euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

# Deliverable

## D8.1: Management Manual

| | | |
|---|---|---|
| WP | 8 | Project Management and coordination |
| Task | 8.1 | Day-to-day management and internal reporting |

| | |
|---|---|
| Dissemination level[1] | CO |
| Type[2] | R |

| | |
|---|---|
| Due delivery date | 30/04/2019 |
| Actual delivery date | 12/07/2019 |

| | |
|---|---|
| Lead beneficiary | MedTech Europe |
| Contributing beneficiaries | Wavestone |

| Document Version | Date | Author | Comments[3] |
|---|---|---|---|
| V1 | 25/01/2019 | Jean-Sébastien Di Ciaccio - Wavestone | Creation |
| V2 | 06/02/2019 | Laurence Lapôtre – Wavestone | Review |
| V3 | 27/05/2019 | Cristina Macovei - MedTech Europe | Review |
| V4 | 24/06/2019 | Yves Verboven, Cristina Macovei - MedTech Europe | Review |
| V5 | 25/06/2019 | Laurence Lapôtre – Wavestone | Review |
| V6 | 10/07/2019 | Yves Verboven, Cristina Macovei - MedTech Europe | Review |
| V7 | 11/07/2019 | Laurence Lapôtre – Wavestone | Review |
| V final | 12/07/2019 | Yves Verboven, Cristina Macovei - MedTech Europe | Validation |

[1] Dissemination level: **PU**: Public; **CO**: Confidential, only for members of the consortium (including the Commission Services); **EU-RES**: Classified Information: RESTREINT UE (Commission Decision 2005/444/EC); **EU-CON**: Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC); **EU-SEC** Classified Information: SECRET UE (Commission Decision 2005/444/EC)

[2] Type of the deliverable: **R**: Document, report; **DEM**: Demonstrator, pilot, prototype; **DEC**: Websites, patent fillings, videos, etc.; **OTHER**; **ETHICS**: Ethics requirement; **ORDP**: Open Research Data Pilot

[3] Creation, modification, final version for evaluation, revised version following evaluation, final

## Deliverable abstract

This deliverable presents the work and means undertaken to manage the H2020 EURIPHI project efficiently.
Three main topics are addressed: 1) Project governance structure, 2) Management activities, and 3) Communication provisions.

This project management manual will serve as guidelines for EURIPHI Partners and may be revised and updated with the creation, modification or deletion of management procedures, when necessary and throughout the project duration.

## Deliverable Review

| | Reviewer #1: Wavestone (Laurence Lapôtre) | | | Reviewer #2: MedTech (Cristina Macovei) | | |
|---|---|---|---|---|---|---|
| | Answer | Comments | Type * | Answer | Comments | Type * |
| Is the deliverable in accordance with | | | | | | |
| the Description of Action? | ☒ Yes ☐ No | | ☐ M ☐ m ☐ a | ☒ Yes ☐ No | | ☐ M ☐ m ☐ a |
| the international State of the Art? | ☐ Yes ☐ No | Not applicable for this deliverable | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |
| Is the quality of the deliverable in a status | | | | | | |
| that allows it to be sent to European Commission? | ☒ Yes ☐ No | | ☐ M ☐ m ☐ a | ☒ Yes ☐ No | | ☐ M ☐ m ☐ a |
| that needs improvement of the writing by the originator of the deliverable? | ☐ Yes ☒ No | | ☐ M ☐ m ☐ a | ☐ Yes ☒ No | | ☐ M ☐ m ☐ a |
| that needs further work by the Partners responsible for the deliverable? | ☐ Yes ☒ No | | ☐ M ☐ m ☐ a | ☐ Yes ☒ No | | ☐ M ☐ m ☐ a |

* Type of comments: M = Major comment; m = minor comment; a = advice

Table of content

Deliverable abstract ..... 2
Deliverable Review ..... 2
1. EURIPHI governance structure ..... 4
1.1 General Assembly ..... 5
1.2 Steering Committee ..... 7
1.3 Management Team ..... 8
1.4 Work Package Leaders ..... 9
2. Management activities ..... 10
2.1 Template documents ..... 10
2.2 Deliverables ..... 11
2.3 Management Reports ..... 13
2.4 Project Meetings ..... 15
2.5 Contract Amendments ..... 15
3. Communication provisions ..... 16
3.1 Communication tools ..... 16
3.2 Publications ..... 18
4. Annex ..... 19
Template for meeting agenda ..... 20
Template for meeting minutes ..... 21
Template for meeting presentation ..... 22
Template for deliverable ..... 23
Template for internal report ..... 25

# 1. Key documents

This is the list of key documents that will be addressed all along the project execution:

1) Grant Agreement (No. 825922) – the contract concluded between the EC (representing the EU) and the beneficiaries under which the parties receive the rights and obligations (e.g. the right of the Union's financial contribution and the obligation to carry out the research and development work). The Grant Agreement consists of the basic text and annexes, including Annex 1– Description of the action (DoA) - part A and part B. The DoA (Annex 1 part A) is also a key document to be taken into account given that it compiles a specific description of the tasks that will be carried out along the project and the expected results, deliverables and milestones to be obtained.
2) Consortium Agreement: the internal agreement signed between the members of the consortium establishing their rights and obligations with respect to the implementation of the action in compliance with the grant agreement.

All EURIPHI partners have one copy of these documents, and these are available on the SharePoint platform.
It is important to note that visibility of EU funding is mandatory while promoting project actions.
Please use always:

a. The EU emblem - High-resolution emblems can be found here: http://europa.eu/about-eu/basic-information/symbols/flag/
b. b. The following text: The EURIPHI project has received funding from the European Union's Horizon 2020 Research and Innovation programme, under the Grant Agreement number 825922.

euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

# 2. EURIPHI governance structure

The project is subdivided into Work Packages (WP), WP8 being dedicated to Project Management and coordination, the others dealing with the major technical areas and dissemination/exploitation of the results of the project.
**Error! Reference source not found.** presents detailed functions and responsibilities of EURIPHI's organisational structure.

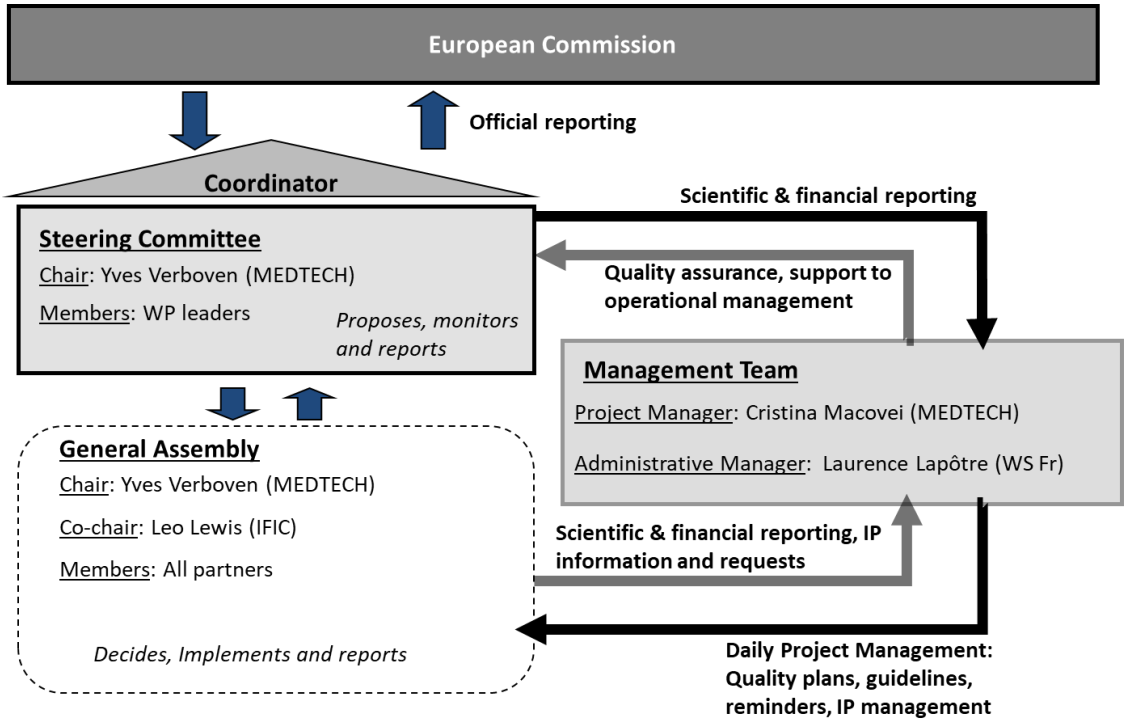



**Figure 1. EURIPHI management structure**

General Assembly (GA) as the ultimate decision-making body of the consortium.
Steering Committee (SC), composed of all Work Package Leaders, Procurement Organizations and Providers is the executive level of the consortium in charge with implementing the decisions of the General Assembly and the Consortium Plan, which shall report to and be accountable to the General Assembly.
The Coordinator (MedTech Europe) is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.
The Management Team (MT) assists the Steering Committee and the Coordinator.
The Management Team shall assist the Coordinator and undertake the day-to-day monitoring. The Management Team consists besides the Project Coordinator of a Management support Partner, represented by Wavestone.

## 1.1 General Assembly

The General Assembly is the ultimate decision-making body. It handles strategic and technical decision-making as well as implementation.

The General Assembly (GA) shall consist of the partners below.

| Partner # | Partner short name |
|---|---|
| **1** | MEDTECH |
| **2** | IFIC |
| **3** | UNIHA |
| **4** | RESAH |
| **5** | APHP |
| **6** | NHSCS |
| **7** | NWSSP |
| **8** | AQUAS |
| **9** | FCRB |
| **10** | FPT |
| **11** | UVEG |
| **12** | RSD |
| **13** | UA |
| **15** | ARESS |
| **16** | SORESA |
| **17** | FDG |
| **18** | GOBLIRSCH |
| **19** | HOPE |
| **20** | EUREGHA |
| **21** | RSCN |
| **22** | EMPIRICA |
| **23** | BCG |
| **24** | CMS |
| **25** | CMS UK |
| **26** | WS Lux |

**Table 1. General Assembly composition**

As per the Consortium Agreement, Article 6.3.1.2, and the Grant Agreement, the following decisions shall be taken by the General Assembly:

- Content, finances and intellectual property rights
  - To authorize the Coordinator to submit an amendment of the Grant Agreement to the Funding Authority.
  - Changes to the Consortium Plan.
  - Modifications to Attachment 1 (Background Included) of the Consortium agreement.
  - Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2) of the Consortium agreement.
  - Additions to Attachment 4 (Identified Affiliated Entities) of the Consortium agreement.

- Evolution of the consortium
  - Entry of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party.
  - Withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal.
  - Declaration of a Party to be a Defaulting Party.

  - Remedies to be performed by a Defaulting Party.
  - Termination of a Defaulting Party's participation in the Consortium and measures relating thereto.
  - Proposal to the European Commission for a change of the Coordinator.
  - Proposal to the European Commission for suspension of all or part of the Project.
  - Proposal to the European Commission for termination of the Project and the Consortium Agreement.

- Approvals
  - Of final report before submission to the European Commission.

The members of the General Assembly shall meet at least every 6 months (planned at M1, M4, M12, M18). Any member should be present or represented at any meeting. The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly.
Meetings may also be held by teleconference or any other telecommunication means.
The meetings shall be convened at least 30 calendar days prior the meeting and the agenda circulated at least 30 calendar days before the meeting. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 14 calendar days preceding the meeting.
The minutes of the GA meetings shall be transmitted to the members within 10 calendar days of the meeting's date. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has objected in writing to the chairperson.
The GA shall not deliberate and decide validly unless 75% of its Members are present or represented (quorum).
Decisions shall be taken by a majority of two-thirds (2/3) of the members present or represented, excluding abstentions of the votes cast.

## 1.2 Steering Committee

The Steering Committee (SC), composed of all Work Package Leaders, Procurement Organizations and Providers is the executive level of the consortium in charge with implementing the decisions of the General Assembly and the Consortium Plan, which shall report to and be accountable to the General Assembly.

| Partner # | Partner short name |
|---|---|
| **1** | MEDTECH |
| **2** | IFIC |
| **3** | UNIHA |
| **4** | RESAH |
| **5** | APHP |
| **6** | NHSCS |
| **7** | NWSSP |
| **8** | AQUAS |
| **9** | FCRB |
| **10** | FPT |
| **12** | RSD |
| **13** | UA |
| **15** | ARESS |
| **16** | SORESA |
| **17** | FDG |
| **23** | BCG |

**Table 2. Steering Committee composition**

As per the Consortium Agreement, Article 6.3.2.3, and in the Grant Agreement, the Steering Committee shall be especially be responsible for:

- Preparing the meetings, propose decisions and prepare the agenda of the General Assembly.
- Reviewing and endorsing the different tools, guidance and documents of the project.
- Reviewing and endorsing the key dissemination and exploitation initiatives.
- Executing and implementing the decisions of the General Assembly.
- Monitoring the effective and efficient implementation of the Project.
- Collecting information at least every 6 months on the progress of the Project, examining that information to assess the compliance of the Project with the Consortium Plan and, if necessary, proposing modifications of the Consortium Plan to the General Assembly.
- Supporting the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables.
- Preparing the content and timing of press releases and joint publications by the consortium proposed by the Funding Authority in respect of the procedures of the Grant Agreement Article 29.
- Reviewing and endorsing the project key deliverables and the key dissemination and exploitation initiatives defined in the dissemination and exploitation plan of the results.
- Advising the General Assembly on ways to rearrange tasks and budgets of the Parties concerned.

The members of the Steering Committee shall meet at least every 6 months (Planned at M1, M4, M9, M15). The Coordinator shall chair all meetings of the Steering Committee.
The meetings shall be convened at least 7 calendar days prior the meeting and the agenda circulated at least 7 calendar days before the meeting. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 2 calendar days preceding the meeting.
The minutes of the Steering Committee meetings shall be transmitted to the members within 10 calendar days of the meeting date. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has objected in writing to the chairperson.

## 1.3 Management Team

The Management Team shall assist the Coordinator and undertake the day-to-day monitoring, defined in the annex of the Grant Agreement.
The Day-to-day Management Team shall gather the Project Manager and the Administrative Manager.

| Responsibility | Partner short name | Representative |
|---|---|---|
| **Project Manager** | MEDTECH | Cristina MACOVEI |
| **Administrative Manager** | WS | Laurence LAPÔTRE<br>Jean-Sébastien DI CIACCIO |

**Table 3. Management team composition**

Wavestone will support the Coordinator in the following tasks:

- Ensuring administrative, contractual and day-to-day management,
- Preparing the GA and SC meetings,
- Preparing the reporting towards the EC,
- Ensuring a good understanding of EC rules and compliance with contracts,
- Ensuring that all administrative tasks are carried out by partners.

## 1.4 Work Package Leaders

The 8 Work Packages (WPs) are headed by the following WP leaders (WPL).

| Work Package # | Work Package title | Work Package Leaders | Partner short name |
|---|---|---|---|
| **1** | Establishing an effective and sustainable cross-border European Value Based Community of Practice "EURIPHI Value Based CoP" responding to Health Regions' needs | Yves VERBOVEN | MEDTECH |
| **2** | Support Actions to enable market readiness for Europe-wide deployment for Crossborders Value based PPIs: "EURIPHI Cross-Border PPI – Legal Guidance" and "MEAT Value based PPI" | Goetz GERECKE | BCG |
| **3** | Identification and analysis of candidate service delivery issues and defining initial criteria for a value-based assessment applying MEAT value-based procurement framework for person-centred integrated care | Leo LEWIS | IFIC |
| **4** | Analysis of current status of Antibiotic use at hospital and use – opportunities – barriers of Rapid Diagnostics test considering socio-economic consequences of AMR development and defining initial criteria | Herman GOOSSENS | UANTWERP |
| **5** | Supportive Actions: Identification of suitable test environment and "Open market consultation to identify innovative solution for PPI or need for PCP" and "test learning cases of MEAT Value Based PPI in suitable testing environments | Yves VERBOVEN | MEDTECH |
| **6** | Future PPI - Call writing | Jean Patrick MATHIEW | AQUAS |
| **7** | Dissemination and Exploitation planning | Yves VERBOVEN | MEDTECH |
| **8** | Project Management and Coordination | Yves VERBOVEN | MEDTECH |

**Table 4. Work Package Leaders**

WP leaders shall be in charge of the management of their WPs, including:

- Coordination of each WP, follow-up and reporting: periodically monitoring progress and results, the efficient use of resources (financial, manpower), reviewing deliverables, contributing to technical and financial reports.
- Knowledge management in terms of promoting awareness of results, publications, archiving documents on the dedicated collaborative tool, identifying results generated during the course of

the project and reporting them to the Coordinator, if possible, providing input as to their potential uses.
- Intra-consortium communication: interacting with the other WPs; notifying the Management Team of any deviation (time, resources, risks, technical or managerial complications).

The roles and responsibilities of each of these management bodies are detailed in the Consortium Agreement and in the Annex I of the Grant Agreement.

### 2.5 Advisory Committee

The Advisory Committee is composed of procurers, researchers, academics, experts, privately owned companies, universities; the aim is to provide inputs in their fields of expertise. They will be invited to join one of the General Assembly meetings. At the stage of the proposal, the following members were confirmed:

- Antonio Rosato (CORIS)
- Catherine M. Fuhre (Sykehusinnkjop)
- Dr H.G.M Niester (U. Groningen)
- Peter Bottelberghs (U. Antwerp)
- Roberto Zuffada (Funka)

The members of the Advisory Committee shall meet during specific meetings of the projects and provide input in accordance to their expertise.

Throughout the lifetime of the project, the Advisory Committee is open to receive more members. The suitable experts should send an email to the Coordinator (info@euriphi.eu ) and express their interest in joining the EURIPHI project. Once their candidature is validated by the Coordinator, the new members are proposed to the Steering Committee and the General Assembly is giving the final endorsement.

## 3. Management activities

### 2.1 Template documents

The following templates are part of this manual of management and will be made available on the EURIPHI intra-consortium communication platform:

| Template type | Document identifiers |
|---|---|
| **Meeting agenda** | EURIPHI_YYYYMMDD_Subject_Agenda_Place_v#<br>v for the number of the version (0.01, 0.02 0.xx to v1.0)<br>Example: EURIPHI_20190131_Kick-Off_Agenda_Brussels_v1.0 |
| **Meeting minutes** | EURIPHI_YYYYMMDD_Subject_Minutes_Place_v#<br>v for the number of the version (0.01, 0.02 0.xx to v1.0)<br>Examples: EURIPHI_20190131_Kick-Off_Minutes_Brussels_v1.0 |
| **Presentation** | EURIPHI_YYYYMMDD_Subject_Name_Place_v#<br>v for the number of the version (0.01, 0.02 0.xx to v1.0)<br>Examples: EURIPHI_20190131_Kick-Off_MEDTECH_Brussels_v1.0 |
| **Deliverable** | EURIPHI_D#.#_M#_v#<br>D for deliverable, M for month of delivery, v for the number of the version (0 to x, final)<br>Example: EURIPHI_D8.1_M4_v0.03 (deliverable 1 of WP8, due at month 4, version 3) |

| Template type | Document identifiers |
|---|---|
| **Internal report** | EURIPHI_Internal report_Name_M#_v#<br>M for month of delivery, v for the number of the version (0.01, 0.02 0.xx to v1.0)<br>Example: EURIPHI_Internal report_MEDTECH_M03_v0.01 |

**Table 5. EURIPHI template documents**

## 2.2 Deliverables

Several deliverables per Work Package are scheduled and described in the Description of the Action (Annex I to the Grant Agreement). They will be produced throughout the lifetime of the project.

### Deliverables Production

For each deliverable, there are:

- ✓ The lead beneficiary, in charge of:
  - ➢ Coordinating the complete and proper realisation of the deliverable,
  - ➢ Defining the content and controlling the consistency of the content according to the initial purpose of the deliverable;
  - ➢ The author, in charge of gathering the needed data from involved Partners and producing the deliverable;
- ✓ Two reviewers, the WPL and the Coordinator, or any other partner named by the Coordinator. The Coordinator will revise all produced deliverables and the second reviewer is optional. The review is established to ensure:
  - ➢ scientific and technical adequacy of the deliverable content to the project objectives, and the contribution of the deliverable to the realisation of these objectives,
  - ➢ deliverable is in accordance with the state of the art,
  - ➢ deliverable meets the quality requirements for dissemination to the European Commission,
  - ➢ deliverable is completed in due time.

In order to guarantee homogeneity, every deliverable produced must be based on the EURIPHI deliverable template. Deliverables shall not be longer than 50 pages. Deliverables shall not be the collection of uncorrelated contributions; they must form a consistent whole. They have to present project results synthetically and cannot be a collection of publications. All references, list of publications, related work and technical details should be included in an Annex section at the end of the deliverable.

### Deliverables Revision

Revisions occur when updating a part of a document already distributed. If revisions are needed, modifications have to be made using a different colour (or using the modification mode – i.e. track changes). A revision systematically implies a change of the version, written up on the cover page (see EURIPHI deliverable Template).

### *Deliverables Evaluation Process*

In order to guarantee a timely production of the contractual documents, an evaluation process is put in place, specifying the planning and actions to be followed.
The deliverables have to be provided to the European Commission on the date of delivery mentioned in the Description of the Action. In order to enable the deliverable evaluation process and to meet the delivery date, each deliverable shall be ready for evaluation one week before the due delivery date.

- All the reporting templates are on the SharePoint platform and partners can directly access these;
- One month before the delivery date, the Administrative Manager reminds the author and lead beneficiary the template instructions.

- Before the delivery date, the author and the lead beneficiary shall send the deliverable to the reviewers (one or two reviewers depending on the deliverable – to be decided on a case-by-case basis).
- The reviewers will evaluate the deliverable and communicate their comments to the author.
- If the reviewers request minor modifications or improvements to the deliverable, the deliverable can proceed to the *Validation* phase.
- The author shall update the deliverable according to the recommendations received by the reviewers. The updated version is then communicated to the Coordinator for validation.
- The Coordinator will take care to verify that the comments of the reviewers have been addressed in a satisfactory manner.
- The Administrative Manager, upon reception of the validation by the Coordinator, will treat the deliverable as final, and will upload the file on the EURIPHI collaborative platform with a particular label (v1.0). When public (PU), the deliverable will also be posted on the EURIPHI website. The Administrative Manager will also inform the Partners of the publication of the new deliverable.
- The Coordinator, upon reception of the publication by the Administrative Manager, will submit the deliverable to the European Commission.

The deliverable evaluation process is illustrated below.

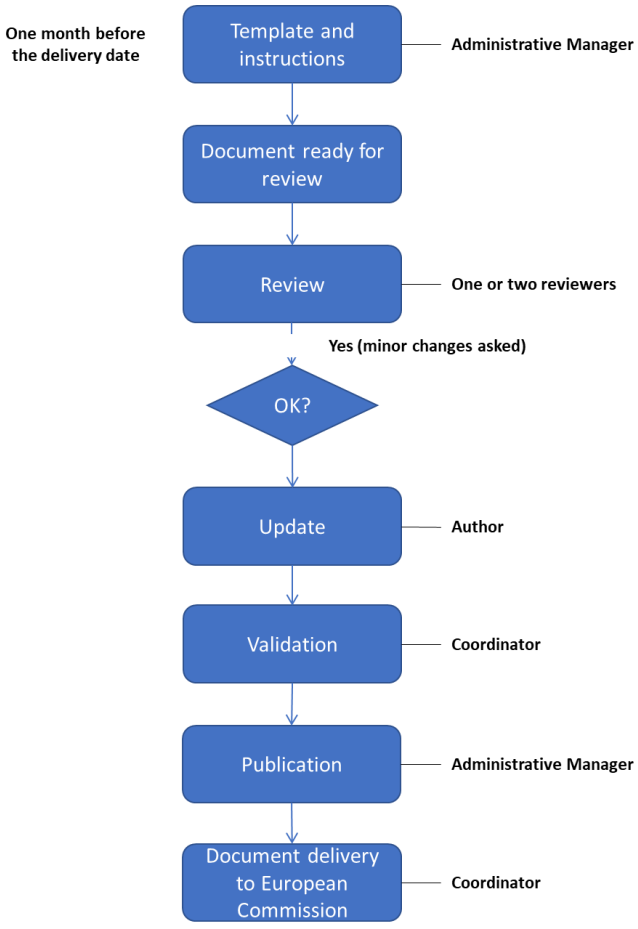



**Figure 2. Deliverable Evaluation Process**

## 2.3 Management Reports

### Periodic and Final Reports

The Periodic Report and the Final Report must be submitted to the European Commission by the coordinator within 60 days following the end of the project, so by 31/08/2020. It contains the periodic technical and financial reports.

The periodic report must include the following:

- a periodic technical report containing: (i) an explanation of the work carried out by the beneficiaries; (ii) an overview of the progress towards the objectives of the action, including milestones and deliverables; (iii) a summary for publication by the Commission; (iv) the answers to the 'questionnaire', about action implementation, and economic and societal impact.
- a periodic financial report containing: (i) an individual financial statement from each beneficiary and each linked third party; (ii) an explanation of the use of resources and the information on subcontracting; (iii) a periodic summary financial statement.

The final report must include the following:

- a final technical report with a summary for publication containing: (i) an overview of the results and their exploitation and dissemination; (ii) the conclusions on the action, and (iii) the socio-economic impact of the action.
- a final financial report containing: (i) a final summary financial statement; (ii) a certificate on the financial statements for each beneficiary and each linked third party, if it requests a total contribution of EUR 325 000 or more.

The timeline for the production of the Periodic and Final Reports is set as follows:
Three months before the end of the project, all Partners and WPL will be reminded to provide their contributions and will receive template and guidelines.
Partners and WPL will have to complete their technical contributions regarding the work carried per WP within 4 weeks after the work of the WP is completed.
Consolidation of the received contributions will be done by the Administrative Manager and the Project Manager. Partners and WPL will be contacted in case of discrepancies.
The Coordinator will review the Periodic and Final Reports, ask for improvements or validate them.
Upon validation by the Coordinator, the Reports will be provided to the European Commission within 60 days after the end of the project and will be uploaded on the EURIPHI collaborative platform. The Administrative Manager will also inform the Partners of the finalisation of the Reports.

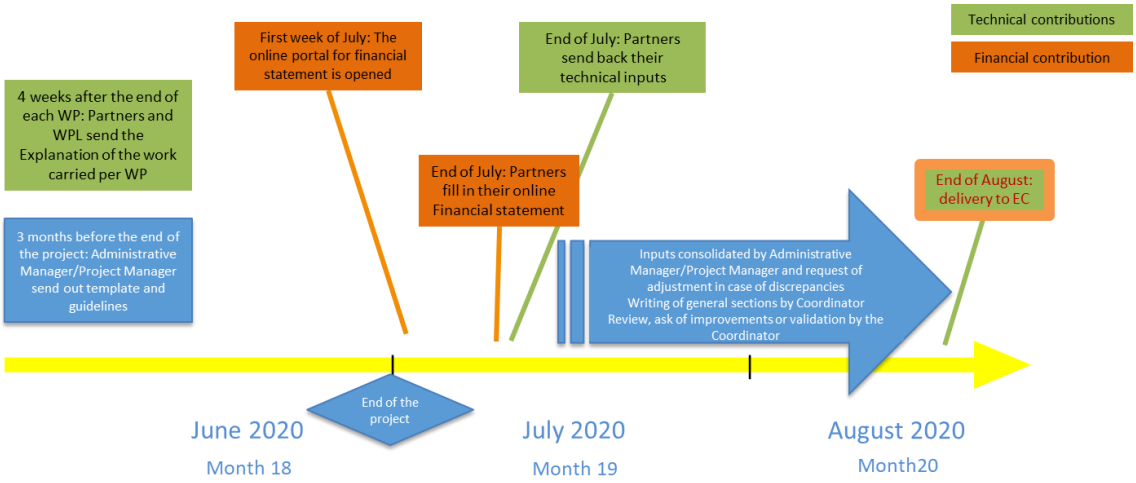



**Figure 3. Timeline for Periodic and Final Report production**

### Internal interim reports

Besides the contractual Periodic and Final reports, the Partners will provide an individual internal progress report (2 pages max) including the interim financial report justifying their use, the status of completion of tasks and deliverables at Months M3, M8, M12, M15. These reports are linked to the payment of the different instalments of the prefinancing.
The timeline for the production of the Internal interim Reports is set as follows:
Two weeks before the end of the reporting period, all Partners will be reminded to provide their contribution and will receive template and guidelines.
Partners will have three weeks to complete their contribution.
Partners will be contacted by the Administrative Manager and the Project Manager in case of discrepancies.
The Coordinator will review the Interim Reports, ask for improvements or validate them.

Payment Schedule

For the Pre-Financing payment:
Forty (40) per cent of the pre-financing amount available will be transferred to the Parties

- The remaining Sixty (60) per cent of the pre-financing amount available will be transferred to the contractual partners according their allocated share as defined in the grant agreement with following scheme:

  Either distributed at M4 for partners that have consumed at M3 more than 80% of the first pre-financing and a progress report (of max. 2 pages) is provided including the interim financial report justifying their use, status of completion of tasks and deliverables, to the coordinator

  OR

  - Distributed at M9 for partner that have consumed at M8 more than 80% of the first pre-financing and a progress report is provided including the interim financial report justifying their use, the status of completion of tasks and deliverables, to the coordinator and who did not receive the second prefinancing.

  OR

  distributed at M13 for partners that have consumed at M12 more than 80% of the first prefinancing and a progress report is provided including the interim financial report justifying their use, the status of completion of tasks and deliverables, to the coordinator and who that have not received the second prefinancing

  OR

  distributed at M16 for partners that have consumed at M15 more than 80% of the first prefinancing and a progress report is provided including the interim financial report justifying their use, a status of completion of tasks and deliverables, to the coordinator and who have not received the second prefinancing.

  OR

  will be kept by the Coordinator until the final payment if 80% of the first half of the pre-financing has not been consumed by a partner at M15 or the partner did not provide a progress report including the interim financial report justifying their use and the status of completion of tasks and deliverables

For The final amount of a Party's allocated share according to the Grant Agreement will be transferred within thirty (30) days after the following cumulative conditions are fulfilled:

(a) the Final Reports including justification of resources have
been accepted by the Commission, and
(b) the funding corresponding the costs is approved for that Party by the Funding Auhority and

(c) the Coordinator has received the final payment for that Party from the Funding Authority

The Coordinator is entitled to withhold any payments due to a Party identified by the General Assembly to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Beneficiary which has not yet signed this Consortium Agreement. The Coordinator may not make any payment to an entity which is not a party to this Consortium Agreement.
The Coordinator is entitled to recover any payments already paid to a Defaulting Party. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Funding Authority.

### 2.4 Project Meetings

Meetings shall be either teleconferences or face-to-face meetings and each meeting should have well defined objectives in the form of an agenda (using the EURIPHI dedicated template).
Face-to-face meetings should be announced in advance. It is recommended to announce the face-to-face meeting 2 months in advance to facilitate the travel accommodations by the Partners.
Each meeting shall be recorded by meeting minutes (using the EURIPHI dedicated template). The minutes of the meeting shall be written and circulated to the meeting participants within 10 calendar days after the meeting. Minutes shall be revised according to the comments and amendments received. Without further notice the meeting minutes are considered approved 15 calendar days after the first dissemination.
Some meetings are already planned on a regular basis:
General Assembly meetings: at least every 6 months (planned at M1, M4, M12, M18);
Steering Committee meetings: at least every 6 months (planned at M1, M4, M9, M15).

Additional meetings or teleconferences may be held whenever necessary, defined by the Work Packages / tasks / activities.

### 2.5 Contract Amendments

Any modifications regarding the project work plan in the Description of the Action, or in the Partner's budget, or regarding the representatives authorised to sign contractual documents shall be communicated to the Coordinator, the Project Manager and to the Administrative Manager. These modifications shall be validated by the General Assembly whenever necessary, and the contract amendment will be requested by the Coordinator to the Project Officer of the European Commission.

## 4. Financial aspects

All the rules regarding definition and eligibility of costs are described in Article 6 of the Grant Agreement.

'Direct costs' are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs Direct costs can be personnel costs, subcontracting costs, other direct costs (travels, depreciation of equipment, other goods and services…).
'Indirect costs' are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it. It is calculated as a flat rate of 25% applied on all direct costs except subcontracting.

Eligible costs should be:

- Actual
- Incurred during the lifetime of project (from start of the project: January 1st 2019)

- Identified in Annex 2 - Estimated budget of the action
- Incurred in connection with the action
- Identifiable and verifiable, recorded in the accounts of beneficiary in accordance with the accounting standards applicable in the country of the beneficiary and with the beneficiary's usual cost accounting practices
- Comply with the applicable national law on taxes, labour and social security
- Reasonable, justified and in compliance with the principle of sound financial management, in particular regarding economy and efficiency

Ineligible costs are:

- Costs related to return on capital
- Debt and debt service charges
- Provisions for future losses or debts
- Interest owed, doubtful debts
- Currency exchange losses
- Bank costs charged by the beneficiary's bank for transfers from the Commission
- Excessive or reckless expenditure
- Deductible VAT
- Costs incurred during any suspension of the implementation of the action

As described in Article 18 of the Grant Agreement, the beneficiaries must — for a period of five years after the payment of the balance — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible.
The beneficiaries must keep the records and documentation supporting the costs declared, in particular the following: adequate records and other supporting documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records. In addition, the beneficiaries' usual cost accounting practices and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documentation. In addition, for personnel costs (declared as actual costs or on the basis of unit costs), the beneficiaries must keep time records for the number of hours declared.

# 5. Communication provisions

## 3.1 Communication tools

A key success factor in project management is to ensure that information circulates rapidly and efficiently to all the project's actors and stakeholders. To this end, the management relies on communication support tools.

### 3.1.1 EURIPHI collaborative platform - SHAREPOINT

A secured collaborative SharePoint working platform dedicated to EURIPHI has been set up to support efficient collaboration between the Partners. The EURIPHI platform is available at https://www.euriphi.eu//Partners access.
Consortium members received an invitation to enter this platform. The password shall be modified upon the first connection. The members requiring additional access to the EURIPHI platform shall contact the MedTech Europe team.

The EURIPHI platform will be used for:

- Communication: overall status of the project, announcements;
- Document repository, not only for the exchange of documents in progress, but also for storing final and validated reports or deliverables, meeting documents, and any valuable information produced or collected during the lifetime of the project;

- Calendar: project meetings, events;
- Discussions on specific topics (forum).

A screenshot of the EURIPHI platform is shown below:

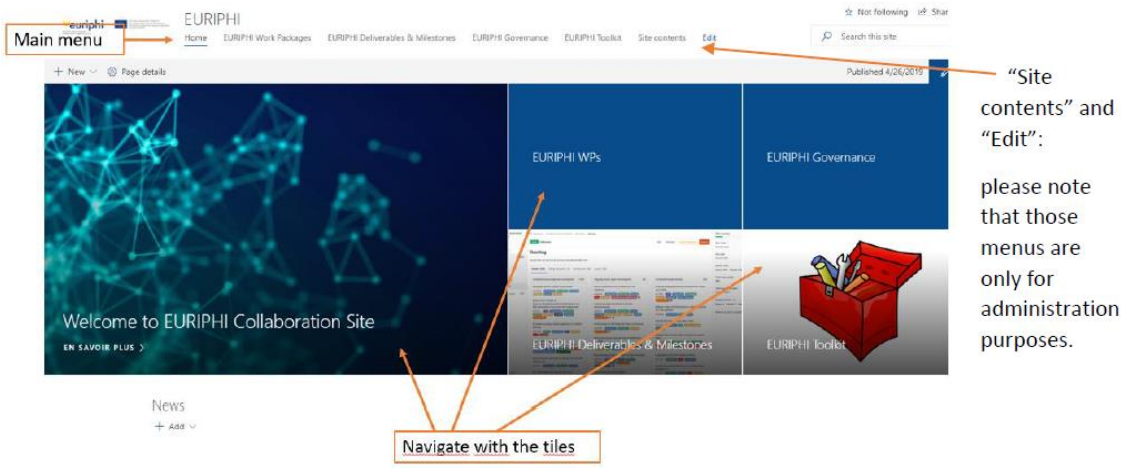



**Figure 4. Screenshot of the EURIPHI platform**

Lists of contacts

The EURIPHI platform contains a list of scientific EURIPHI contacts and is open only to the partners and members of the EURIPHI project.
This list will be updated whenever necessary by the Administrative Manager.

### *3.1.2 EURIPHI external platform WEBSITE*

A project website has been designed within the Work Package 7 Dissemination and exploitation planning: https://www.euriphi.eu/.

The website represents the external interface of the EURIPHI projects, highlighting its results, as well as main objectives, description of work and partners.


**Figure 5. Screenshot of the EURIPHI website homepage**

Using these communication tools, all efforts will be made by the management to support fluid information flow and to avoid information bottlenecks.

## 3.2 Reports and Presentations

Acknowledgement

Applications for protection of results (including patent applications) filed by or on behalf of a beneficiary must include the following:

- The EU emblem.
- The following text: *"The project leading to this application has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 825922".*

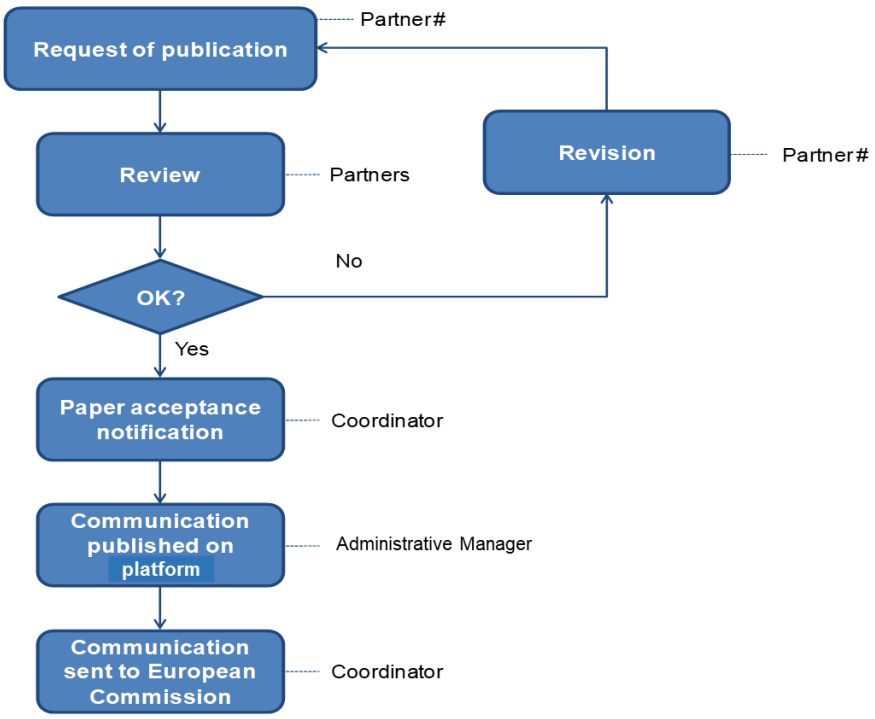



**Figure 6. Process for validation of publications**

# 6. Annex

Project templates:

- Meeting agenda
- Meeting minutes
- Presentation
- Deliverable
- Internal report

## Template for meeting agenda

euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

**AGENDA (Title)**

**Subtitle**

Subtitle 2

Date and time (Date & Place)
Venue: (Date & Place)

**00-00** **Heading 1 (Use one tabulation to separate time and texte)**

- Heading 2
- Heading 2
  - Heading 3
  - Heading 3
- Heading 2

**00-00** **Heading 1**

- Heading 2 – *Heading 2 Emphasis*
- Heading 2

1

EURIPHI_YYYYMMDD_Subject_Agenda_Place_v#

**Host**

Contact person(s), address...

**Venue**

Location and meeting room.

**Accommodation**

Information/recommendation on convenient hotel locations.

**Transport**

Relevant transport information and usage.

**Dinner/Social event**

Information and requirements concerning the dinner/social event.

**Miscellaneous**

2

## Template for meeting minutes

euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

**MINUTES (Title)**

Subtitle

Subtitle 2

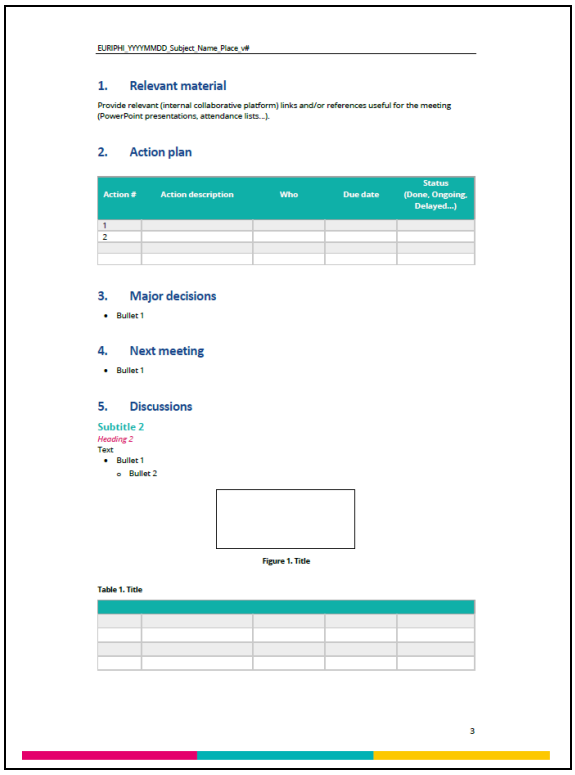
Date and time (Date & Place)
Venue: (Date & Place)

Confidential



1. Relevant material ..... 3
2. Action plan ..... 3
3. Major decisions ..... 3
4. Next meeting ..... 3
5. Discussions ..... 3
Subtitle 2 ..... 3







### 1. Relevant material

Provide relevant (internal collaborative platform) links and/or references useful for the meeting (PowerPoint presentations, attendance lists...).

### 2. Action plan

| Action # | Action description | Who | Due date | Status (Done, Ongoing, Delayed...) |
|---|---|---|---|---|
| 1 | | | | |
| 2 | | | | |
| | | | | |
| | | | | |

### 3. Major decisions

- Bullet 1

### 4. Next meeting

- Bullet 1

### 5. Discussions

Subtitle 2

*Heading 2*

Text

- Bullet 1
  - Bullet 2

Figure 1. Title

Table 1. Title

| | | | | |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

## Template for meeting presentation

# Template for deliverable

euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

## Deliverable

### D#: Title

| | | |
|---|---|---|
| WP | # | Title |
| Task | # | Title |

| | | | |
|---|---|---|---|
| Dissemination level[1] | | Due delivery date | |
| Type[2] | | Actual delivery date | |

| | |
|---|---|
| Lead beneficiary | |
| Contributing beneficiaries | |

| Document Version | Date | Author | Comments[3] |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

[1] Dissemination level: **PU**: Public; **CO**: Confidential, only for members of the consortium (including the Commission Services); **EU-RES**: Classified Information: RESTREINT UE (Commission Decision 2005/444/EC); **EU-CON**: Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC); **EU-SEC** Classified Information: SECRET UE (Commission Decision 2005/444/EC)
[2] Type of the deliverable: **R**: Document, report; **DEM**: Demonstrator, pilot, prototype; **DEC**: Websites, patent fillings, videos, etc.; **OTHER**; **ETHICS**: Ethics requirement; **ORDP**: Open Research Data Pilot
[3] Creation, modification, final version for evaluation, revised version following evaluation, final





### Deliverable abstract

| |
|---|
| Give a short overview (no more than 1 page) on the scope of the deliverable and the main results obtained. |

### Deliverable Review

| | Reviewer #1: ..... | | | Reviewer #2 (*optional*): ..... | | |
|---|---|---|---|---|---|---|
| | Answer | Comments | Type * | Answer | Comments | Type * |
| Is the deliverable in accordance with | | | | | | |
| the Description of Action? | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |
| the international State of the Art? | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |
| Is the quality of the deliverable in a status | | | | | | |
| that allows it to be sent to European Commission? | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |
| that needs improvement of the writing by the originator of the deliverable? | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |
| that needs further work by the Partners responsible for the deliverable? | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a | ☐ Yes ☐ No | | ☐ M ☐ m ☐ a |

* Type of comments: M = Major comment; m = minor comment; a = advice





Table of content


Deliverable abstract ..... 2
Deliverable Review ..... 2
1. Introduction ..... 4
2. State of the Art ..... 4
3. Results and Analysis ..... 4
4. Conclusion ..... 4
5. Annex ..... 4
6. Subtitle ..... 5
Subtitle 2 ..... 5






### 1. Introduction

Describe the objective of the deliverable and the context.

### 2. State of the Art

Short paragraph on the state-of-the-art (if applicable).
Feel free to adapt the Title of Headings (thus table of content) according to your need.

### 3. Results and Analysis

Please

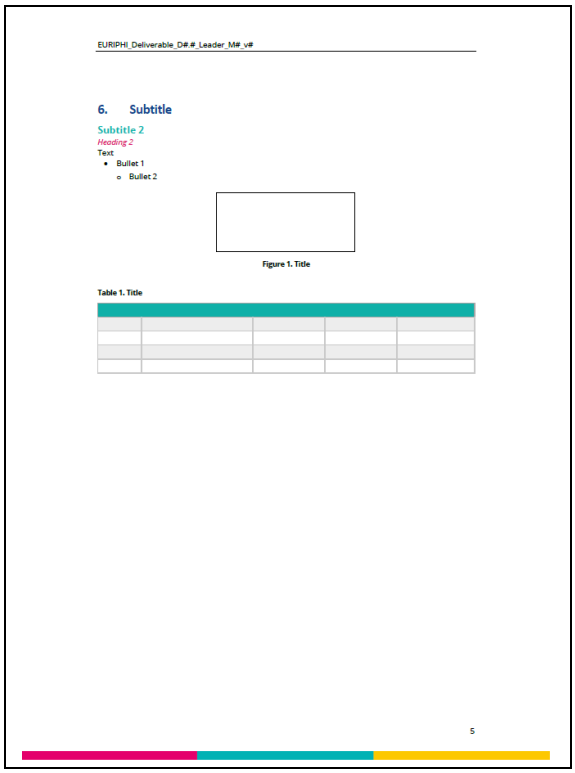
- Describe the results
- Use diagrams, tables and figures for overview and understanding
- Show results vs. requirements vs. state of the art
- Describe cooperation of the partners
- Give an interpretation and/or analysis of the results
- Highlight major achievements

### 4. Conclusion

Summarise major results and achievements and evaluate them compared with the objectives.

### 5. Annex

Insert Annex to add information if necessary or appropriate.



EURIPHI_Deliverable_D#.#_Leader_M#_v#

## 6. Subtitle

### Subtitle 2

*Heading 2*

Text

- Bullet 1
  - Bullet 2

Figure 1. Title

Table 1. Title

| | | | | |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

5

## Template for internal report

euriphi
European wide Innovation Procurement in Health and Care

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825922-EURIPHI

**EURIPHI**
**EURopean wide Innovative Procurement of Health Innovation**

**Internal interim report**
**Period: Mx – My**

**Partner short name**

1

EURIPHI_Internal report_Partner_M#_v#

**1. Summary of the activities implemented**

Describe, for each work package, the activities you performed during the concerned period (2 pages maximum).

WP#: title
Heading 2
Text
- Bullet 1
  - Bullet 2

**2. Estimated effort and budget spent**

Complete the attached Excel file with your estimated effort and budget spent during the concerned period.

2