



With the contribution of the European Maritime
and Fisheries Fund of the European Union



DOCC-OFF

Project 863696 – DOCC-OFF – EMFF-BlueEconomy-2018

Scaling-up Digitalization Of Critical Components in OFFshore wind turbines

D1.1 Project Management handbook

General procedures for the project management, coordination of activities,
reporting, common formats and criteria for Deliverables

DELIVERABLE INFORMATION

Deliverable title: Project Management handbook

Due date: 31/01/2020

Date of submission: 31/01/2020

Work Package: WP 1 – Project Management and coordination

Dissemination level: Confidential (*only members of the consortium, including Commission Services*)

Deliverable leader: Basque Energy Cluster (BEC)

ABSTRACT

The present deliverable corresponds to **D1.1 Project Management handbook**.

It describes the project organization and internal procedures of DOCC-OFF project with regard to day-to-day communication and progress towards the timely delivery of the deliverables and within budget. It shall be used by all partners for all deliverables to the European Commission and for deliverables between partners.

D1.1 Deliverable describes the following procedures in the project:

- Deployment of the project Management Structure, Steering Committee meetings
- Reporting to the EC (DG MARE)-EASME and Deliverables submission procedures
- Communication among partners, use of logos and information for the ECCP
- Financial information



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1. PROJECT SUMMARY

The main objectives of DOCC-OFF project are to optimize the design, increase the performance rates and reduce the maintenance costs of critical components in offshore wind turbines, through the digitalization of specific critical components.

Wind turbine OEMs and some components manufacturers have already started to implement sensors and data collection systems in the wind turbines they are providing and installing. However, efficient proven concepts have not been demonstrated yet, due to two main gaps or challenges to be overcome:

- The technological gap: significant technology development and validation is still needed to achieve new products and services ready for commercialization. Sensors and remote monitoring systems are yet to be extensively implemented in offshore energy generation facilities, as they currently provide little information that may be used in advance to any incident.
- The data access gap: access to the data collected from the wind energy turbines in operation is limited only to windfarm developers and OEMs. Therefore, most European components suppliers cannot obtain, manage, analyse and learn from the performance data produced by their components in real-life operation, missing that way the opportunity to improve their competitiveness and increase the added-value of the products.

DOCC-OFF focuses on addressing the technology gap in the pitch system digitalization and the real data availability for a reliable validation and demonstration process. Hence, the main challenge of the project will be to implement, validate and demonstrate sensors, remote monitoring system and big data analytics tools that will allow to obtain data from those critical components and to extract value out of them in order to deliver the defined objectives. The results of the project will have a relevant impact on the improvement of competitiveness of the DOCC-OFF partners, making offshore wind a competitive technology between other power generation alternatives.

1.1 CONSORTIUM

The partners participating in the consortium are:

- **Basque Energy Cluster** is a cluster association formed by the leading companies in the energy sector located in the Basque Country (energy operators, component and equipment manufacturers), agents of the Basque Science, Technology and Innovation Network and public administration bodies involved in the energy field. It currently has over 170 companies and entities active in the energy sector. BEC is especially active in the wind energy sector, being the Basque Country one of the regions of the world with a highest density of wind suppliers and also the home region to Siemens Gamesa and Iberdrola. The cluster is also an experienced organisation in European networks and projects, being the co-leader of the MRE partnership and the Vanguard ADMA Energy Pilot as well as the coordinator of the ELBE project (<https://www.clustercollaboration.eu/escp-profiles/elbe>), among other cases.
- **NEM Solutions** is a software company that gathers all available data from the customer and centralizes it for analysis thanks to A.U.R.A. platform. A.U.R.A. has the capability to automatically compare production of each asset down to the component level, helping to focus in on maximizing overall production. Through root cause analysis and access to



previously unavailable knowledge about the behaviour of assets, NEM Solutions can speak with authority regarding the digital and personnel challenges faced when analysing wind turbine operations. More than 11 years turning data into step ahead solutions, A.U.R.A. is monitoring more than 65,000 assets worldwide using advanced analytics in a scalable way. Our team's expertise combines computer science, big data engineering, maths, wind domain, data science, IoT and industrial engineering. This expertise allows the consortium to reduce uncertainty during the design of the platform and needed analytics. Specifically, in the work package 2, close collaboration will be needed between HINE and NEM Solutions to be able to create hybrid-models. HINE will provide all physics driven modelling process and system's failure modes and NEM data driven modelling process. Derived from FMECA analysis, most probably new specific IoT sensors will be needed to be able to collect the leading variables of critical failure modes.

- **Hine** is a manufacturing company that has delivered, for more than two decades, hydraulics and cooling systems to wind turbine manufacturers. Hine's team internally designs, engineers, and manufactures hydraulic solutions for pitch control, yaw brake, rotor brake as well as supply hydraulic connectors. HINE is the market leader supplying hydraulic pitch systems for wind turbines. Main customers are VESTAS, SIEMENS GAMESA RENEWABLE ENERGY and NORDEX ACCIONA. Starting from 1994, more than 50.000 wind turbines are equipped with HINE hydraulic pitch systems worldwide. Offshore wind is becoming an increasingly important market for HINE, with specific requirements for higher reliability and performance. The company has been using physical modelling of hydraulic systems as a design tool. HINE has already worked together with NEM SOLUTIONS in projects such as HARSH and IOENERGY, where a common base ground of collaboration is settled. This project will enable further close the gap of physical modelling developed by HINE and data driven modelling developed by NEM. By building a demonstrator and testing the complete system in offshore laboratory conditions, a higher level TRL is targeted.
- **Sirris** is the collective research and technology centre for the Belgian technological industry. In 2010, Sirris co-created the OWI-Lab, together with some key partners (industry and academics) from the Belgian value chain. This infrastructure and innovation platform has the mission to realize and operate test and measurement infrastructure for the offshore wind energy sector in Flanders and Europe, to cluster wind energy research in Flanders and participate in EU projects and set up industry driven R&D aimed at increasing the effectiveness of (offshore) wind energy in line with the SET plan. From 2011 on, OWI-Lab operates research & testing infrastructure including a large climatic chamber and offshore condition monitoring systems – see www.owi-lab.be -. OWI-Lab has good access to the Flemish wind power value chain and also leads a cluster on offshore energy – see www.offshoreenergycluster.be . Based on this experience from a technical point of view Sirris/OWI-lab is the perfect partner to lead WP3. It's experience in co-creation and the obtained offshore wind energy network since 2010 also ensures relevant expertise for WP3 and WP4.



2. MANAGEMENT STRUCTURE OF THE PROJECT

Roles and responsibilities of partners in the project

Project Coordinator (PC)

CEPV will undertake the DOCC-OFF project coordination, taking advantage of its experience leading collaboration projects at European level. The Project Coordinator (PC):

- Leads and is responsible for the overall management and performance of the project.
- Acts as intermediary for all communications between the co-beneficiaries and EC (DG MARE)/EASME through the Project Officer.
- Is responsible for the cooperation agreement between the participants.
- Prepares and proposes the general rules, working procedures, scheduling and supporting tools to be used throughout the project.
- Implements indicators and monitors the progress of the project.

Project Steering Committee (PSC)

The Project Steering Committee will be made up by the project managers from each partner of the consortium. The Steering Committee represents the only level of decision-making and arbitration for approving any major decision concerning the project. Each partner will have one vote and decisions will be taken by a majority representing $\frac{3}{4}$ of the votes.

The Steering Committee will meet at least five times along the project, as stated in the WP1 milestones (months 1, 7, 13, 19, 24). If necessary, additional meetings will be held online or by call conference.

The Steering Committee will be responsible for:

- Having a global view of the project and of the tasks in each WP.
- Guaranteeing that these tasks are properly communicated and managed by each WP Leader.
- Providing common approaches and coordination necessary to ensure the alignment of all the contributions, tasks and events with the global objective and rationale of the project.
- The final decision of any relevant changes to the planned activities, as long as they are previously authorized by the project Officer.

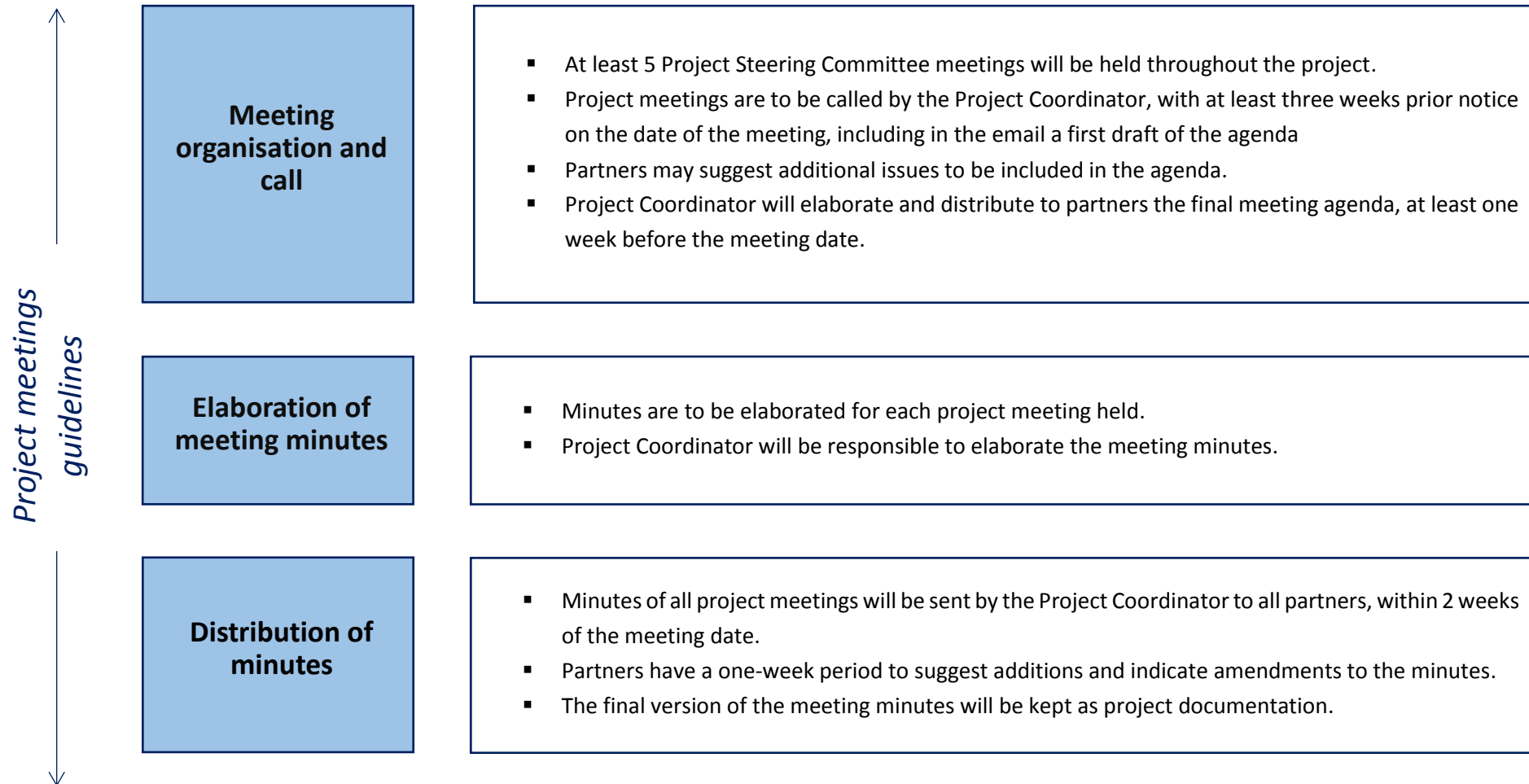
Work Package Leaders

Lead and monitor the whole set of actions carried out in relation to the target market addressed by that specific WP.

- Provide the Project Coordinator with all the data needed (financial statements, documentation, reports, etc.) to fulfil the requirements of the Grant.
- Lead the implementation and reporting of the assigned WPs, ensuring the necessary information and coordination to get efficient contributions from all partners taking part in each WP.
- Report to the Steering Committee about the progress achieved in the WP, planning of next activities and tasks and general assessment of the expected results.
- Immediately inform the Project Coordinator of any event liable to substantially affect or delay the development of the project.



2.1 STEERING COMMITTEE MEETINGS



2.2 SCHEDULE OF THE PROJECT

	2019		2020												2021										
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	
WP 1. PROJECT MANAGEMENT AND COORDINATION																									
1.1 Management and coordination			★					☆					☆					☆							★
1.2 Financial and administrative management																									
1.3 Monitoring and reporting of project progress and results																									
1.4 Data management and IPR protection																									
WP 2. DIGITAL TECHNOLOGIES SPECIFICATIONS AND DEVELOPMENT																									
2.1 FMECA analysis																									
2.2 Model development for component/system diagnosis																									
2.3 Digital architecture specification																									
2.4 Digital platform development																									
WP 3. DIGITAL PLATFORM VALIDATION AND DEMONSTRATION																									
3.1 Validation specifications																									
3.2 System integration																									
3.3 Validation at system level																									
3.4 Demonstration at wind turbine level																									
WP 4. DISSEMINATION AND EXPLOITATION OF RESULTS																									
4.1 Communication tools and activities				★																					
4.2 Market uptake and business opportunities analysis																									
4.3 Business case and business models definition																									
4.4 Dissemination and exploitation of results																									

Figure 1. Schedule of the Project

★ Kick-off meeting: Olaberria 21/01/2020

★ Final steering committee meeting: Bilbao 29/10/2021 *(To be confirmed)*

☆ Steering committee meeting:
 - Leuven 09/06/2020
 - Donosti 03/11/2020
 - Leuven 31/05/2021 *(To be confirmed)*

★ Milestones:
 - Website publication 29/02/2020
 - Hybrid model prototype 31/10/2020
 - Lab testing & validation execution 31/07/2021
 - Workshop with industrial stakeholders 31/08/2021



2.3 DOCC-OFF WORK PLAN

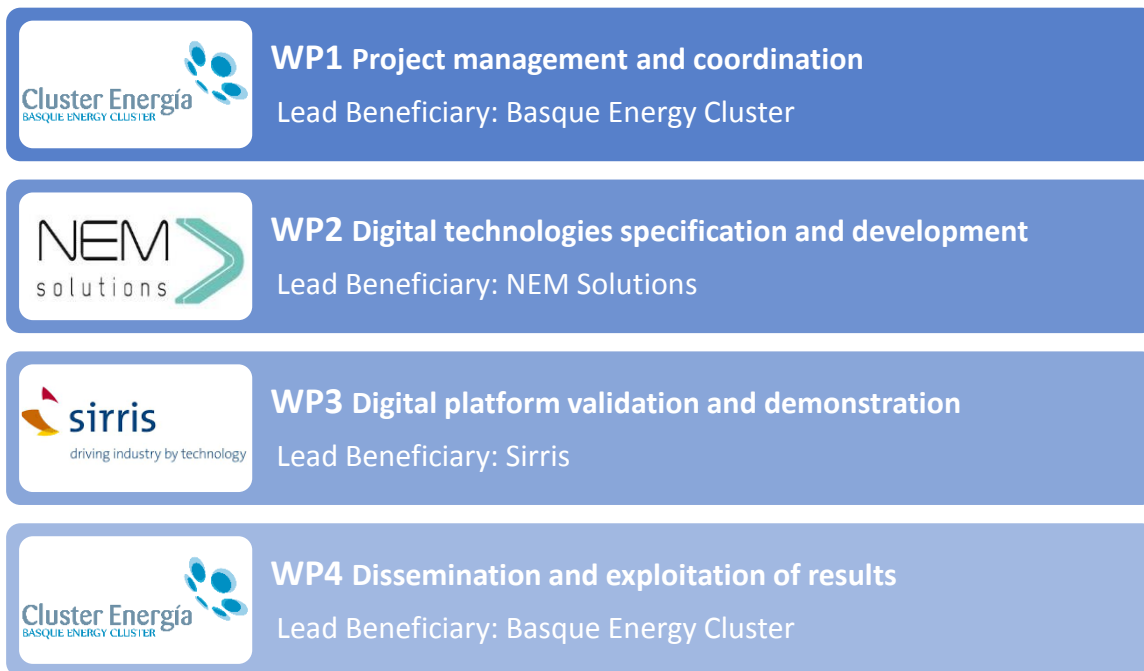


Figure 2. Work Packages and each lead beneficiaries

3. REPORTING TO EC-EASME. DELIVERABLES

3.1 GENERAL GUIDELINES

The Basque Energy Cluster, as Project Coordinator (PC), is the **only intermediary for all communications between DOCC-OFF project and the EC-EASME.**

These communications include:

- Permanent contact point with the appointed **EC-EASME Project Officer – Loic Blanchard**
- **Submission to the Commission through the Participant Portal of all project deliverables** (even when they are related to a specific project partner) and progress/technical **reports + report on Milestones.**
- Requests for **amendments to the Grant Agreement** on behalf of the beneficiaries.
- **Reception and answer** of any claim from the Commission in relation to the project.
- **Inform and ask for authorization to EC-EASME** of budget transfers between beneficiaries or between budget categories (or both) of eligible costs.
- Inform about any facts or events that may affect the normal development of the project.
- Attend audits, checks or evaluations of the project, providing all the necessary documents.

According to this, the rest of the **project partners have to:**

- Provide the PC with all the needed documentation and information to be submitted to the Commission during the project.
- Inform the PC of any request, question or information to be addressed to the Commission.

3.2 COMMUNICATION THROUGH THE PARTICIPANT PORTAL

Electronic exchange system via the participant portal:

- any changes to the Grant Agreement (GA) technical annex, ie. staff changes, new activities/events, etc.
- amendments (before submission).
- any delays or problems you are facing during the implementation.

<http://ec.europa.eu/research/participants/portal/desktop/en/home.html>



The screenshot shows the 'MY PROJECT' section of the European Commission participant portal. On the left, a sidebar contains project details: Call: EMFF-BlueEconomy-2018, Type of Action: EMFF-AG, Acronym: DOCC-OFF, Current Phase: Grant Management, Number: 863696, Duration: 24 months, GA based on the: EASME MGA - Multi - 5.null, Start Date: 01 Nov 2019, Estimated Project Cost: €1,001,736.14, Requested EU Contribution: €651,127.00, and Contact: Loic BLANCHARD. Below this are buttons for 'Latest Legal Data', 'Active Processes', 'Document Library', 'Communication Centre', and 'Archived Processes'. The main area displays a progress timeline for 'Continuous Reporting 863696 - DOCC-OFF' starting on 01 Nov 2019 and reaching 'Completed'. A 'Launch new interaction with the EU' button is visible. Below the timeline are sections for 'Continuous reporting data', 'Process documents', 'Process communications' (with a message from the Coordinator), and 'Process history'.

Figure 3. European Commission participant portal

3.3 REPORTING AND SUBMISSION PROCEDURES

The Project Coordinator submits/uploads the project DELIVERABLES and REPORTS into the system through the Participant Portal.

The deliverables are submitted to the EC Project Officer during the project lifetime by the deadlines foreseen in:

The screenshot shows the 'Deliverables, Ethics, DMP, Other Reports' tab in the Project Continuous Report. A red circle highlights the 'Continuous Reporting 863696 - DOCC-OFF' header. Below, a table lists various deliverables. The table has columns for WP No, Del. Re, Del. No, Title, Description, Lead, Nature, Dissem, Est. Del., Rev. Due, Receipt, Approval, and Status. The status column shows icons for 'Pending' (yellow) and 'Completed' (green).

WP No	Del. Re	Del. No	Title	Description	Lead	Nature	Dissem	Est. Del.	Rev. Due	Receipt	Approval	Status
WP1	D1.1	D1	Project Management I	General procedures for the project management, ...	CEP	Repor	Public	31 Jan 2				Pending
WP1	D1.2	D2	Data Management Pla	Data Management Plan (DMP): how data will be co...	CEP	Repor	Public	30 Apr 2				Pending
WP1	D1.3	D3	First Project Manag	Report with the tasks and activities developed....	CEP	Repor	Public	30 Apr 2				Pending
WP1	D1.4	D4	Second Project Manag	Report with the tasks and activities developed....	CEP	Repor	Public	30 Apr 2				Pending
WP2	D2.1	D5	FMECA Analysis result	Main failure modes extracted from FMECA analysi...	HIN	Repor	Conf	30 Jun 2				Pending
WP2	D2.2	D6	Data collection specif	Main failure modes extracted from FMECA analysi...	NEW	Repor	Conf	31 Aug 2				Pending
WP2	D2.3	D7	Hybrid-model prototy	Model prototype based on hybrid-approach	NEW	Demo	Conf	31 Oct 2				Pending
WP2	D2.4	D8	Digital computing digi	Use cases driven architecture approaches analysi...	NEW	Repor	Public	31 Jul 2				Pending
WP2	D2.5	D9	Digital platform proto	Prototype of the digital platform integrating d...	NEW	Demo	Conf	31 Jan 2				Pending
WP3	D3.1	D10	Validation and demon	Definition of Architecture test, analytics test...	SIRF	Repor	Conf	31 Jan 2				Pending
WP3	D3.2	D11	Validation test results	Results of the validation tests	SIRF	Repor	Conf	31 Jul 2				Pending
WP3	D3.3	D12	Demonstration pilot p	Potential in-field test sites. Key partners. Co...	SIRF	Demo	Public	31 Oct 2				Pending
WP4	D4.1	D13	Communication Plan	Roadmap of activities following the evolution o...	CEP	Repor	Public	31 Jan 2				Pending
WP4	D4.2	D14	Website of the projec	Modern and user-friendly website. It will also ...	CEP	Other	Public	29 Feb 2				Pending

Figure 4. Deliverables tab in the Project Continuous Report



3.4 DOCC-OFF DELIVERABLES

Work Package Leader: CEPV		
WP1. Project management and coordination	Project Management handbook <i>(Public)</i>	January 2020 - CEPV
	Data Management Plan (DMP) and IPR strategy <i>(Public)</i>	April 2020 - CEPV
	First Project Management and progress Report <i>(Public)</i>	April 2020 - CEPV
	Periodic Report	December 2020 - CEPV
	Second Project Management and progress Report <i>(Public)</i>	April 2021 - CEPV
	Periodic Report + Final report	December 2021 - CEPV
Work Package Leader: NEM		
WP2. Digital technologies specification and development	FMECA Analysis results <i>(Confidential)</i>	June 2020 - HINE
	Data collection specification for CM strategy <i>(Confidential)</i>	August 2020 - NEM
	Hybrid-model prototype <i>(Confidential)</i>	October 2020 - NEM
	Digital computing digital architecture specification <i>(Public)</i>	July 2020 - NEM
	Digital platform prototype <i>(Confidential)</i>	January 2021 - NEM
Work Package Leader: SIRRIS		
WP3. Digital platform validation and demonstration	Validation and demonstration specifications <i>(Confidential)</i>	January 2021 - SIRRIS
	Validation test results <i>(Confidential)</i>	July 2021 - NEM
	Demonstration pilot plans and conclusions <i>(Public)</i>	October 2021 - SIRRIS
Work Package Leader: CEPV		
WP4. Dissemination and exploitation of results	Communication Plan <i>(Public)</i>	January 2020 - CEPV
	Website of the project <i>(Public)</i>	February 2020 - CEPV
	Business opportunities and business models definition <i>(Public)</i>	February 2021 - CEPV
	Dissemination and exploitation plan <i>(Public)</i>	July 2021 - SIRRIS



3.5 PROCEDURES TO REVIEW AND SUBMIT DELIVERABLES

The previous section shows the list of deliverables of DOCC-OFF project for each WP, their due dates as stated in the Grant Agreement and the responsible of each deliverable. The due date of each Deliverable will be the last day of the Month (M) indicated in the GA. Week -X means the date X weeks before the due date.

For the review and submission of Deliverables, there will be 2 different procedures: one for the Progress reports (PRs), Periodic report and Final report (FR), and another one for the rest of Deliverables.

Review and submission of Deliverables (other than PRs, Periodic report and FR):

- ✓ The Project Coordinator (PC) will send to WP leaders (and to the partner responsible for the deliverable if it is different from the WP leader) a **notice/ reminder via email in week -6 before** the due date of each deliverable from their WPs.
- ✓ WP leader will send a draft version of the Deliverable to all partners before week -3, using the corresponding template defined, in order to receive inputs and comments from the rest of the partners.
- ✓ Partners will send their contributions to the WP leader before week -2. If a partner does not send any contribution in that time, it will be understood it agrees with the version sent by the WP leader.
- ✓ WP leader will analyse and take into account the contributions from the partners to create the final version of the Deliverable.
- ✓ **WP leader** will send this final version to the PC before week -1, who will check the Deliverable is complete and will submit it in the Participants Portal before the due date. At the same time the **WP leader will upload the document** to the corresponding OneDrive folder before week +1.
- ✓ *If the WP leader is not able to produce the draft version or the final version of the Deliverable in the timelines established in this procedure, it will inform to the PC via e-mail as soon as possible, explaining the reasons and/or changes in the Workplan that justify the delay and proposing a new date. The PC will introduce this explanation and the new expected date in the Participant portal.*

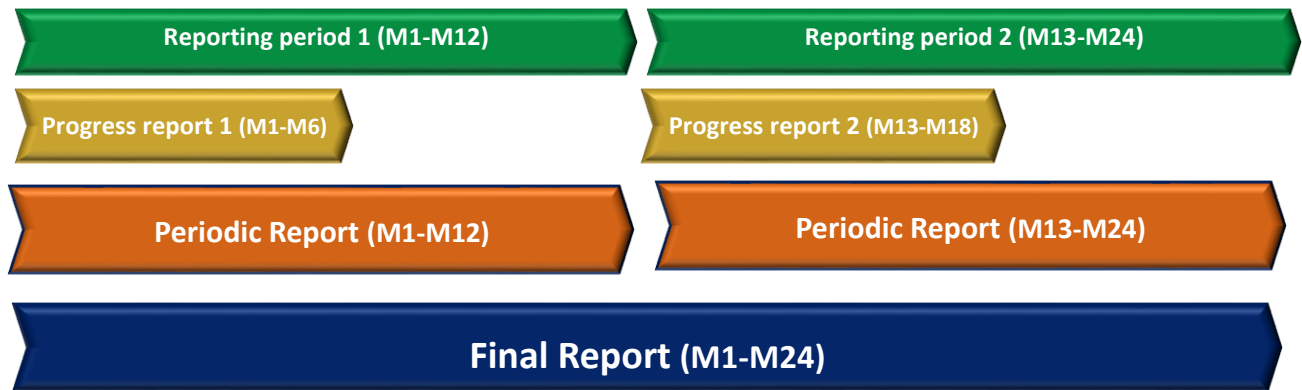
3.5.1 PROGRESS REPORT (PR), PERIODIC REPORT AND FINAL REPORT (FR)

Reporting guidelines:

- Project **Coordinator** has to deliver **Progress reports (Prs)**, covering the period from month 1 to month 6, within 30 days after the end of month 6 and a second progress report, covering the period from month 12 to month 18, within 30 days after the end of month 18.
- PC must deliver **Periodic Reports (PRs)** 60 days after each reporting period (M12+2) and (M24+2). In addition to the Periodic Report for the last reporting period, PC must submit **the Final Report (FR)** 60 days after the end of the project (M24 +2).



- Project partners will contribute with all the required information to complete the PR, Periodic report and FR, using the template provided by the Project Coordinator.
- Project coordinator integrates information from partners generating the PR's, Periodic report and FR to be submitted to the Commission.



PROGRESS REPORTS (Prs)

Objective: To get from beneficiaries the assessment of their progress:

The Project Coordinator must submit the PR by the last day of the month of the related period (M7-05/2020, M19-05/2021).

PR will include: Elaboration on Progress on each Work Package, Milestones, Deliverables, Project Management and budget implementation.

The content requested for the PR is detailed in the PR template provided by the Project Coordinator.

PERIODIC REPORTS (PRs)

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

The periodic report must include the following:

a) 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 identified

This report must include explanations justifying the differences between work expected to be carried out and that actually carried out;

- iii) summary for publication by the Agency;
- iv) answers to the **'questionnaire'**: answers to the questions covering issues related to the action implementation and its impact;



b) a **'periodic financial report'** containing:

- i) an **'individual financial statement'** from each beneficiary, for the reporting period concerned.

The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs) for each budget category.

The beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget. Amounts which are not declared in the individual financial statement will not be taken into account by the Agency.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

The individual financial statement(s) of the last reporting period must also detail the **receipts of the action**.

Each beneficiary must **certify** that:

- the information provided is full, reliable and true;
 - the costs declared are eligible;
 - the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and
 - for the last reporting period: that all the receipts have been declared;
- ii) an explanation of the use of resources and the information on subcontracting from each beneficiary, for the reporting period concerned;
- iii) a **'periodic summary financial statement'**, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment;

FINAL REPORTS (FR)

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period.

The **final report** must include the following:

a) a **'final technical report'** with a **summary** for publication containing:

- i) an overview of the results and their dissemination;
- ii) the conclusions on the action;



- b) a **'final financial report'** containing the **'final summary financial statement'**, created automatically by the electronic exchange system, consolidating the individual financial statement(s) for all reporting periods and including the **request for payment of the balance**.

Review and submission of Progress Reports (PRs), Periodic Report and Final Report (FR)

For the review and submission of PRs, Periodic Reports (PRs) and FR, the PC will provide to the partners the Word Templates for both kinds of Deliverables.

Procedure for review and submission of PRs, Periodic Report and FR:

- ✓ The Project Coordinator (PC) will send to WP leaders a **notice/ reminder** *via email in week -6 before* the due date of each PR/Periodic Report/FR.
- ✓ **WP leaders** will send to the PC before week -4 a PR/Periodic Report/FR WP X version, based on the Template provided, containing all the information regarding their WP for the reported period (one file per WP). The WP leader will have to fill in all the chapters and tables specified in the Template as "To be completed for each WP".
- ✓ The Indicators tables of the Template have to be filled in with the results (real or expected in the different columns). The tables in the Template include the specific indicators stated in the DOCC-OFF. Annex 1 of this document show the target results of DOCC-OFF project for each indicator.
- ✓ The PC will integrate the information from every WP into a draft version of the PR/Periodic Report/FR and will send it to the rest of the partners before week -2.
- ✓ Partners will send their feedback and final contributions to the PC before week -1. If a partner does not send any contribution in that time, it will be understood it agrees with the version sent by the PC.
- ✓ The PC will submit the final version of the PR/Periodic Report/FR in the Participants Portal before the due date. At the same time the PC will upload the document to the corresponding OneDrive folder before week +1.
- ✓ If any of the WP leaders were not able to produce its contribution file for the PR/Periodic Report/FR in the timelines established in this procedure, it would inform to the PC via e-mail as soon as possible, explaining the reasons and proposing a new date. In any case, the PC will submit the PRs/Periodic Report/FR in due date, with the information available from each WP at that date.



3.6 DOCC-OFF TEMPLATES AND CODIFICATION

Deliverables generated within the DOCC-OFF project will use **predefined templates** in the format of **MS Power Point, MS Excel or MS Word**, which are provided by the PC.

Specifically, there are 5 Deliverable templates for DOCC-OFF:

- a) **PROGRESS REPORT** Template in .doc format, provided by the European Maritime and Fisheries Funds (EMFF) to be delivered by the PC. As explained, the PC will previously facilitate an adapted version of this template to the rest of the partners to collect their inputs to be integrated in the Progress report.
- b) **PERIODIC TECHNICAL REPORT** Template in .doc format: The template includes specific features and tables for the DOCC-OFF project. The PC will facilitate an adapted version of this template to the rest of the partners to collect their contributions for the PRs and FR.
- c) **PERIODIC FINANCIAL REPORT** Template in .xlsx format provided by the European Maritime and Fisheries Funds (EMFF). The PC will send this template to each partner to be completed.
- d) **DELIVERABLES** Template in .doc format: This template should be used and completed if the Deliverables must be uploaded in word file through the Participant portal.
- e) **PRESENTATIONS and DELIVERABLES** Template in ppt format: This template should be used for the project presentation and those deliverables in which the file format is not specified.

Codification of documentation generated in the project follows the following structure:

DOCC-OFF+ WPX_Document title + Author id + Date + version

Where:

- X is the number of the package
- Author is CEPV, HINE, NEM, SIRRIS
- Date (only in final versions, with format YYYYMMDD)
- Version: sequential number



4. COMMUNICATION. LOGOS

4.1 COMMUNICATION AMONG PARTNERS

PARTNER	PROJECT STAFF	CONTACT TYPE	PHONE NUMBER	EMAIL
Basque Energy Cluster 	Jose Ignacio Hormaeche	Team leader	+34 94 424 02 11	jihormaeche@clusterenergia.com
	Jone Irigoyen	Team member	+34 94 424 02 11	jirigoyen@clusterenergia.com
	Xabier Corrales	Deputy team member	+34 94 424 02 11	marketing@clusterenergia.com
	Arantza Martin	Financials/Administration	+34 94 424 02 11	amartin@clusterenergia.com
	Miriam Francés	Communication/Press	+34 94 424 02 11	mfrances@clusterenergia.com
HINE 	Iker Arrizabalaga	Team leader	+ 34 943 162 020	iarrizabalaga@hinegroup.com
	Naiara Sudupe	Team member	+34 943 162 020	nsudupe@hinegroup.com
	Nagore Garmendia	Financials/Administration	+34 943 162 020	ngarmendia@hinegroup.com



<p>NEM Solutions</p> 	Ander Larrañaga	Team leader	+34 943 30 93 28	alarrañaga@nemsolutions.com
<p>Sirris</p> 	Pieter Jan Jordaens	Team leader	+32 491 34 53 82	PieterJan.Jordaens@sirris.be
	Özlem Ceyhan Yilmaz	Team member	+32 493 31 06 49	Ozlen.ceyhan@sirris.be
	Daniele Brandolisio	Team member	+32 486 06 25 24	daniele.brandolisio@sirris.be
	Sepp Westhof	Financials/Administrative	+32 498 25 89 07	Sepp.Westhof@sirris.be

Table 1. Directory of project staff emails and phones



Communication guidelines

Email codification: The subject within every email related to the project shall include the following code: [DOCC-OFF] WPX_Y + Subject text

Where:

- X is the number of the WP
- Y is the number of the task

Software used: In order to facilitate the interchange of information and integration of contributions from partners in project documents, the software used in the project is the following:

- MS PowerPoint
- MS Excel
- MS Word
- Acrobat pdf for documents sent outside the partnership and final versions

4.2 DOCUMENTS MANAGEMENT

A cloud warehouse such as OneDrive will be used in order to facilitate information exchange (deliverables, reports) among project participants. It is a tool that works as an information store accessible on the web and will permit the DOCC-OFF partners to keep and share main project documents.

Structure

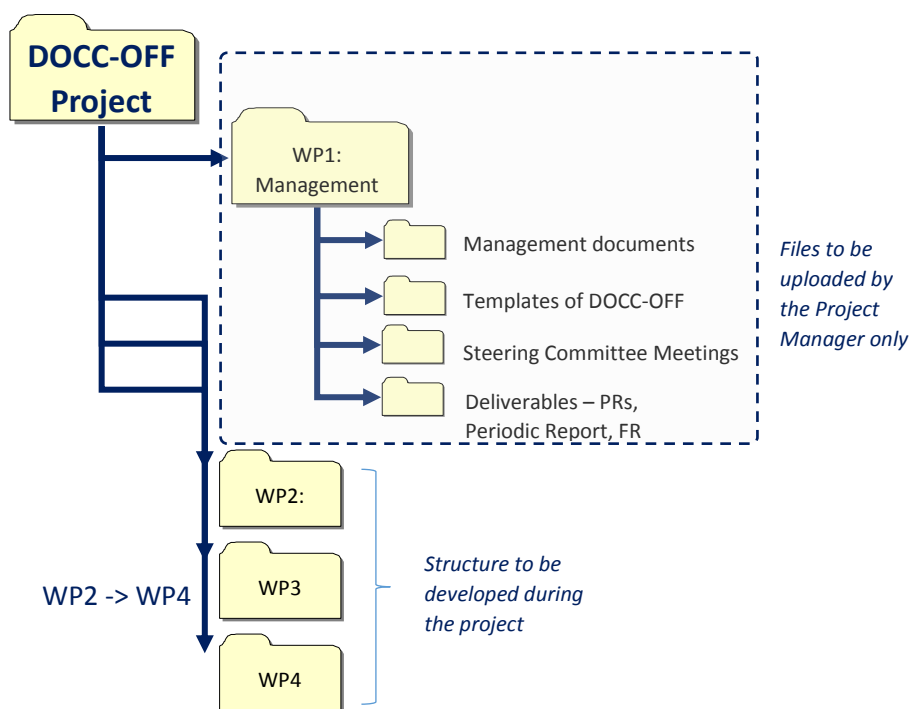


Figure 5. Structure of cloud warehouse for documents management

4.3 USE OF DOCC-OFF LOGO

A project logo version for DOCC-OFF partnership has been developed to ensure the partnership has a simple and recognizable identity from the outset and for use in all related communication and dissemination activities (across all channels including print, online and social media).

The name of the partnership “Scaling-up Digitalization Of Critical Components in OFFshore wind turbines” and the image have been carefully selected by project partners to convey the essence of the project and reflect the project brand: through collaboration and integration of capacities of the four companies involved. The logo represents blades of the wind turbine, whose trace represents the digitalization meanwhile the underline and the blue colour represent the offshore.

The project logo should maintain visual consistency across all its applications. This means that the project logo proportions, colour and general aesthetics should be maintained. Therefore, a protection area around the logo must be observed to maintain maximum impact and clarity. Graphic elements, including images, other logos and typography, must not break into this protection area.



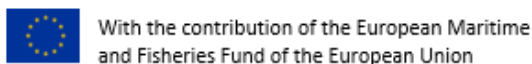
To ensure legibility of the logo, the minimum height of the project logo shall be 1,5 cm. Wherever possible, the logo should be positioned in the top right or bottom right-hand corner. Minimum size to maintain legibility it is recommended that the logo is never used at a size that is less than 35mm wide.

Highlighted here are some situations that should never occur when using the DOCC-OFF logo: Do not change the colours in the logo, do not stretch or distort the logo, do not change the proportions or position of the logo elements, do not place it in a complicated background (white background is recommended) and do not allow other elements within the exclusion area.

A document titled DOCC-OFF Logo Guidelines has been created to ensure a correct implementation of the logo and its marks (brand colour, typeface...) into different platforms (such as social media and application icons).

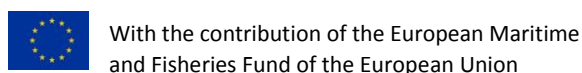
4.4 USE OF THE EU LOGO/EMBLEM

Unless the Agency requests or agrees otherwise, any communication activity related to the action (conferences, seminars, brochures, presentations, etc., in electronic form, via social media, etc.) and any infrastructure, equipment of major result funded by the grant must display the EU emblem:



The beneficiaries should use the caption "With the contribution of the European Maritime and Fisheries Fund of the European Union " next to the EU emblem on communication material.

- ✓ The EU emblem must always have appropriate prominence
- ✓ Beneficiaries may use the EU emblem without first obtaining approval from the Agency



- The minimum **height** of the EU emblem shall be 1 cm.
- The name of the European Union shall always be spelled out in full.
- The positioning of the text in relation to the EU emblem is not prescribed in any particular way but the text should not interfere with the emblem in any way.
- The colour of the font should be reflex blue (same blue colour as the EU flag), black or white depending on the background.

4.5 USE OF A DISCLAIMER

Any communication activity related to the action must indicate the following disclaimer:

“The content of this [insert appropriate description, e.g. report, publication, conference, etc.] represents the views of the author only and is his/her sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the Executive Agency for Small and Medium-sized Enterprises (EASME) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.”



5. FINANCIAL INFORMATION

5.1 FINANCIAL STATEMENTS AND PAYMENT ARRANGEMENTS

Financial guidelines

- Project coordinator will receive Commission payments and will transfer the corresponding amount to each partner within 30 days of its reception.
- The Agency will make payments in euros.
- Each partner has to keep all supporting documents related to project expenses (invoices and proves of payment).
- PC will provide templates to fulfil periodical Financial Statements by each partner in week -6 before the due date of the Periodic Report/FR.

Payments to be made

The following payments will be made to the coordinator:

- A **pre-financing payment**.
- One **interim payment**, on the basis of the request for interim payments after Periodic Report 1.
- One **payment of the balance**, on the basis of the request for payment of the balance.

Pre-financial payment:

The aim of the pre-financing payment is to provide the beneficiaries with a float. It remains the property of the EU until the payment of the balance.

Amount of the PRE-FINANCING PAYMENT made to the coordinator: **EUR 260,450.80** – corresponding to 40% of the ‘maximum grant amount’.

Partners	Maximum grant amount, €	First payment, € (40% of grant amount)
CEPV	152.175,00 €	60.870,00 €
NEM	160.618,00 €	64.247,20 €
SIRRIS	183.264,00 €	73.305,60 €
HINE	155.070,00 €	62.028,00 €
TOTAL	651.127,00 €	260.450,80 €

Table 2. Pre-financing payment

Interim payments:

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods.

The Agency will pay to the coordinator the amount due as interim payment within 90 days from receiving the periodic report.

The **amount due as interim payment** is calculated by the Agency in the following steps:



Step 1 — Application of the reimbursement rate

The reimbursement rate is applied to the eligible costs (actual costs, unit costs and flat-rate costs) declared by the beneficiaries and approved by the Agency for the concerned reporting period.

Step 2 — Limit to 90% of the maximum grant amount

The total amount of pre-financing and interim payments must not exceed 90% of the maximum grant amount set out. The maximum amount for the interim payment will be calculated as follows:

{90% of the maximum grant amount minus {pre-financing and previous interim payments}}.

Payment of the balance:

The payment of the balance reimburses the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the action.

If the total amount of earlier payments is greater than the final grant amount, the payment of the balance takes the form of a recovery.

If the total amount of earlier payments is lower than the final grant amount, the Agency will pay the balance within 90 days from receiving the final report.

The amount due as the balance is calculated by the Agency by deducting the total amount of pre-financing and interim payments (if any) already made, from the final grant amount determined in accordance with:

{final grant amount minus pre-financing and interim payments made}

If the balance is positive, it will be paid to the coordinator.

The amount to be paid may however be offset – without the beneficiaries' consent – against any other amounts owed by a beneficiary to the Agency, the Commission or another executive agency (under the EU budget), up to the maximum grant amount indicated, for that beneficiary, in the estimated budget.

5.2 BUDGET TRANSFERS

The estimated budget breakdown may be adjusted — without an amendment — by transfers of amounts between beneficiaries, budget categories and/or forms of costs set out, if the action is implemented.

However:

- The beneficiaries may not add costs relating to subcontracts not provided for, unless such additional subcontracts are approved by an amendment or in accordance with Article 10.



5.3 BUDGET OF THE PROJECT

Estimated eligible ¹ costs (per budget category)								EU contribution			Action's estimated receipts			Additional information	
A. Direct personnel costs				B. Direct costs of subcontracting	C. Direct costs of financial support	D. Other direct costs	E. Indirect costs ²	Total costs	Reimbursement rate % ³	Maximum EU contribution ⁴	Maximum grant amount ⁵	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Action's total receipts	Estimated costs of beneficiaries/affiliated entities/linked third parties not receiving funding
A.1 Employees (or equivalent)		A.3 SME owners without salary		C.1 Financial support	D.1 Travel	E. Indirect costs ²	Total costs	Reimbursement rate % ³	Maximum EU contribution ⁴	Maximum grant amount ⁵	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Action's total receipts	Estimated costs of beneficiaries/affiliated entities/linked third parties not receiving funding	
A.2 Natural persons under direct contract and seconded persons		A.4 Beneficiaries that are natural persons without salary													C.2 Prizes
Cost form ⁶	Actual	Unit ⁷		Actual	Actual	Actual	Flat-rate ⁸								
	a1	No hours	Total a2	b	[c]	d	e = 0,07 * (a1+a2+b+d)	f = a1+a2+b+[c]+d+e	g	h = f * g	i	j	k	l = j+k	m
1. CEPV	180 800.00	0.00	0.00	0.00	0.00	38 000.00	15 316.00	234 116.00	65	152 175.40	152 175.00	0.00	0.00	0.00	n/a
2. NEM SOLUTIONS	222 839.00	0.00	0.00	0.00	0.00	8 100.00	16 165.73	247 104.73	65	160 618.07	160 618.00	0.00	0.00	0.00	n/a
3. SIRRIIS	252 000.00	0.00	0.00	0.00	0.00	11 500.00	18 445.00	281 945.00	65	183 264.25	183 264.00	0.00	0.00	0.00	n/a
4. HINE RENOVABLES	117 080.00	0.00	0.00	55 000.00	0.00	50 883.00	15 607.41	238 570.41	65	155 070.77	155 070.00	0.00	0.00	0.00	n/a
Total consortium									65						0.00

¹ See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 15.6 for the conversion rules).

² Indirect costs already covered by an operating grant (received under any EU or Euratom funding programme) are ineligible (see Article 6.4(b)). Therefore, a beneficiary/affiliated entity/linked third party that receives an operating grant during the action duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action (see Article 6.2.E). This requires specific accounting tools. Please immediately contact us via the Participant Portal for details.

³ See Article 5.2 for the reimbursement rate.

⁴ This is the theoretical amount of the EU contribution, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is capped by the 'maximum grant amount'.

⁵ The 'maximum grant amount' is the maximum grant amount decided by the Agency. It normally corresponds to the requested grant, but may be lower.

⁶ See Article 5 for the cost forms.

⁷ See Annex 2a 'Additional information on the estimated budget' for the details (costs per hour (hourly rate)).

⁸ See Article 6.2.E for the flat rate.

⁹ See Article 8a for beneficiaries not receiving funding.

¹⁰ Only for affiliated entities/linked third parties receiving funding.



ANNEX 1. KEY PERFORMANCE INDICATORS

Topic	Objective	Indicators	Estimated results (absolute values)	Estimated results (in %)	Blue Economy sector	Brief explanations of assumptions used for the calculation
BlueEconomy	Employment	Jobs created	10 FTE	+4%	Offshore wind energy	Jobs created due to new products and market opportunities (%change related to current staff in companies' national offices)
	Business acceleration	Patents	2	Not applicable	Offshore wind energy	Patents to protect developed intellectual property
		New products and services	5	Not applicable	Offshore wind energy	New products and services developed by participating companies (new pitch system, new adapted sensors,
	Market potential	Expected revenues	2M€	Not applicable	Offshore wind energy	Turnover due to new products and services developed by participating companies
		New customers	10	Not applicable	Offshore wind energy	New customers for participating companies thanks to new products and services
	Third-party investment generated	N/A				
	Reduction of cost per unit or process	N/A				
Payback time	Capital invested/net income	3 years	Not applicable	Offshore wind energy	Average payback expected by companies participating in the project	
Communication, dissemination, awareness raising	Awareness raising	Number of companies reached at regional level	400	Not applicable	Offshore wind energy	Companies informed of events at partner level (Spain, Belgium, Sweden)
		Companies participating in regional events	80	Not applicable	Offshore wind energy	Companies participating in events at partner level (Spain, Belgium, Sweden)
		Participation in MRE events and meetings	3	Not applicable	Offshore wind energy	Presentation of DOCC-OFF progress at MRE partnership events and meetings
		International events	2	Not applicable	Offshore wind energy	Participation in international wind energy events
		Marketing tools developed	4	Not applicable	Offshore wind energy	Website, brochure, roll-up, presentation
		Published articles	4	Not applicable	Offshore wind energy	Articles published in third-party websites or magazines
	Behavioural change /ocean literacy	N/A				

Table 3. Key Performance Indicators (KPIs) of the project



ANNEX 2. LOGO GUIDELINE

DOCC-OFF LOGO PROPOSAL

Logo & Guidelines Designed by



> About the project: Scaling-up Digitalization Of Critical Components in OFFshore wind turbines

Primary Logo



Clear Space



Clear Space as defined by X
Ensure this area is kept clear of any other visual elements.

Brand Color



PWS_0
CMYK: C100 M03 Y8 K1
RGB: R23 G57 B143
HEX: #17398F

Brand Typeface

DOMCO 02



With the contribution of the European Maritime and Fisheries Fund of the European Union