public	3
D2.4	SUPER-i portal delivery	EEIP	WP2	Report	Public	8
D2.5	Social housing EE investment projects augmented database	UOY	WP2	Report	Public	30
D2.6	Technical post-action sustainability readiness	EEIP	WP2	Report	Public	32
D3.1	Promoting feasibility assessments for the investment pipelines in 3 SUPER-i partner	CIVI	WP3	Report	Public	8



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	countries – first version					
D3.2	Promoting feasibility assessments for the investment pipelines in 3 SUPER-i partner countries – final version	CIVI	WP3	Report	Public	24
D3.3	Implementation of financial schemes for social housing – first version	UOY	WP3	Report	Public	12
D3.4	Implementation of financial schemes for social housing – final version	UOY	WP3	Report	Public	32
D3.5	Evaluation methodology for the implementation of financial instruments – first version	UOY	WP3	Report	Public	12
D3.6	Evaluation methodology for the implementation of financial instruments – final version	UOY	WP3	Report	Public	32
D3.7	Country (per Demo Case) specific guideline packages for selected financial solution and optimal leverage ratios (SUPER-i leverage ratios) for the 3 pilot project pipelines – first version	CIVI	WP3	Report	Public	15
D3.8	Country (per Demo case) specific guideline packages for selected financial solution and optimal leverage ratios (SUPER-i leverage ratios) for the 3 pilot	CIVI	WP3	Report	Public	32



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	project pipelines – final version					
D3.9	Country (per Demo case) specific guideline packages for selected financial solution and optimal leverage ratios (SUPER-i leverage ratios) for all the 6 partner countries – first version	CIRCE	WP3	Report	Public	24
D3.10	Country (per Demo case) specific guideline packages for selected financial solution and optimal leverage ratios (SUPER-i leverage ratios) for all the 6 partner countries – final version	CIRCE	WP3	Report	Public	32
D3.11	Country specific guideline packages for selected financial solution and optimal leverage ratios (SUPER-i leverage ratios) for relevant social housing stock for the EU country members of Housing Europe – first version	ELE	WP3	Report	Public	30
D3.12	Country specific guideline packages for selected financial solution and optimal leverage ratios – final version (SUPER-i leverage ratios) for relevant social housing stock for the EU country members of Housing Europe (M36 final version)	ELE	WP3	Report	Public	36



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D3.13	Final report on pilot project pipelines and investments	UOY	WP3	Report	Public	30
D4.1	SUPER-i Capacity building program including webinar model (in English and local languages)	EGC	WP4	Report	Public	9
D4.2	Database of key stakeholders in 6 EU countries	HE	WP4	Report	Public	12
D4.3	Reports on webinars for 6 countries	EGC	WP4	Report	Public	12
D4.4	Report on replication activities	CIRCE	WP4	Report	Public	32
D5.1	Communication and Dissemination Plan	ICONS	WP5	Report	Public	4
D5.2	Communication kit: flyer, video, roll-up	ICONS	WP5	Websites, patents filing, etc.	Public	8
D5.3	Interim report on Dissemination and Communication activities and their impacts	ICONS	WP5	Report	Public	18
D5.4	Second flyer	ICONS	WP5	Websites, patents filing, etc.	Public	33
D5.5	Final report on Dissemination and Communication activities	ICONS	WP5	Report	Public	36
D5.6	Post-Action Sustainability plan	ICONS	WP5	Report	Public	18
D6.1	Management and Quality Plan	CIVI	WP6	Report	Public	2
D6.2	Kick-off meeting project report	CIVI	WP6	Report	Public	2
D6.3	Plan and Recommendations for Ethical, Data and Risk Management	CIVI	WP6	ORDP: Open Research	Public	4



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				Data Pilot		
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Table 3. SUPER-i deliverables

3.3.4 Peer reviewers

Each deliverable has 2 peer reviewers in charge to check the consistency and evaluate the structure and the content of the deliverable with the objective of the Task and WP and the KPIs stated in the Grant Agreement.

The SUPER-i Coordination Team has prepared a peer reviewers list available in the project repository. However, it will be double-checked at M12.

If needed, the peer reviewers will suggest changes, according to the steps presented in Section 3.3.3.



4. Meetings, communication flow and method

4.1 Schedule

Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36			
Year	2021				2022												2023												2024										
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A			
General Committee																																							
Management Board																																							
Specialist Advisory Board																																							
Review Meeting																																							
Internal Reporting																																							
Official Reporting																																							

Table 4. SUPER-i meetings plan

The plan is indicative and may be revised according to project development.

The General Committee meetings at M13, M25 and M36 will be organised in person if possible due to the COVID-19 pandemic.

All the other meetings will be run through teleconference and online tools.

4.2 Meetings

As stated in the Consortium Agreement, each member of a Consortium Body should be present or represented at any meeting of such Consortium Body and may appoint a substitute or a proxy to attend and vote at any meeting.

In order to coordinate and manage the various activities of the SUPER-i project, a 1 and half day meeting will be held at a regular time basis (twice per year). The Project Coordination Team will be in charge of setting up and updating (each year) a calendar of meetings, that may include dedicated WP meetings to be identified at each General Committee meetings for the period up to the next General Committee meeting (in principle, for the next 6 following months). Further project meetings may be planned whenever urgent issues will need to be resolved.

The project intends to run virtual electronic meetings whenever feasible and appropriate using information and communication technologies.

Face to face meetings will be organised by the project partners in rotation.

When specific decisions must be taken in the short term, extraordinary meetings may be held by audio-conferencing, including management aspects that may have as consequence the request of an amendment to the Grant Agreement.

In terms of attendance, for the Management Board, the presence of all WP Leaders is required. In relation to the General Committee meetings all partners must attend.



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4.2.1 Convening meetings

	Ordinary meeting	Extraordinary meeting
General Committee	Twice per year, excluded the kick-off meeting	At any time upon written request of the Management Board or 1/3 of the Members of the General Committee
Management Board	Once per month	At any time upon written request of any Member of the Management Board

4.2.2 Notice of a meeting

The Project Coordinator gives notice in writing of a meeting to each Member of the Consortium as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
General Committee	30 calendar days	15 calendar days
Management Board	14 calendar days	7 calendar days

4.3 Agenda

4.3.1 Sending the agenda

The Project Coordinator shall prepare and send each Member of the Consortium a written agenda no later than the minimum number of days preceding the meeting as indicated below.

General Committee	21 calendar days, 10 calendar days for an extraordinary meeting
Management Board	7 calendar days

4.3.2 Adding agenda items

Any agenda item requiring a decision by the Members of the Consortium must be identified as such on the agenda.

Any Member of the Consortium may add an item to the original agenda by written notification to all the other Members of the Consortium up to the minimum number of days preceding the meeting as indicated below.

General Committee	21 calendar days, 10 calendar days for an extraordinary meeting
Management Board	7 calendar days



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4.4 Minutes

Minutes from all meetings are highly recommended to keep track of the activities and to facilitate communication.

The SUPER-i Coordination Team will act as secretariat and will take the minutes for:

- General Committee;
- Management Board;
- Specialists Advisory Board.

For all the other meetings, the chairperson is in charge of selecting a secretary, who should upload minutes in the meeting folder within **10 days** from the end of the meetings for comments and approval.

The minutes are considered as accepted if, within **15 calendar days** from sending, no member has sent an objection in writing to the chairperson for the accuracy of the draft of the minutes.

Minutes should comprise the following points:

- Meeting information
- Attendance List
- List of absentees
- Agenda
- List of completed tasks
- Issue discussed
- List of further tasks

Minutes template will be prepared by ICONS and will be available in the project repository.

4.5 ICT support to the SUPER-i project

4.5.1 SUPER-i project repository

An online platform (**Google Drive**) is used as a repository for all the documentation produced during the SUPER-i project.

Access to the repository has been provided to all people involved in the SUPER-i project.

In the repository, each WP has a dedicated folder where all partners shall upload and share documents.

Furthermore, all relevant templates created for the project will be available in the dedicated folder.

All the documentation related to the meeting (agenda, minutes, presentations) shall be stored in the meeting folder in the relevant WP folder. The chair or the secretary is in charge of managing the meeting folder and making sure that all the necessary documents are stored.

4.5.2 Templates

The following templates will be elaborated and available in the repository:

- Agenda;



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- Minutes;
- Presentation template;
- Deliverable template;
- Deliverable peer reviewers list;
- Deliverable review sheet;
- Internal financial reporting template;
- Intermediate report.



5. Amendments

According to Article 55 of the Grant Agreement, amendments can be requested by any of the parties, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

5.1 Procedure (Article 55 of the GA)

The party requesting an amendment must submit a request for amendment signed in the electronic exchange system (see Article 52).

The Project Coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of Project Coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why
- the appropriate supporting documents, and
- for a change of coordinator without its agreement: the opinion of the Project Coordinator (or proof that this opinion has been requested in writing).

The Agency may request additional information. If the party receiving the request agrees, it must sign the amendment in the electronic exchange system within 45 days of receiving notification (or any additional information the Agency has requested).

If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment enters into force on the day of the signature of the receiving party. An amendment takes effect on the date agreed by the parties or, in the absence of such an agreement, on the date on which the amendment enters into force.

As previously specified, the Project Coordinator is the only entity entitled to communication with the EC Project Officer.

In case changes are needed, the involved partners shall proceed in the following way:

1. Contact the Project Coordination Team to discuss the issue;
2. The Project Coordinator will inform the EC Project Officer, who will evaluate whether an Amendments is necessary or not;
3. EC Project Officer decision.

If the amendment is not necessary and the change is accepted by EC Project Officer, Project Coordination Team and the partners involved will implement the change and store the email conversation as relevant documentation.

If the amendment is necessary and the EC Project Officer accept the changes, the Project Coordinator will launch the Amendment request through the Funding and Tenders portal.

Then, the Project Coordinator will notify the involved partners when the amendment is signed and in force.



5.2 Necessary conditions to request an amendment

5.2.1 Amendments are necessary for:

Changes involving beneficiaries & linked third parties

Adding a new beneficiary

Deletion of a beneficiary whose participation has been terminated because:

- It has not signed the Grant Agreement
- It has not provided a declaration on joint & several liability as requested
- For other reasons

Change the beneficiary due to 'partial takeover'

Deletion or addition of linked third party (Article 14)

Specific case: if a beneficiary's participation is terminated at the initiative of other beneficiaries (Article 50.2)

Change involving the coordinator/principal beneficiary

Change of the project coordinator

Changes involving the financial aspects of the grant

Change to Annex 2 or 2a

Change concerning specific cost categories ('specific unit costs')

Change in the maximum grant amount, reimbursement rate(s), the estimated eligible costs of the project (if applicable, for example, it does not apply to lump-sum pilot projects), the amount of pre-financing or the contribution to the Guarantee Fund

Changes affecting the project or its implementation

Change to Annex 1

Change in the title of the project or its acronym, starting date, duration or reporting periods

Resumption of project activities after a temporary suspension (Article 49)

Change involving budget transfer

Changes in the budget that entail the addition of subcontracts that were not previously listed in Annex 1

5.2.2 Amendments are not necessary:

- For certain budget transfers (budget shift among different direct costs categories, amendments). In any case, it is recommended to inform the Project Coordinator through the Project Manager about any change.



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- If the name or address of a beneficiary linked third party or coordinator changes.

