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DELIVERABLE (D-PM1.1) PROJECT QUALITY PLAN

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RAPHAEL (ReActor for Process heat, Hydrogen And ELectricity generation)





ReActor for Process heat, Hydrogen And Electricity generation (RAPHAEL)		
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Document title						
RAPHAEL Project Quality Plan						
Executive summary						
The RAPHAEL Project Quality plan contains Quality requirements and a description of the project organisation, roles and responsibilities, as well as procedural regulations as far as these are needed for a common uniform approach to completion of the project. The Quality Plan defines the following items: ▪ Background and object of the Quality Plan, ▪ Quality objectives of the deliverables of each sub-project and of the project management (formal requirements, availability) and indicators, ▪ Quality assurance, control procedures and actors, ▪ Models of documents (communication templates, project management solicitation, milestone validation, etc.), ▪ List of reference documents (procedures and processes), ▪ Quality Plan coverage: the Quality Plan concerns the Project level and does not interfere with the Sub-Project internal organisation and management. It has to be noticed that Technical rules, e.g. for design and construction, licensing procedures or standardisation, are not included in the present document.						
Revisions						
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1 Introduction

1.1 Purpose

The present document is the quality plan for the **RAPHAEL Integrated Project** (*ReActor for Process heat, Hydrogen And ELelectricity generation*) of the 6th Framework Programme (Contract #516508, with Annex I dated 30 November 2004). As such, it describes **requirements and procedural regulations as far as these are needed for a common uniform approach to completion of the Project**.

It is to be used as an instruction guide for participants to RAPHAEL, as regards information management, document publication, Quality Assurance issues, and project organisation and contact information.

Technical rules, e.g. for design and construction, licensing procedures or standardisation, are not included in the present document.

1.2 Application and validity

The requirements contained in this Project Quality Plan have to be applied by all personnel engaged in RAPHAEL. Revisions of the contents of the Project Quality Plan become valid from the date of issue.

1.3 Administration

The Project Management Support team, or PMS, of the Project (i.e. STEP, partner n°25) is responsible for the administration of the Project Quality Plan. Proposals for modifications or additions must be submitted to the PMS, which updates and issues any revision of the Project Quality Plan. All revisions need an approval by the Coordinator. Each new issue will be indicated in the revised document by means of a revision mark.

1.4 Dissemination

The Project Quality Plan and its appendices are confidential to the Contractors and may be circulated outside the Contractors only with the approval of the Project Management Support Team.

Copies of this Project Quality Plan are distributed to each Contractor through the list of their main correspondents as defined in Appendix 1.

2 RAPHAEL Project Organisation

2.1 Overall organisation

The RAPHAEL organisation chart is shown in Figure 1.

The technical work on the Contract is broken down into **eight Sub-Projects** (SP), each divided into several **Work Packages** (WP). They are thoroughly described in the Annex I to the Contract (Description of Work).

A leader is appointed for every SP and WP. The Leaders are responsible for ensuring that the work in their own SP / WP proceeds consistently with the Project's Description of Work (Annex I to the Contract) and the SP's Work Plan.

The roles and responsibilities of the Project management bodies and actors are explained below, as detailed in the Contract and its Annexes. Further details on decision processes and procedural regulations are given in the Consortium Agreement signed by all Contractors to RAPHAEL.

2.2 Description of Project bodies

2.2.1 Steering Committee

The Steering Committee is the **highest authority of the Project**, and has the responsibility of taking the main decisions concerning the Project. Its purpose is to define the **scientific and strategic orientations**. The Steering Committee is also the arbitration body of the Consortium, and shall be in charge of settling any disputes arising between the Contractors during the implementation of the Project.

The Steering Committee shall consist of one representative of each Contractor.

Its responsibilities comprise:

- Definition of strategic orientations of the work programme,
- Approval of past activities and/or reorientation decisions, and of their impact on the funding allocations, based on the Coordinator's reporting of scientific and technical work, project management, and the proposal of orientations from the EB. The following decisions must be approved by the SC:
 - In general, decisions concerning budget and allocations;
 - Change of the main orientations of the Project and of the budget allocation;
 - Suspension or termination of part of a contract, and/or defaulting of a Contractor, in accordance with the provisions of Art.15 of Annex II;
 - Entering of a new Contractor in the Project, in accordance with the provisions of Art.3 of the Contract. In the case of a new Contractor not requesting any EC contribution, no competitive call is foreseen.
- Approval of the following documents:
 - Initial Project work plan and its yearly revision,
 - Annual scientific and management report (the interim management report being approved only by the Coordinator).
- Review of the recommendations of the IUAG and of the SAG and answer to these recommendations either by a decision of action of the Project or by

justifying the reasons why any particular recommendation cannot be taken into consideration.

2.2.2 Executive Board

The Executive Board is the body in charge of the **day-to-day management** of the Project, including decisions, follow-up and adaptations of technical roadmaps for the project.

It is formed by the Coordinator, the PMS and all Sub-Project Leaders; additionally, some representatives of key partners are invited to the Executive Board meetings.

Its responsibilities comprise:

- Day-to-day Project management decisions, the follow-up and adaptations of technical roadmaps for the Project,
- Assessing the results of the Project and the relevance of the future work with regards to these results, with the possible organisation of technical and management reviews for such assessments,
- Reviewing the bi-annual management and annual scientific Project reports,
- Discussion and proposal of strategic orientations for the work programme,
- Discussion of the funding issues and in particular of possible re-allocations of the funding,
- Discussion of the harmonisation issues of the initial Project work plan and its yearly revision.

2.3 Roles and responsibilities of the actors

2.3.1 Coordinator

The Coordinator achieves the contact between the Contractors and the European Commission. His responsibilities comprise:

- Scientific and technical coordination and integration of the Project,
- Implementing the decisions of the SC,
- Undertaking all necessary legal responsibilities and obligations,
- Chairing the EB and SC, issuing the minutes,
- Reporting the main lines of the strategy and scientific and technical outputs of the project to the IUAG,
- Reporting to the SC : strategy, activities (project management, funding, scientific and technical work), and the recommendations of the IUAG,
- Having the overall responsibility for financial management, including budgeting, resource allocation and distribution, the legal and financial contracting of potential sub-contractors and all expenditure, financial controls and audits,
- Approval of the interim management report,
- Submitting reports and deliverables to the EC and in particular bi-annual management and annual scientific Project reports,
- Organising continuous reviews of strategic orientations of the work programme,
- Issuing the initial Project work plan and its yearly revision.

2.3.2 Project Management Support (PMS)

The Project Management Support (PMS) is ensured by an independent private structure chosen by the Coordinator through a selection procedure and agreed by the Sub-Project Leaders.

The PMS shall ensure the following project management tasks and report to the Coordinator:

- Follow-up of RAPHAEL Executive Board and Steering Committee decisions and work progress,
- Quality and risk management, including the elaboration and administration of the present Project Quality Plan,
- Administrative and financial management,
- Issuing the Communication Action Plan (CAP) and coordinating the internal and external communication in relation with the communication structures of the Contractors,
- Controlling the Project workflow and knowledge management,
- Compiling the Sub-Projects work plans and their yearly revision into a single Project work plan and its yearly revision,
- Various project management tasks such as preparation of meetings, minutes, organisation of the management, financial and technical reporting, etc.,
- Preparing the bi-annual Project management report.

2.3.3 Sub-Project Leaders (SPLs)

The main role of the Sub-Project Leaders is to supervise the progress of the technical work carried out in their Sub-Project.

Additionally, the SPLs have the following responsibilities:

- Coordinating the work of their Sub-Project,
- Implementing decisions taken by the SC and the EB in their Sub-Project,
- Reporting to the Coordinator about the work progress, the use of resources and the management issues in their SPs,
- Validating deliverables and defining the distribution list of deliverables,
- Organising SP progress meetings,
- Providing and distributing minutes of the SP progress meetings,
- Issuing the initial SP work plans and of their yearly revision,
- Issuing the SP bi-annual management and annual scientific reports,
- Organising the quality control of the results of the work of his SP,
- Participating in the EB meetings and reporting to the EB.

2.3.4 Work Package Leaders (WPLs)

The Work Package Leaders are responsible for coordinating and reporting the progress of the tasks defined in the Work Plan.

The WPLs have the following responsibilities:

- Implementing decisions in their WP,
- Coordinating the work of their Work Package,
- Reporting to the SPL.

2.3.5 All Contractors

Each contracting organisation will appoint a permanent member in the Steering Committee and in the progress meetings of each SP in which it is involved and participants to the tasks it is committed to perform in different WPs of SPs. The participants appointed by their organisation in the different components of the Project will act as a project manager of their specific part of the work within their organisations. They will bear the responsibility of the work being carried out in their specific organisations, either by themselves, or by others. They will report their technical and organisational progress through the WPL to the SPL who will report to the Coordinator. They will be in charge of administrative issues regarding the participation of their organisation to RAPHAEL.

Additionally, each Contractor shall appoint the following correspondents (see Appendix 1):

- Financial correspondent (budget, funding process, cost statements and audit certificates, etc.);
- Legal correspondent (Contract and Consortium Agreement issues, Intellectual Property Rights, etc.), usually a legal adviser from the partner's organisation;
- Communication & dissemination correspondent (general communication on RAPHAEL as defined in the Project's Communication Action Plan).

If necessary, a second contact may be identified for each domain; in this case all relevant communication will be addressed to both identified persons.

2.4 External interactions

2.4.1 Advisory Groups

Two Advisory Groups shall be constituted by the RAPHAEL Project. They are consultative entities formed by high-level representatives of key organisations interested in the objectives and issues addressed within RAPHAEL.

The object of these groups is to review the strategy and main results of the Project, and to provide strategic recommendations for future work.

The two groups are:

- The Industrial Users Advisory Group (IUAG), composed of key electricity or hydrogen producers, or process heat users;
- The Safety Advisory Group (SAG), composed of Safety Authorities from several countries and other key stakeholders in the nuclear safety area.

The coordinator is responsible for proposing the composition of these groups; the SP Safety Leader will contribute to elaborate the composition of the SAG.

2.4.2 Interaction with other European projects

Some interactions with other European projects are foreseen, as they contribute to the overall integration of European RTD.

A formal contact will necessarily be established between Coordinators; a permanent correspondent in RAPHAEL for each partner project will then possibly be appointed.

All information circulation between projects shall respect the provisions of the Contract and the Consortium Agreement of both projects.

2.4.3 International cooperation

Some interactions with international organisations or projects are foreseen.

The coordinator shall be responsible for appointing the correspondent in RAPHAEL for each international organisation or project.

All information circulation with an international organisation or project shall respect the provisions of the Contract and the Consortium Agreement of RAPHAEL, and any legal provisions of the partner organisation or project.

2.5 Contact information

Contact information for the Coordinator, PMS, SPLs, and contractors' correspondents is available in Appendix 1.

3 Information management

3.1 Object

The rules for information and documentation management in the RAPHAEL Project are necessarily stringent.

This chapter defines the Project's internal procedures for elaboration and dissemination of documents:

- Technical document comprise deliverable reports, meeting minutes, support documents; their validation process corresponds to the several management levels of the Project. The dissemination is based on the need-to-know principle.
- Non-technical document comprise administrative & financial documents, general communication, etc. Their workflow answers to constraints of effectiveness and reactivity of the Project management.

The present document does not define the rules for external communication and dissemination, which shall be detailed in the Communication Action Plan.

3.2 Technical information and documentation

3.2.1 General principle

The main principle regarding document preparation and internal dissemination, is that **each Contractor applies its own rules and standards**; in particular, it should use its own Quality Assurance (QA) procedures for the preparation of any document to be provided to RAPHAEL. An overall review of the partners' QA procedures will be carried out by the PMS; in the case that the Contractor does not dispose of such procedures, some minimal QA guidelines shall be provided by the PMS.

Additionally, some specific rules are required for information management at the Project level, in order to ensure conformity of view, consistency of administration, and traceability of documentation. The object of this chapter is to define these rules.

3.2.2 Preparation of the documents

3.2.2.1 Document issuing process

Contractual deliverables: the following steps are necessary::

1. Preparation of the documents:

- This step abides by the principle of subsidiarity described above: each Contractor uses its own QA procedures for the elaboration of the document, including the review phase (for practical purposes in order to speed up the issuing process, it can be advisable to informally issue working drafts for review with partners other than the author's [-s']; this step is informal and shall not appear on the QA process).
- If more than one organisation contributes to the work leading to the deliverable, all must be identified: each contribution is issued with the procedures of its own Contractor. Then, one of the Contractors is in charge of collecting the contributions and issuing the synthesis with its own procedures, identifying the contributions.

2. Consistency control (WPL):

- The document with relevant signature is then transmitted to the Work Package Leader for a control of consistency with the objectives and the Contract, exhaustivity of the work, and pertinence of the interface information.
- At this stage, the WPL should add the RAPHAEL cover sheet with required information, including the distribution list (*however the SPL may wish to decide that this is done at the next stage by him/herself*).
- The WPL should (although this is not mandatory) organise a review by other members of its Work Package. In particular, this review should examine whether the following topics have been fulfilled or explained: scope of the work, purpose, background knowledge, applicable standards, input data & justifications for data exclusion, tools and methods used, results, references.

- The WPL sends to the SPL, along with the original document, the list of comments made on the report (his own or issued by the reviewers); if he judges it necessary, he may suggest a revision of the document.
3. Formal control (SPL):
- The SPL controls the consistency of the deliverable with the work programme, the conformity to the planned effort, and the formal quality of the report.
 - If the WPL suggested a revision of the report, the SPL can ask this revision to the author; in this case the issuing process starts again from step 1.
 - If not done by the WPL, the SPL then adds the RAPHAEL cover sheet with required information, including the distribution list.
 - If necessary, a review may also be organised at this point by the SPL; this could examine the reasonability of the assumptions and methods, the consistency on external references, or even the assessment of the innovation value of the report.
4. Approval (Coordinator) and issuing (SPL and WPL):
- After approval by the SPL, the document is finally sent to the Coordinator who will give his approval for issuing.
 - If he deems it necessary before approval, he may wish to order an additional peer review on the report.
 - The Coordinator informs the SPL of his approval. The SPL is responsible for dissemination; practically, he shall inform the WPL, who will ensure that the final version of the document is disposed on the Project's web platform (see §3.2.3.2). This tool allows two options for document issuing, by either the online versioning of documents along the validation process, or the publication of only the final version, which implies a validation process outside the web platform. The choice of the process is made by the SPL for his/her SP.

When several actors identified in this process are the same person (e.g. if the author is the WPL, or if the SPL is the Coordinator, etc.), the corresponding step is cancelled; in this case a document review is nevertheless recommended.

Other documents (meeting minutes or support documents), for which the QA level does not require to be as high:

RAPHAEL templates may be used without any reference to the author's internal QA.

Concerning project meetings, the only quality requirement is that the SPL or Coordinator either writes or validates the minutes. In the case of joint meetings concerning more than one SP, all concerned SPLs shall give their approval. In the case of IP management meetings, the Coordinator's approval is required.

Consequently, in the case that the SPL(s) or Coordinator are the author of the minutes, no validation is necessary.

3.2.2.2 RAPHAEL document cover sheets

Mandatory templates to be used for Deliverables and Minutes cover sheets (in MS Word 2000 format) are provided in **appendices 2 and 3**.

Optional templates for support documents (in MS PowerPoint 2000 and MS Excel 2000 formats) are also provided in **appendices 4 and 5**.

NB: For any technical problem regarding the use of these templates, the Project Management Support should be contacted.

The signature of the author is not mandatory on the RAPHAEL cover sheet – as it should appear on the original (internal) document – but the several steps of approval should be confirmed by signatures (hand signature or electronic stamp) of the corresponding persons.

The format for the final documents should be a PDF file.

3.2.2.3 Identification of documents

All RAPHAEL documents are to be identified with a specific identification as follows:

RAPHAEL-yymm-T-XXn-i

Where:

- **yymm** is the month of the event (delivery of report, meeting, etc.);
- **T** is the document type : D for Deliverable, M for Minute, S for Support document;
- **XX** is the Sub-Project acronym;
- **n** is the Work Package number (or 0 for coordination);
- **i** is an incremental number for this WP and this type of document.

For deliverables, the identification must be consistent with those defined in the Annex I to the Contract.

This identification shall appear on the RAPHAEL cover sheets. The SPL is responsible for the consistency of the identification of documents issued in her/his Sub-Project (it is advised to draw up a list of documents; if possible, the centralisation of the list of RAPHAEL documentation will be made available online by the PMS).

The RAPHAEL identification should also appear in the name of the electronic file, as follows: **“RAPHAEL-yymm-T-XXn-i – Name of document .xxx”**

3.2.3 Distribution

3.2.3.1 General principles

When approved, the Coordinator is responsible for distributing the contractual documents to the European Commission, following procedures established between the two parties. A paper copy of the contractual deliverables shall be sent by the Coordinator to the EC Project Officer.

Further dissemination follows the stringent **need-to-know principle**; according to this principle, the distribution list shall comprise:

- All Contractors participating in the Work Package from which the document was issued, unless the WPL decides to restraint the list;
- Contractors that need the access to this information or documentation in order to carry out their own work in the framework of, and during, the RAPHAEL Project;
- in addition to the Commission, the Coordinator, and the PMS.

In case of unsolved litigation between partners regarding document dissemination, the problem shall be addressed to both the SPL and the Coordinator.

The dissemination of meeting minutes is decided on a case-by-case basis, but generally the following rules will be applied:

- Sub-Project meeting minutes will be distributed to all participants in the SP
- RAPHAEL Executive Board minutes will be distributed to the EB members
- RAPHAEL Steering Committee minutes will be distributed to the SC members
- Other coordination minutes will be distributed to the EB or to SC members (on a case-by-case basis)
- Minutes of specific meetings (on a technical or project management issue) may be distributed to other correspondents of the RAPHAEL partners, in addition to SC members

Additionally, **all minutes** shall be distributed to the EC Project Officer, the Coordinator, and the PMS.

3.2.3.2 *Dissemination tool for the Project*

Internal distribution between the Contractors is achieved as much as possible by electronic means.

Considering the large amount and size of technical documents foreseen in the framework of RAPHAEL, it is indispensable to use a web-based dissemination tool. E-mail document workflow may be used for intermediate versions, but at least the final version of technical documents will necessarily be disposed on the Project's web tool.

The tool that was chosen by the Coordinator for RAPHAEL is **SINTER** (http://w2ksrvx.ike.uni-stuttgart.de/sinter_neu/). This choice followed a selection process by a functional specification and an overall comparison with another tool; further information regarding this selection process is available in appropriate support documents.

The technical data banks, however, will still be available on ODIN: for Materials (MatDB) and Fuel (HTRFuelDB). Concerning Waste data bases, a specific document management system is used at FZJ, and linked with SINTER.

The SINTER platform allows dissemination and quality assurance rules as requested in the present Quality Plan. In particular, it keeps open the two options for document issuing, as defined above.

SINTER is developed and maintained by the IKE of the University of Stuttgart (partner n°13 of RAPHAEL) with the following contact person:

➔ Mrs. Kristina Kübler (kuebler@ike.uni-stuttgart.de);

Tel: +49 711-685-2132 / Fax: +49 711-685-2010

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Procedure and support for using SINTER are available as follows:

- **Registration:** creation of the account on SINTER;
- **User guide and technical support** are made available by the SINTER technical contact mentioned above.

For the RAPHAEL project, SINTER will be structured as follows:

- One project: RAPHAEL
- Two IP management forums : RAPHAEL Executive Board & Steering Committee
- One forum per Sub-Project
 - Format: RAPHAEL-SP-**XX**
 - ➔ for general communication on each SP (meetings, etc.)
- One forum per Work Package
 - Format: RAPHAEL-SP-**XX1**, RAPHAEL-SP-**XX2**, etc.
 - ➔ for technical deliverables and reports, in accordance with the need-to-know principle of the IP

The EC Project Officer, the coordinator and the PMS are to be habilitated to all forums.

The SPLs are responsible for the creation and administration in SINTER of the structure corresponding to their SP, including forums for each Work Package (in practice this can be delegated to the WPL), in order to ensure that the need-to-know principle for knowledge dissemination is respected.

3.3 Non-technical information and documentation

As cited above, each Contractor shall appoint correspondents for administrative, financial, legal and general communication issues.

All information and documentation workflow concerning these matters will follow direct communication between the Contractors' correspondents and the Coordinator/ Project Management Support; the PMS is entitled to ask for and gather reporting on behalf of the Coordinator.

The Commission's forms, and some specific templates provided by the PMS, will be used for this communication. No specific quality procedures are necessary.

4 **Work plan, progress and resources monitoring**

4.1 Work programme

The PMS receives the Work Plan and their yearly revision from the SPLs. These are reviewed by the Coordinator and the PMS, to ensure their consistency with the overall work programme, then compiled into a unique Work Plan for the Project.

4.2 Work progress

4.2.1 Meetings

All progress meetings (SP or WP level) shall be notified on SINTER, and participants warned electronically (automatic warning by SINTER is envisaged), including the EC Project Officer, the Coordinator and the PMS.

4.2.2 Reporting

The Coordinator is responsible for issuing the Periodic Activity and Management Reports, as well as the Interim Management Report, as required by the Contract. The SPLs will be solicited to provide progress information on their SP.

4.2.3 Resources

The SPLs are responsible for verifying and confirming the consistency between the funding needs and the resources as defined in the Contract. If adaptations appear to be necessary, the SP Leaders have to inform the Coordinator, who may propose to the Steering Committee some adaptations of the distribution of tasks and funding between the WPs or SPs, and if necessary between Contractors.



All contractors shall provide annually to the Coordinator, along with their cost statement, the breakdown of resources spending by Sub-Project (including detailed manpower, travel, investments, consumables, and subcontracts, per activity type).

6 List of appendices

6.1 Appendix 1: list of correspondents for RAPHAEL Contractors

This list presents the correspondents for each Sub-project and includes address, e-mail, phone and fax number.

6.2 Appendix 2: cover sheet template for RAPHAEL Deliverables

6.3 Appendix 3: cover sheet template for RAPHAEL Meeting minutes

6.4 Appendix 4: model for RAPHAEL Excel sheets

6.5 Appendix 5: model for RAPHAEL PowerPoint presentations