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Management Guide

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[1] **R**=Report, **P**=Prototype, **D**=Demonstrator, **O**=Other

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

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Contents

1 Executive Summary

This deliverable D1.1 Management Guide presents a comprehensive management framework, including communication guidelines, workflows and templates, as the ambitious objectives and complex structure of the p-medicine project require a clearly defined management structure and corresponding management procedures to guarantee the smooth implementation of the project. The document does not replace official EC contracts and guidelines, but is merely intended to set standards and provide guidance to the partners in their everyday management of the project and in important project phases. The procedures and standards developed in this deliverable will be strongly supported by the set up of a web-based management tool which is structured to meet the requirements of integrated research projects funded under FP7.

2 Introduction

Purpose of this document

Large-scale integrating projects under FP7 require clear management structures and management procedures to guarantee a smooth implementation of the project. Naturally, research activities form the integral part of p-medicine. However, in such a complex project, the overall non-scientific management plays a major role as well. The overall management has to deal with several rather general issues, such as documentation, reporting, financial monitoring, submission of deliverables, organisation of meetings, workshops and conferences, setting up of communication structures, knowledge management and dissemination activities, etc., which constitute quite a workload.

This Management Guide is intended to set up standards for project management and provide guidance and support to the partners for their day-to-day management within the project. It also serves to improve the communication within the consortium as well as between the consortium and the European Commission. It represents a supplement to the contractual documents (Grant Agreement and its Annexes, Consortium Agreement) and the Commission's guidelines (Guide to Financial Issues, Guidance Notes on Project Reporting) and does, by no means, replace such formal documents. Reference is made to the relevant documents where required.

The deliverable will be made available to all partners on the password-protected management website.

3 General Rules and Procedures

In addition to the procedures, workflows and templates that will be described in detail in the following document, some general rules and procedures are defined below:

1. The Coordinator together with the Project Management Office (PMO) will handle all correspondence and communication with the European Commission (EC).
2. A restricted web-based area for project management has been set up. It is available under http://p-medicine.eu/index.php?id=15105. It provides modules for reporting, dissemination and publications, etc., an electronic archive for all kinds of documents prepared within the scope of the project, such as deliverables, templates and applicable guidelines.
3. The partners are requested to use this web-based management tool.
4. Communication should be documented in written form as much as possible. The project's working language is English.
5. Partners must provide the contact information of their Work Package Leaders and Team Leaders, as well as their respective deputies, and their financial and administrative contacts and should inform the Coordinator and the Project Management Office immediately of any changes.
6. Each member of the Consortium is asked to provide contact information in the "Who is Who" module in the management tool to avoid long searches for e-mail addresses or telephone numbers in case of urgent matters.

4 Contractual Framework

Contractual Documents

In accordance with EC provisions and requirements, the project is governed by the following major contractual documents:

Documents regarding the contractual relationship between the consortium and the EC:

- Grant Agreement (GA) as core contract
- Annex I to the GA (Description of Work (DoW) or Technical Annex)
- Annex II to the GA (General Conditions)

Documents regarding the contractual relationship between the consortium members:

- Consortium Agreement (CA)

Amendments

An amendment to the Grant Agreement (GA) is a legal act modifying the commitments initially accepted by the parties and which may create new rights or impose new obligations on them, or modifying significant parts of the GA. It allows the parties to modify the GA during its lifetime (cf. Amendments Guide to FP7 Grant Agreements, p. 4).

Amendments are effected through an exchange of letters between the Commission and the Coordinator on behalf of the consortium (letter of request and letter of acceptance) and will generally enter into force upon signature of the party receiving the request.

An official amendment is required in the following cases:

- whenever data in the core part of the GA or the Description of Work needs to be changed
- withdrawal or addition of a new beneficiary
- change of the coordinator, the coordinator's banking details or contact details, the duration of the project, addition, removal or modifications of special clauses mentioned in Article 7 of the GA, suspension of the project
- partial transfer of rights and obligations from one entity to another, e.g. in case that only part of an entity is taken over (cf. Amendments Guide, Section 5.4 for more details)
- changes in the work performed and laid down in Annex I (Description of Work), i.e. the removal or addition of tasks, substantial changes in the distribution of work among the beneficiaries, substantial changes to the budget breakdown
- Introduction of subcontractors and third parties

For further details on cases in which an amendment is required, reference is made to the Amendments Guide.

An official amendment is not required, but an official information procedure has to be initiated in the following cases:

- change of name and legal details of a beneficiary
- universal transfer of rights and obligations in case of takeovers, mergers, etc., i.e., if a legal entity takes over ALL rights and obligations of another legal entity
- changes in the accounting system and mistakes in the indirect cost calculation

Within the scope of the information procedure, the beneficiaries must inform the Commission and the other partners about these changes through the Coordinator. In addition, the LEAR (Legal Entity Appointed Representative) of the partner concerned makes the request for change via the Participant Portal. The procedure is laid down in Section 6.4 of the Amendments Guide and the partners may always contact the Project Management Office for help.

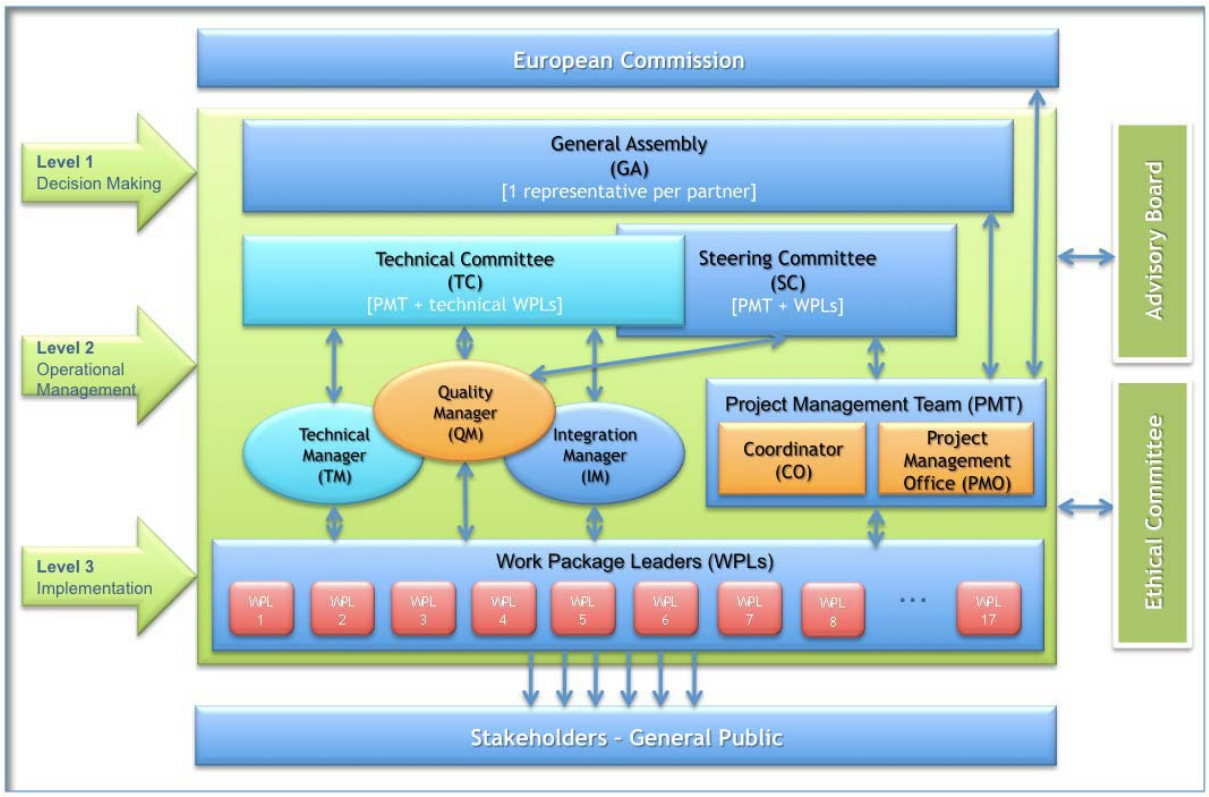
Other cases in which the coordinator and the Project Management Office need to be informed are the following:

- if, in accordance with Article 5.2 of the GA, the partners transfer budget between different activities and between themselves in so far as the work is carried out as foreseen in Annex I
- shifting of Person Months between work packages

In case of doubt about the relevance and nature of a change, the beneficiaries are requested to contact the Coordinator and the Project Management Office who will then informally contact the EC for advice.

5 Roles and Responsibilities

The complex p-medicine management structure is illustrated in the figure below.



In the following, the different roles and responsibilities for the day-to-day management of the project are briefly laid down. For more detailed information, reference is made to the Description of Work.

Overall scientific project coordinator (CO)

The overall scientific project coordinator (CO) will be in charge of the overall monitoring and coordination of all technical, knowledge- and innovation-related activities at consortium level in the project. Furthermore, the CO will carry out the risk assessment activities verifying the fulfilment of defined milestones and the coordination of any action required to reduce potential risks together with the Work Package Leaders and PMO. He will act as interface between the consortium and the European Commission together with the PMO and represent the project in relation to the outside world. Finally, he will be responsible for the proper transfer of EC payments to the project partners and keep the consortium duly informed about all matters arising.

Project Management Office (PMO)

The Project Management Office (PMO) will assist the scientific coordinator. Externally, it will assume, together with the CO, the role of an interface between the consortium and the EC. Internally, the PMO will assist the CO in administrative, financial, formal and organisational matters, including conflict and intercultural management, and act as a helpdesk for the partners raising queries about these issues. The PMO provides and maintains a web-based communication and information platform.

Together, the CO and the PMO will form the **Project Management Team (PMT)**. They will work closely together and stay in constant contact via e-mail, telephone, the web-based management tool, and regular meetings.

Work Package Leaders (WPLs)

The Work Package Leaders (WPLs) assume the role of an interface between the partners of their respective work package and the Coordinator. They will be responsible for the scientific coordination of their work package (WP), including the coordination of the workflow between their WP and the others and the activities of all partners involved in their WP. They will keep the PMT informed about the development, progress and status of their WP on a regular basis and arrange for the timely submission of deliverables.

Team Leaders (TLs)

The Team Leader (TL) is a partner institution's spokesperson. The Team Leaders act as an interface between the working team at the partner's institution and the WPL as well as the consortium. They are responsible for keeping the WPL informed about the development, progress and status of their institution's work and will ensure the timely submission of the deliverables of their institution and their Team Leader reports to the WPL during reporting.

A list of WP Leaders, Team Leaders and their deputies as well as the financial and administrative contacts has been set up at the beginning of the project. It is attached to this document as Appendix 2. In case of changes an updated table will be distributed to the partners.

Steering Committee (SC)

The Steering Committee (SC) – composed of the WPLs and the PMT – will monitor the progress in the WPs and thus supervise the overall implementation of the project. The SC does not have any decision-making power. However, based on reports and information from the WPLs, the SC will prepare proposals for decisions for the General Assembly thereby ensuring the fast and efficient processing of relevant issues.

General Assembly (GA)

The General Assembly is composed of one representative of each partner institution as stipulated in the Consortium Agreement. Each representative is responsible for the proper utilisation of the resources allocated to the project and for the attainment of the objectives assigned to their institution. Such representative will name a deputy who has the necessary knowledge and authorisation to represent the respective institution in the framework of p-medicine. The GA will be chaired by the CO and will serve as the ultimate decision-making

forum for all vital issues of the project, such as changes to the overall project plan including re-allocation of tasks and budget, technical objectives and project management, assessment of the technical progress and results achieved as well as conflict resolution.

Taking into account the size and complex content of the project, several other bodies have been established to ensure the smooth implementation of the project:

Technical Committee (TC)

The Technical Committee (TC) – composed of the WPL of the technical work packages WP3, WP4, WP7, WP8, WP10, WP11, WP12, WP13 and WP14 – is established to harmonize technical approaches, define and monitor software quality assurance procedures and development methodologies as well as to guarantee the overall coherence of the project's integrated product. The TC will meet on a regular basis and report to the SC, PMT and the GA.

Technical Manager (TM)

The Technical Manager (TM) is responsible for the coordination of the developments of new tools and services in close cooperation with the WPLs of the technical work packages and based on the input received from the Quality Manager. He coordinates the development of new software versions and will suggest solutions in case of any problems.

Integration Manager (IM)

The Integration Manager (IM) is responsible for the integration of tools and services by acting as an interface between the users and the developers of the tools and services and also between the developers of the different tools and services. In this function, he will also closely cooperate with the WPLs, the TM and the partners of WP15 (Quality Assurance, Evaluation and Validation).

Quality Manager (QM)

The Quality Manager (QM) is responsible for the overall quality assurance of the project. He will thus be in charge of the continuous follow-up of the work performed and propose suitable corrective action to the WPL concerned in case of any non-conformities with quality guidelines. He will closely cooperate with the WPLs, the PMT and the SC and will offer them his support wherever needed. The quality of the project's results (deliverables and milestones) will be monitored at every stage of the project's development. Its evaluation will be a regular topic on the agenda of consortium meetings.

Data Protection Officer (DPO)

The leader of WP5 is designated as the Data Protection Officer (DPO) of the project and will serve as a central contact point for all privacy-related requests coming from inside and outside the project.

Contact details of the TM, IM, QM and DPO are included in the list in Appendix 2 to this Management Guide.

External Advisory Board (EAB)

An External Advisory Board (EAB) will be established to provide advice and support concerning the strategy and progress of the project. The EAB's role in the project will be purely consultative. It will consist of the members as laid down in the Description of Work.

International Ethical Committee (IEC)

An International Ethical Committee (IEC) will be established to provide advice and support concerning ethical issues. The IEC will be composed of leading academics in the relevant field and has a purely consultative function. The members of the IEC shall sign a Non-disclosure Agreement before taking up their work for the Project.

6 Project Website

The set up of the project website is stipulated in the Description of Work as Deliverable D17.1. This project website will be divided in a public area providing general information about the project to the public and scientific community and a restricted area for project management, the so-called *ProjectAngel* tool.

This restricted area is password-protected and can only be accessed by persons involved in the project and invited guests. It consists of different modules for various applications to facilitate project monitoring and communication. *ProjectAngel* is specifically designed to include all features necessary to manage a project under FP7. The following modules are available:

- Communication: provides mailing lists for effective communication and an e-mail archive
- Coordination: provides information on the project administration and access system
- Documents library: contains contractual documentation and represents the consortium's main work area: deliverables, reports, meeting material and other shared documents will be uploaded in this module
- Meetings: contains a meeting calendar and meeting material
- Monitoring: reporting module for personnel costs
- Publications: divided into an upload function for publications and dissemination activities
- Reporting: reporting module for progress and review reports regarding the scientific report as well as financial data
- Service centre: contains legal documents, such as the GA and CA, EC guidelines and manuals
- Who is Who: contains the address register as well as the user registration function
- Work plan: represents the information taken from the WP descriptions in the Description of Work
- ProjectAngel helpdesk

Persons involved in the project will have access to these modules according to their function in p-medicine. If additional persons need to be included, the partners are asked to contact the PMO.

7 Communication

Clearly structured communication lines ensure the project's effectiveness. Transparent and continuous communication guarantees that the partners are kept fully informed about any development during the project, and receive guidance and support on how to meet project requirements.

In general, different communication channels are established in projects funded by the EC under the FP7:

- The EC communicates from the top down to the consortium
- The partners communicate from the bottom up to their respective Work Package and Team Leaders (and vice-versa)
- The partners communicate horizontally across all levels

Within the project, the structure itself generally defines the lines of communication determining the direction in which information flows (cf. Section 5 "Roles and Responsibilities"). These communication channels should be clearly defined to ensure accuracy and effectiveness so that all partners are aware of whom they must contact, when this must take place and in what manner.

In accordance with the roles and responsibilities described in Section 5:

- The TLs are responsible for their institutions' work in the Work Packages and will report to their respective WPL and/or the PMT.
- The WPLs are responsible for the scientific management of their Work Packages and will report to the PMT.
- The CO and the PMO are in constant contact with the EC and will distribute information received from the EC to the consortium and/or partners concerned.
- The CO reports and is accountable to the GA.

Mailing Lists

Although official letters and the sending of documents by mail or courier will be required in specific cases, e-mail communication is the most important communication form in the project between the partners on a working level. Mailing lists are therefore set-up as required to facilitate and structure project communication. The following mailing lists are included in the website's restricted area and should be used for communication:

- all@p-medicine.eu
- teamleaders@p-medicine.eu
- financials@p-medicine.eu
- reporting@p-medicine.eu
- management@p-medicine.eu
- wpleaders@p-medicine.eu

- wp2@p-medicine.eu, wp3@p-medicine.eu … wp17@p-medicine.eu
- doc-tracking@p-medicine.eu
- message@p-medicine.eu
- creative-team@p-medicine.eu

All team members of a partner institution involved in the project are invited to subscribe to the lists relevant for their work. However, Work Package Leaders and their deputies as well as Team Leaders and their deputies are required to subscribe to the "all" mailing list as well as to the mailing lists related to their work (WP leaders → relevant WP, Team Leaders → Team Leaders list, all WPs in which their institution is involved) to ensure that every institution is kept informed about any relevant information at any time. In turn, they are requested to distribute such information to their respective team members. In order to avoid redundant and excessive communication, partners should always carefully choose the appropriate communication channel, i.e. mailing list. Additional mailing lists can be established upon request.

8 Project Documentation

Clear documentation procedures help to establish a clear information flow within the project. A document repository within the web-based management tool will be set up where information can be found easily. Templates will give guidance for the provision of information and help streamline the project's appearance.

General Rules

For better exchange of documents between the partners, in particular where several partners are working on the same document and where revision by partners is required, e.g. when writing a deliverable or the minutes of a meeting, the following standards should be used:

- MS Word (file extension *.doc, *.docx)
- MS Excel (file extension *.xls, *.xlsx)
- MS PowerPoint (file extension *.ppt, *.pptx)
- Adobe Acrobat Reader (file extension *.pdf)

Templates

The following templates will be made available as master sets in the web-based management tool and should be used by all partners preparing these documents within the scope of p-medicine:

- Deliverable Template
- Presentation Template for PowerPoint Presentations
- Meeting Agenda Template
- Meeting Minutes Template
- Team Leader Report Template
- Work Package Leader Report Template

- Time Sheet Template (from the Guide to Financial Issues relating to FP7 Indirect Actions)

Further templates will be made available where required and upon request.

Format and Style

The templates presented above (except TL and WPL report templates) contain a cover sheet providing basic information about the project and the respective document, including the p-medicine logo and FP7 logo. In addition, guidance is provided on how to structure the document (table of contents, headings, etc.). The partners are requested to adhere to such structure to give the documents a uniform appearance.

Documents which are distributed outside the consortium or final versions of deliverables, agendas and minutes **must always be converted into a PDF file**.

Any document produced should be named in the following manner:

- **Deliverables**:

  p-medicine_270089_Dx-x_Name_of_Deliverable_vx-x
  (e.g. p-medicine_270089_D1-1_Management_guide_v1-2)

- **Other documents:**

  p-medicine_Name_of_Meeting-Name_of_presentation
  (e.g. p-medicine_Kick-off_Meeting-WP1_Management)

  p-medicine_Name_of_Meeting_Name_of_Document
  (e.g. p-medicine_Kick-off_Meeting_Minutes)

For the purpose of uploading the documents in the project-internal management tool, dots and spaces are to be avoided in the names of documents and are thus replaced by hyphens and underline characters.

- The first version of an agenda or minutes of a meeting should be referenced as draft in the document name (p-medicine_Kick-of_Meeting_Minutes_draft).
- Partners making modifications and adjustments to such draft should in turn clearly indicate that they have worked in the document by, for instance, adding their institution acronym or personal initials to the document when replying to a request for modifications (p-medicine_Kick-off_Meeting_Minutes_draft_JH).

With respect to deliverables bearing a version number, this version number should be updated every time a new version of the document is circulated among the partners (v1.1 → v1.2) including previous comments and adjustments. The version number, person effecting the modifications and adjustments, and any comments should be included in the so-called “modification control” introduced as a table at the beginning of the document.

Any modifications and adjustment should be clearly visible in the document, e.g. by using the track changes modus in Word.

Upon approval of the partners concerned, the document will be cleared of any comments and track changes and will receive its final name.

9 Deliverables

Deliverables form an integral part of the project and, as they are incorporated in Annex I to the GA, their submission is a contractual obligation to which the partners must adhere. Therefore, all deliverables must be submitted to the EC Project Officer by their due submission date, i.e. by the end of the month indicated as due date.

In the event that a delay in the submission of a deliverable is foreseen, the PMT needs to be informed thereof as early as possible in advance of the submission date. The PMT will then inform the EC Project Officer thereof and ask for approval. When communicating a delay to the PMT, the partner must also include

- an explanation for the delay,
- the anticipated new delivery date, and
- a statement regarding the delay's influence on other deliverables, Work Packages or the project work in general and regarding any corrective action to be taken in this respect.

Workflow

To guarantee the timely submission of the deliverables, the following workflow will be established in p-medicine for the submission of deliverables:

When	What	Who
4-6 weeks before the due date	Reminder will be sent	PMO
2 weeks before the due date	Internal reviewer will be appointed Partner in charge distributes an almost finished draft to partners concerned, the Coordinator and to the QM or a qualified person appointed by the QM as internal reviewer	PMT/QM Partner in charge of deliverable
Within 1 week after sending of draft	Assessment of content	Partners concerned, Coordinator, internal reviewer
1 week before the due date	Feedback sent to partner in charge Preparation of final version	Partners concerned, Coordinator, internal reviewer Partner in charge
Day X	Upload of final version on project-internal website	Partner in charge
Day X	Submission to EC	Coordinator/PMO

Content

The responsibility for the deliverables lies with the partner in charge of the deliverable as indicated in the Description of Work.

As stated above, he/she will receive a reminder of the PMO to initiate the process and is asked to adhere to the above-referenced schedule and use the template provided. In other respects, the partner in charge is free to define the document structure, within the limitations to the content given in the template, and the contributions that he/she expects from the partners involved in the work of the deliverable. The input of the different contributors will then be merged into a single file, which will, according to the schedule, be distributed for comments and modifications to the partners concerned, the QM or internal reviewer, and the Coordinator.

With respect to the content, authors are asked to prepare a concise and complete document of the activities performed and results achieved. A high level of quality is a prerequisite. In addition, the authors are requested to keep the language as simple as possible (within the scope of what is needed on a scientific level) so that non-experts are able to understand the content, explain abbreviations (provide a list of abbreviations) or scientific terms (in footnotes), etc.

Review

Apart from all contributors to the deliverable who will be obliged to review the first draft of the deliverable, an internal reviewer will be appointed from the consortium as principle reviewer of the deliverable who will check the deliverable in detail for its consistency with the work plan and the objectives stated in the Description of Work. This includes, in particular, the review of the deliverable regarding the quality of the work described and the quality of the document (style, completeness, format and presentation, terminology, graphics/diagrams, spelling, clarity). In principle, a Quality Manager has been appointed in p-medicine who will monitor the quality of the deliverables. As reviewing the complete set of deliverables within the scope of p-medicine would be an excessive workload for the QM, it has been decided by the PMT and the QM that the QM will review key deliverables with a significant impact on the project's outcome (to be defined between the Coordinator an the QM) and will appoint a qualified person as internal reviewer for those deliverables which he cannot review himself.

10 Reports

Interval

According to the Grant Agreement, the project is divided into four reporting periods:

Reporting Period	Period covered	Submission date
RP1 (M1-M12)	1 February 2011 – 31 January 2012	31 March 2012
RP2 (M13-M24)	1 February 2012 – 31 January 2013	1 April 2013
RP3 (M25-M36)	1 February 2013 – 31 January 2014	1 April 2014
RP4 (M37-M48)	1 February 2014 – 31 January 2015	1 April 2015

In accordance with the Guidance Notes on Project Reporting, a Periodic Report is due 60 days after the end of each reporting period and will be submitted by the Coordinator.

Drafts or a final version of at least the scientific part may be due at an earlier date depending on the scheduling of the review meetings. As a general rule, a final version of the report should be available to the reviewers at least three weeks before the review meeting. In the specific case, a new submission date will be agreed upon with the EC.

In addition to the official Periodic Reports to be submitted to the EC, four "light" interim reports will be prepared which will cover the first half-year of every reporting period. They serve the purpose of monitoring the progress of the project, the achievement of objectives and the use of resources on a regular basis, and give the consortium the opportunity to see problems or deviations from the work plan or the foreseen budget early enough to take corrective action in due time to ensure a smooth implementation of the project.

The timeframe regarding submission (end of period + 60 days) and internal reporting procedure (described below) for the interim reports is the same as for the Periodic Report.

Content

A template of the Periodic and also of the Final Report is made available by the Commission and will be uploaded in the web-based management tool. This structure includes the following and should be strictly observed:

- **Front page**
- **Self declaration by the scientific representative**
- **Publishable Summary**

  Current overview of the work done and objectives achieved in the relevant reporting period, in suitable quality to enable direct publication by the EC (1-2 pages)
- **Core of the report**
  - **Project objectives for the period**

    Specific objectives of the relevant reporting period
  - **Work progress and achievements during the period**

    Progress per Work Package in line with the Description of Work on a task by task basis, summary of progress towards objectives, results, deviations and their impact on other tasks and resources, problems, PM effort
  - **Project Management**

    Overall assessment of project coordination, problems and solutions, changes in consortium, legal status of partners or the like, list of project meetings, conferences, details on publications, patents, etc., interaction with other projects
- **Deliverables and milestones tables**

  Updated lists of deliverables and milestones achieved, including explanations for delays
- **Explanation of the use of the resources**

  Details on the resources spent and PM effort
- **Financial statements – Forms C and Summary financial report**

  To be provided in the EC tool accessible via the Participant Portal of the EC. It is a declaration of the eligible costs incurred in the reporting period and the corresponding EC contribution.

- **Certificates on the Financial Statements (CFS)**

  If required (i.e. if a cumulative funding of 375.000€ is exceeded)

More detailed information is available in the EC Guidance Notes on Project Reporting made available in the web-based management tool. Instructions and guidelines regarding financial reporting will be provided in due time to the financial contacts communicated to the PMO and included in Appendix 2 to this document.

The "light" interim reports will not include all parts required in the Periodic Report. Parts not required are: the Coordinator's self-declaration, the publishable summary, Forms C and CFS.

In general, the reports should give a precise and concise overview of the project. The language should be clear and easy to understand. Abbreviations and specific scientific vocabulary should be explained. Graphics and tables should be introduced where they contribute to a better understanding of the subject. The partners are required not to get lost in scientific details, which will be provided in the deliverables to which reference will be made in the reports, but rather report on the precise progress made in the relevant reporting period towards the objectives of their work package and the overall project.

Workflow

In general, reports will be prepared via the web-based management tool *ProjectAngel* whose features are adapted to FP7 reporting.

The following contributions will be requested from the partners:

What	Who	How	Deadline
Team Leader Report	Team Leaders	Template made available in *ProjectAngel* Upload in *ProjectAngel*	2 weeks after the end of the reporting period
Work Package Leader Report	Work Package Leaders	Prepared on the basis of the Team Leader reports Template made available in *ProjectAngel* Upload in *ProjectAngel*	1 month after the end of the reporting period
Core part of the report	Coordinator, PMO	Prepared on the basis of the Work Package Leader reports in close cooperation between the Coordinator, the PMO, and the WPL	1 week before submission
Deliverables and milestones lists	PMO	Update list with information on uploaded or delayed deliverables/milestones	1 month after the end of the reporting period
Management part	PMO	In close cooperation with the Coordinator	2 weeks before submission
Explanation of the use of the resources	Financial contacts at partner institution	Financial contacts will provide detailed information	Financial contacts: 4 weeks before submission

	+ PMO	PMO will compile such information for the report	PMO: 2 weeks before submission
Publishable summary	Coordinator, WPL	To be prepared on the basis of the core part of the report	1 week before submission
Finalization of the report	Coordinator, PMO	Fine tuning of the report	Until submission day
Forms C and CFS	Partners	Enter and finalize financial data in EC tool	Until submission day

The deadlines including precise dates will be communicated to the partners in due time at the end of the each reporting period.

Explicit templates for the Team Leaders and Work Package Leaders following the structure required for the Periodic Report will be made available in the web-based management tool to facilitate the preparation of the overall report.

For partners not familiar with the EC reporting tool accessible via the Participant Portal of the EC, individual advice and guidance will be provided by the PMO. In addition, reference is made to the manual available on the Participants Portal's homepage for further information and guidance.

Quality of Reports

The quality and completeness of a report are of primary importance to a successful and quick evaluation by the EC. The EC will only accept reports that are complete both on a scientific as well as on a financial level. The submission of incomplete reports will lead to questions as well as possible adjustments and additions requested by the EC. This will eventually result in delays regarding the report's evaluation and the subsequent payment of EC funding. The partners are therefore strongly requested to deliver their contributions in excellent quality and in due time. Although the financial and administrative contacts at the partners' institutions are contacted directly by the PMO, the partners are, in addition, asked to inform their administrative departments about the deadlines.

Guidance and advice in the individual case and when problems occur will be provided at any time via e-mail by the PMO.

11 Financial Issues

A detailed financial overview of the distribution of costs and funding of the partners is provided in the Description of Work. The partners are requested to adhere to this distribution as closely as possible and inform the PMT about any significant deviations from this plan. Only some basic information on costs is provided in this management guide. For further detailed information, reference is made to the Guide to Financial Issues to FP7 Indirect Actions uploaded in the management tool.

Eligibility and Non-Eligibility of Costs

Eligible costs	Ineligible costs
According to the Guide to Financial Issues, the following costs are deemed eligible: • Actual • Incurred by the beneficiary • Incurred during the duration of the project (except for costs relating to the final report or CFS) • Determined according to the usual accounting and management principles and practices of the beneficiary • Used for the sole purpose of achieving the objectives of the project • Recorded in the accounts of the beneficiary • Indicated in the estimated overall budget annexed to the ECGA-Annex I	The following costs are deemed ineligible: • Identifiable indirect taxes including VAT (except. Airport taxes) • Costs declared, incurred or reimbursed within the scope of another EC project • Debts or interest from debts • Exchange losses or other losses • Debt service charges • Excessive or reckless expenditures

It should be noted that usual accounting and management principles of the beneficiaries means that a partner cannot invent specific accounting principles for FP7 projects. This means that if, for instance, particular costs are usually considered indirect costs, this must also be declared as indirect costs in the project.

It should further be noted that VAT should always be excluded from the costs reported to the EC.

The EC conducts an increasing number of audits to verify the financial reporting of the beneficiaries in FP7 projects. The partners are therefore strongly reminded that the data (hours and financial figures) reported to the Commission **MUST** match with the data entered in their books.

Direct Costs

Direct costs are all those eligible costs which can be attributed directly to the project and are identified by the beneficiary as such, in accordance with its accounting principles and usual internal rules.

Costs such as personnel, durable equipment, travel and subsistence, subcontracting, and consumables may be considered eligible costs, provided that they meet the definition of eligible costs in the ECGA (mentioned in the table above) and are incurred in the context of the project activities (see examples in Article II.15 of the ECGA).

Personnel

Personnel costs are the cost category which causes by far the most questions and uncertainties. The EC has strict rules regarding personnel costs, which should be adhered to under any circumstances.

- Personnel charged to the project must be directly hired by the beneficiary and must work under the supervision and responsibility of the beneficiary
- Personnel listed in the Description of Work as staff of a beneficiary **MUST** work for the beneficiary in the project. Partners are requested to inform the Coordinator and PMO about any changes to such personnel immediately. The information will be forwarded to the EC
- Personnel with permanent as well as temporary working contracts can be charged to the project
- Personnel costs should reflect the total remuneration
- Only the costs of the **actual productive hours** worked by the person directly carrying out work under the project may be charged (excluding holidays, personal time, sick leave, or other allowances).

In this respect, partners are requested to take note of the following:

Time recording:

- All staff members paid from the project must keep time records.
- Whether hours are recorded daily, weekly or monthly, the **daily working hours MUST** be indicated.
- In cases where personnel works on several EU projects, the time recording system must enable complete reconciliation of total hours per person, listing ALL activities (EU projects, non-EU projects, internally funded research, administration, absences, etc.) to avoid double funding. This is a prerequisite for the eligibility of the costs. An employment contract alone is not sufficient!
- Minimum requirements for time recording are provided in the EC's Guide to Financial Issues, Article II.15 of the ECGA. Partners are requested to adhere closely to the provisions stated therein. Updates of the Guide will be made available via the web-based management tool so that partners are duly informed about important changes. It is their responsibility to use the current Guide to Financial Issues in reporting. An example of a time sheet will be made available in the web-based management tool.

For the report, the following information is required:

- Category of staff reported (PhD candidate, researcher, etc.)
- Number of Person Months per Member and Work Package

Travel

Travel and subsistence costs required to fulfil the project's work plan can be charged to the project as direct costs if this is the usual practice of the beneficiary's institution.

The project and, preferably, WP number must be clearly indicated on the invoice.

Note that travel costs to conferences are only eligible if the beneficiary gives a presentation or performs activities that are clearly project-related.

For the report, the following information is required:

- Person travelling
- Date of travel

- Purpose of travel
- Relevant p-medicine WP

Durable Equipment

Only equipment purchased for the purpose of carrying out the activities in the work plan can be charged as direct costs. Each beneficiary must apply its usual depreciation system for durable equipment and carefully check the rules with their administration as depreciation rules are country-specific. The partners have indicated amounts and items of durable equipment in the Description of Work. They should take special care to adhere to the information provided there. In general, the following applies in accordance with the Guide to Financial Issues (Article II.15 1. (c)):

- Depreciation is charged in each relevant periodic report
- Depreciated costs cannot exceed the purchase price of the equipment or its useful life
- Only the portion of the equipment used on the project may be charged
- If equipment is bought before the start of the project, its depreciated costs are also eligible under the conditions mentioned in Article II.14.1 of the ECGA.

For the report, the following information is required:

- Cost item
- Depreciated costs of the period
- Relevant p-medicine WP

Indirect Costs

According to the Guide to Financial Issues, indirect costs (overheads) are all those eligible costs which cannot be identified by the beneficiary as being directly attributed to the project, but which can be identified and justified by its accounting system as being incurred in direct relationship with the eligible direct costs of the project.

Costs that may be identified as indirect costs include all those costs that, although they are not directly attributable to the project, are necessary to support the work in the project, e.g. electricity, heating, office supplies, telephone, human resources for administrative support, etc.

Indirect costs must be in accordance with normal accounting practices of the beneficiary and must be extracted from or reconciled with the official accounts.

The beneficiaries' indirect costs calculation methods have been fixed with the start of FP7 and, in the event that their method is changed under very restricted circumstances, this change is generally not applicable to ongoing projects. Only in the rare event of mistakes in the choice of the indirect cost calculation method, may this be changed during the lifetime of the project (cf. Guide to Financial Issues, Article II.15.2).

Budgeted vs. Actual Costs and Budget Transfers

The costs and person months (PM) indicated in the Description of Work are based on estimates. These costs may vary throughout the duration of the project, e.g. having employees with higher or lower personnel costs than estimated who carry out the work in the project.

It is therefore possible to re-arrange the budget and transfer money from one cost category to another or between the partners without amending the GA as long as the work is carried out as planned in the Description of Work.

However, any such anticipated re-arrangement must be communicated immediately to the Coordinator and the PMO for revision on a case by case basis. If required, such change will be agreed with the EC Project Officer.

If the budget transfer entails a significant change to Annex I, an amendment to the GA is generally required.

Payment Modalities

The EC has fixed rules for distributing the EC funding to the partners throughout the project.

- At the beginning of the project a pre-financing is paid to the Coordinator for distribution to the partners. This pre-financing is fixed in the GA and amounts to € 5,331,963 for p-medicine. Thereof, an amount of € 666,495 (representing 5% of the maximum financial contribution) is retained by the EC as the consortium's contribution to the Guarantee Fund. The money will be released by the EC at the end of the project together with the final payment.
- Interim payments after submission and approval of the Periodic Reports will be effected by the EC on the basis of the costs accepted and the EC contribution requested correspondingly. However, the total amount of interim payments and pre-financing will be limited to 90% of the maximum EC contribution. This may imply that the payment for the interim periods could be reduced in order to respect this limit.
- The final payment will be transferred after approval of the final reports and consists of the difference between the calculated EC contribution (on the basis of eligible costs) minus the amount already paid.

12 Project Meetings

Consortium meetings will be conducted on a regular basis. They will be hosted in turn by the participating institutions or as agreed upon in Annex I and will be chaired by the Coordinator. They serve the purpose of presenting the current work in progress, update the schedule, raise the awareness for possible problems and prepare the reports to the EC.

As decisions might have to be taken on the occasion of such consortium meetings, each partner should make all efforts to be present at the meeting or sent a qualified representative who is able to exercise the institution's vote.

In addition to meetings where the whole consortium is present, the partners may individually organise work package meetings, meetings of the WPL, or the like, if and when required. Whenever possible such meetings should be combined or connected to conferences or workshops to minimise travel expenses.

The Steering Committee will meet on a half-yearly basis and will be convened and chaired by the Coordinator.

Organisation of Meetings

Consortium meetings will be organised by the host institution in close cooperation with the Coordinator and the PMO. The date and place of the meeting has ideally already been fixed

at the previous consortium meeting. If not, the provisions as set forth in the Consortium Agreement will apply.

The agenda will be prepared by the PMO in close cooperation with the Coordinator and the host institution and will be circulated at least 21 days before the meeting (10 days for extraordinary meetings). Agenda items may be added by the partners up to 14 days before the meeting (7 days for extraordinary meetings).

A template for the agenda is available on the web-based management tool.

The host institution will be responsible for the organisation on site and will, in this respect, provide for an adequate venue (conference room), assist in travel arrangements, e.g. hotel reservations, and general meeting organisation, all in close cooperation with the PMO and the Coordinator.

After the Meeting

Presentations given at the meeting will be collected during the meeting and/or subsequently and will be made available as PDF files on the website.

The minutes will be prepared by the PMO in close cooperation with the Coordinator and will be circulated to the partners and accepted in accordance with the provisions stipulated in the CA.

A template for the minutes is available in the web-based management tool.

Review Meetings

Review Meetings will take place as set down in the tentative schedule provided in the Description of Work, i.e. after each reporting period. All partners are expected to attend a review meeting, sent qualified personnel and be well-prepared for questions arising in connection with their work performed in the project. In consideration of the large scope of the consortium with 19 partners, the PMT may decide to limit the number of individuals per partner at such review meetings to keep the group small and to guarantee a well-balanced represenation and a good working environment. The EC retains the right to request other meetings where deemed necessary.

13 Dissemination and Exploitation

Planned dissemination activities are summarized in WP17 Exploitation and Dissemination of the Description of Work. Only very general practical advice regarding rules and procedures when it comes to dissemination and exploitation is given in this Management Guide. Detailed rules and regulations on handling intellectual property are provided in Annex II to the ECGA and the CA, and for specific information, reference is made to the Guide to Intellectual Property Rules for FP7 projects.

Dissemination Activities

The partners are requested to provide information on all their project-related dissemination activities (press releases, presentations at conferences, workshops, etc.) via the web-based management tool on a regular basis. A module has specifically been designed to meet all the requirements of the EC.

Publications

The submission of papers for publications at conferences or in journals is subject to project approval. The intention to submit a publication should be communicated at the earliest date possible to the partners concerned. This procedure is intended to guarantee that no paper is submitted without consortium knowledge, that the project is not misrepresented and that no confidential material is inadvertently made publicly available.

Dissemination activities are governed by the CA in conjunction with Article II.30.3 of the ECGA according to which publications must be announced to the parties concerned 45 days prior to the submission date.

The partners are requested to submit their publications via the web-based management tool on a regular basis where a module has specifically been designed to meet all the requirements of the EC and where a publication notice may automatically be sent to the entire consortium to inform them about an entry in the tool and meet the deadline mentioned above.

No strict procedures can be defined for authorship that will cover all situations. It is the responsibility of all partners to respect standard collegial practices when deciding on the number and order of authors. In the case of joint publications, the partners are expected to acknowledge input from all relevant partners.

Acknowledgment and Disclaimer

All publications and conference presentations made within the scope of the p-medicine project must acknowledge the funding by the EC, citing the project name and the contract number and including the following acknowledgement:

The research leading to these results has received funding from the European Community's Seventh Framework Programme (FP7/2007-2013) under grant agreement N° 270089.

A translation of this acknowledgement in other European languages may be found in the web-based management tool in the publications module.

PowerPoint presentations should include the project logo and the FP7 logo. In general, the presentation template made available in the document repository should be used.

Exploitation of Project Results

Where foreground is capable of industrial or commercial application, its owner will provide for its adequate and effective protection, having due regard to its own legitimate interests as well as the interests of the other partners. Such exploitation of foreground is governed by Articles II.28 of the ECGA et seq. and the CA.

Any patent application relating to such foreground filed by or on behalf of a partner must include the following acknowledgment:

The work leading to this invention has received funding from the European Community's Seventh Framework Programme (FP7/2007-2013) under grant agreement N° 270089.

14 Decision Making and Conflict Resolution

Detailed procedures regarding decision-making and conflict resolution are laid down in the CA.

The basic decision-making mechanism in this project according to the Description of Work may be summarized as follows:

- Each consortium body has a quorum and may deliberate only if two-thirds of its members are present or represented.
- Each member of a consortium body present or represented in the meeting has a vote.
- Defaulting party members may not vote.

Basic rules of conflict resolution are laid down in the Description of Work. In the event that a dispute arises which cannot be settled amicably between the partners concerned, the following procedure applies:

- Each partner will report immediately and in writing to its respective WPL and the CO any risk situation that may conflict with the successful achievement of the project objectives.
- The SC will assess the impact that the conflict might have on the work progress/project activities in the different Work Packages.
- At first, the WPL will try to resolve the conflict with the help of the partners of the WP concerned. In the event that no consensus can be reached at this level, the CO will act as mediator between the partners.
- If the conflict is not resolved, the CO will present the issue to the SC for discussion.
- If an agreement is not reached with the help of the SC, the dispute will be passed on to the General Assembly.
- Disputes that can then still not be settled finally will be subject to arbitration in Brussels pursuant to the rules of arbitration of the International Chamber of Commerce. The award of the arbitration panel will be final and binding.

15 References

Throughout the management guide, reference is made to important documents of the European Commission.

These documents will be made available for the partners in the document repository of the management tool. They may also be found at: http://cordis.europa.eu/fp7/find-doc_en.html.

Guide to Financial Issues relating to FP7 Indirect Actions
ftp://ftp.cordis.europa.eu/pub/fp7/docs/financialguide_en.pdf

Guidance Notes on Project Reporting
ftp://ftp.cordis.europa.eu/pub/fp7/docs/project_reporting_en.pdf

Annex II to the Standard Model Grant Agreement (General Conditions)
ftp://ftp.cordis.europa.eu/pub/fp7/docs/fp7-ga-annex2-v6_en.pdf

Amendments Guide for FP7 Grant Agreements
ftp://ftp.cordis.europa.eu/pub/fp7/docs/amendments-ga_en.pdf

European Commission Research Participant Portal
http://ec.europa.eu/research/participants/portal/appmanager/participants/portal?_nfpb=true&_pageLabel=home

Participant Portal User Manual
http://ec.europa.eu/research/participants/portal/ShowDoc/Participant+Portal/portal_content/help/participant_portal_usermanual.pdf

Guide to Intellectual Property Rules for FP7 projects
ftp://ftp.cordis.europa.eu/pub/fp7/docs/ipr_en.pdf

Appendix 1: Abbreviations and Acronyms

CA	Consortium Agreement
CFS	Certificate on the Financial Statements
CO	Coordinator
DoW	Description of Work
DPO	Data Protection Officer
EAB	External Advisory Board
ECGA	Grant Agreement (in citations from official EC documents)
GA	Grant Agreement
IEC	International Ethical Committee
IM	Integration Manager
PMO	Project Management Office
PMT	Project Management Team
SC	Steering Committee
TC	Technical Committee
TL	Team Leader
TM	Technical Manager
WP	Work Package
WPL	Work Package Leader

Appendix 2: List of Main Contacts

Project Management Team

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Specialized Managers Appointed in p-medicine

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