



# **TRANS-URBAN-EU-CHINA**

Transition towards urban sustainability through socially integrative cities in the EU and in China

Deliverable

## **D6.1 Management and Coordination Plan**

WP 6 Project Management

Task 6.2.1 Internal communication



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**Lead beneficiary:** IOER

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Dr. Chang Liu (CAUPD)

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## D6.1 Management and Coordination Plan

This document provides the Management and Coordination Plan (MCP). It shall contribute to ensuring an efficient project implementation as well as high-quality project results. With this plan, work of all work packages is coordinated and consolidated throughout the project duration. It ensures that all necessary steps will be planned and synchronized to achieve the goals of the project during the different phases. The continuous work planning will be a major tool to ensure project contingency. The project management plan provides details of:

- the management structure,
- the work plan,
- work plan and time management,
- progress monitoring,
- cost/budget management,
- quality management,
- communication management,
- risk management.

Where needed, this MCP refers to the relevant legal and underlying documents such as the Grant Agreement (GA) with its annexes including the Description of the Action (DoA) and the Consortium Agreement (CA). If necessary, the Project Steering Board (PSB) can decide on removing and adding parts and in general modifying the document in order to reflect the actual situation of the project.

### 1 Project Management Structure

The TRANS-URBAN-EU-CHINA project has a simple and appropriate management structure according to the project size and consortium constellation. The research and innovation activities are organised in Work Packages steered by the individual WP Leaders and supervised by the Project Steering Board via the project coordinator. In the following, the roles of the different bodies and persons involved as well as the principles of our internal communication are outlined:

The research and innovation activities are organised in Work Packages steered by the individual WP Leaders and supervised by the Project Steering Board via the project coordinator.

In the following, the roles of the different bodies and persons involved are outlined (see Figure 1):

- Project Coordination Office (PCO), consisting of the Project Coordinator (PC), IOER, the local Chinese Coordinator (CCo), CAUPD, and the Administrative Manager (AM), TUD-EPC.
- Project Steering Board (PSB; Table 1; CCUD is still missing), the ultimate decision-making body of the consortium, in which each partner is represented (one representative/partner) and strategic and operational decisions are taken concerning the entire project and the general course of the work. The PSB is chaired by the project coordinator.
- External Advisory Board (EAB; Table 2), consisting of senior experts who provide scientific and practice related advice, and support cooperation between TRANS-URBAN-EU-CHINA and potential users, as well as other stakeholders.

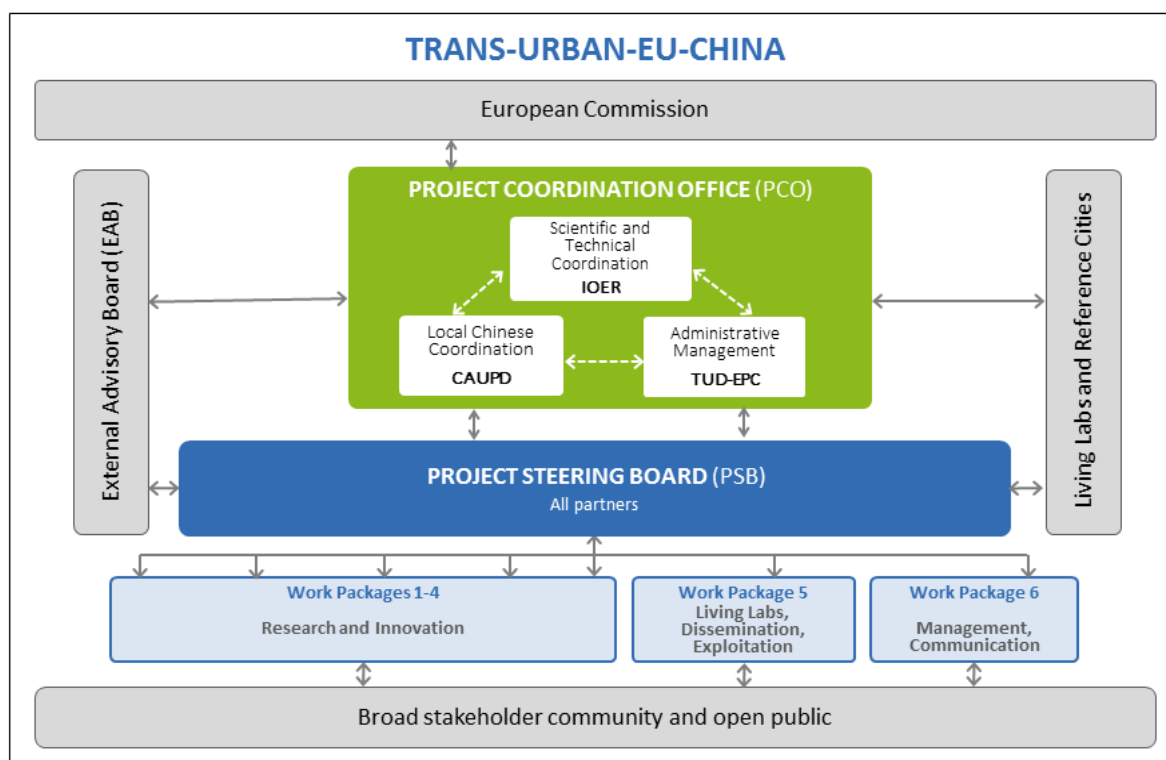


Figure 1: Graphical representation of the management structure

Table 1: Project Steering Board Members

Partner	Name
1/ IOER	Bernhard MÜLLER
2/ AIT	Hans-Martin NEUMANN
3/ EUR	Nicolaos KONTINAKIS
4/ ISCI	Edna PASHER
5/ ISINNOVA	Andrea RICCI
6/ NTNU	Annemie WYCKMANS
7/ POLITO	Michele BONINO
8/ TUD	Madlen SCHILLER
9/ CAUPD	Baojun YANG
10/ CAS	Jianming CAI
11/ CASTED	Zhijian HU
12/ CCUD	tba
13/ CIUC	Zhiqiang WU
14/ THSA	Jian LIU

Table 2: External Advisory Board Members

Massimo BAGNASCO	Progetto CMR in Beijing, China, Representative of EUCCC
Florence GRAEZER BIDEAU	École polytechnique fédérale de Lausanne, Institute for Area and Global Studies, Switzerland
Thomas KALBRO	Royal Institute of Technology, Division of Real Estate Planning and Land Law, Sweden
Shantong LI	Development Research Center of the State Council, China
Klaus MÜHL-HAHN	Freie Universität Berlin, Department of History and Cultural Studies, Germany
Yuan REN	Fudan University, Institute of Population Research, China
Marc WOLF-RAM	Yonsei University, Department of urban Planning and Engineering, South Korea
Luca ZAN	University of Bologna, Department of Management, Italy
Gengtian ZHANG	Director of Research of the Urban China Initiative, McKinsey & Company, China
Zhenshan ZHANG	UN-Habitat Program Manager for China, China

Defined deliverables and milestones will be achieved by an efficient and effective control of the project on three levels:

- At the **strategic level** where the PSB with support of the EAB will decide the overall strategic orientation of the project, agree plans, monitor milestones and approve results.
- At **technical and operational level** where the Work Package Leaders (WPL) will steer the technical activities of the project and ensure the technical quality of the deliverables on time. Each Work Package and Task with a Lead from Europe has a Co-Lead from China, and vice versa
- At **day-to-day** operation where the Project Management Team will conduct the daily affairs (for more information see *D6.3 Technical project communication tools*).

## 2 Work Plan and Team Management

The project is divided into 7 work packages (WP) and each WP into tasks, which may be divided into sub-tasks. In general, tasks (Table 3) will result in one or more deliverables and milestones (Table 4 and 5). Figure 2 gives an overview about all WPs and how they are linked to each research focus addressed in TRANS-URBAN-EU-CHINA as well as among each other.

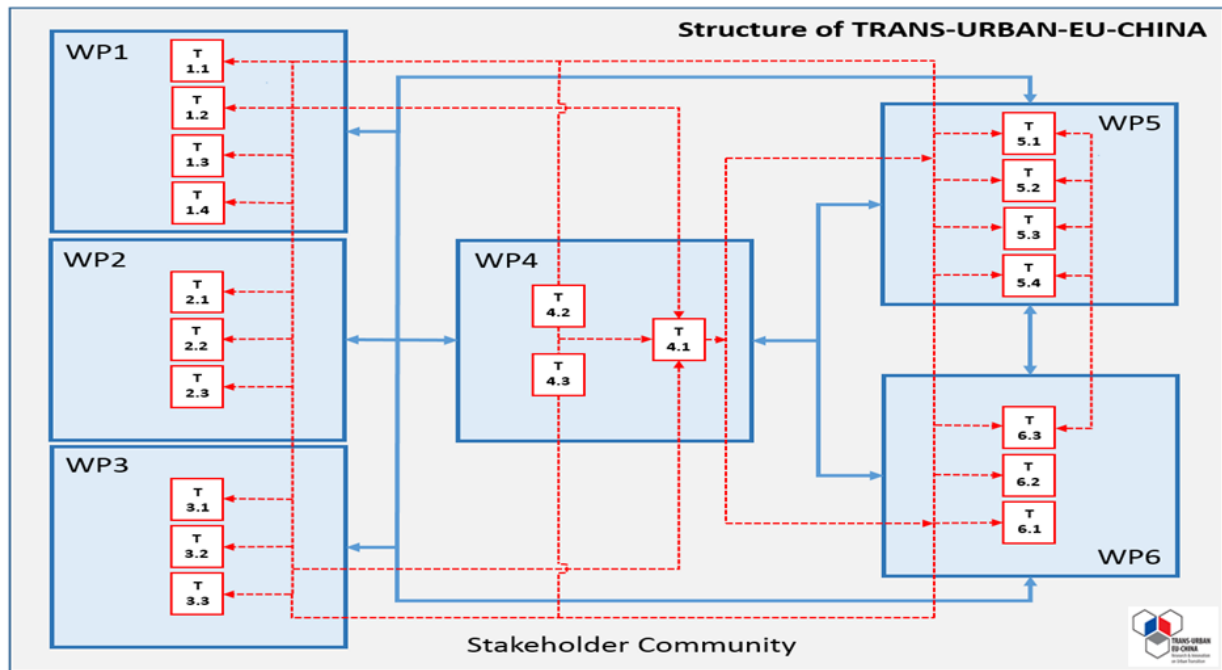


Figure 2: Graphical presentation of the project structure, including inter-relations of the Work packages

Project tasks and responsibilities are listed in Table 3.

The WP Leaders shall monitor and control the correct and in-time implementation of the Action (Table 3) within their work package, including the completion of the respective action deliverables (Table 5) and milestones (Table 4). The WPL coordinates the tasks of all Parties involved in the respective work package, participating stakeholders and potential subcontractors. The WPL will monitor the use of the assigned resources, the schedule and the quality of the Action deliverables and report them to the PSB (Table 1). The PSB meets a least twice a year and the meetings will be used to revise and develop the plan and detect potentially missing items or sub-tasks in the work plan which are of importance for the overall project success. If one or more of the Parties is late in submission of any project deliverable, the Coordinator may nevertheless submit the other 'Parties' project deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.

To monitor the project workflow a Gantt chart (Table 6) is available for all partners and will be update regularly.

Table 3: Tasks and responsibilities

WP	Task no.	Task	date from proposal		Planned Date		Responsible partner
			start month	end month	start	end	
WP 1	1.1	Community building through public engagement	1	33	01 January 2018	30 September 2020	NTNU
	1.2	More inclusive cities through education and digital innovation	1	33	01 January 2018	30 September 2020	POLITO
	1.3	Socio-economic values through heritage preservation	1	33	01 January 2018	30 September 2020	NTNU
	1.4	Place-making and design of public spaces	1	33	01 January 2018	30 September 2020	POLITO
	1.1.1, 1.2.1, 1.3.1	Knowledge base	1	12	01 January 2018	31 December 2018	NTNU/POLITO
	1.1.2, 1.2.2, 1.3.2	Transformative knowledge	13	30	01 January 2019	30 June 2020	NTNU/POLITO
	1.1.3, 1.2.3, 1.3.3	Recommendations	27	33	01 March 2020	30 September 2020	NTNU/POLITO
WP 2	2.1	Strategic planning for sustainable urban development	1	33	01 January 2018	30 September 2020	AIT
	2.2	Integrative planning in eco-cities and smart cities	1	33	01 January 2018	30 September 2020	AIT
	2.3	Mechanisms for implementation, replication and upscaling	1	33	01 January 2018	30 September 2020	ISINNOVA
	2.1.1, 2.2.1, 2.3.1	Knowledge base	1	12	01 January 2018	31 December 2018	AIT/ISINNOVA
	2.1.2, 2.2.2, 2.3.2	Transformative knowledge	13	30	01 January 2019	30 June 2020	AIT/ISINNOVA
	2.1.3, 2.2.3, 2.3.3	Recommendations	27	33	01 March 2020	30 September 2020	AIT/ISINNOVA
	WP 3	3.1	Strengthening Socially Integrative Urban Renewal	1	33	01 January 2018	30 September 2020
3.2		Fostering Urban Expansion Areas	1	33	01 January 2018	30 September 2020	TUD
3.3		Streamlining Land Banking and Land Administration	1	33	01 January 2018	30 September 2020	TUD
3.1.1, 3.2.1, 3.3.1		Knowledge base	1	12	01 January 2018	31 December 2018	IOER/TUD
3.1.2, 3.2.2, 3.3.2		Transformative knowledge	13	30	01 January 2019	30 June 2020	IOER/TUD
3.1.3, 3.2.3, 3.3.3		Recommendations	27	33	01 March 2020	30 September 2020	IOER/TUD
WP 4		4.1	Scope, frame and illustration of integrated transition pathways towards sustainable urban futures	1	36	01 January 2018	31 December 2020
	4.1.1	Scope and frame of the integrated transition pathways	1	12	01 January 2018	31 December 2018	ISINNOVA
	4.1.2	Cross reading and integration of results	13	30	01 January 2019	30 June 2020	ISINNOVA
	4.1.3	Development of the web-based storylines	31	36	01 July 2020	31 December 2020	ISINNOVA
	4.2	Social Cost Benefit Analysis (SCBA) to support urban planning and governance	1	33	01 January 2018	30 September 2020	ISINNOVA
	4.3	The Digital Transition in Urban Governance and Planning	1	33	01 January 2018	30 September 2020	CIUC
	4.2.1, 4.3.1	Knowledge base	1	12	01 January 2018	31 December 2018	ISINNOVA/CIUC
	4.2.2, 4.3.2	Transformative knowledge	13	30	01 January 2019	30 June 2020	ISINNOVA/CIUC
	4.2.3, 4.3.3	Recommendations	27	33	01 March 2020	30 September 2020	ISINNOVA/CIUC
WP 5	5.1	Living Labs	1	33	01 January 2018	30 September 2020	NTNU
	5.1.1	Knowledge base	1	12	01 January 2018	31 December 2018	NTNU
	5.1.2	Transformative knowledge	13	30	01 January 2019	30 June 2020	NTNU
	5.1.3	Recommendations	27	33	01 March 2020	30 September 2020	NTNU
	5.2	Reference Cities	1	36	01 January 2018	31 December 2020	EUR
	5.2.1	Involve cities	1	36	01 January 2018	31 December 2020	EUR
	5.2.2	Provide guidance to cities	1	36	01 January 2018	31 December 2020	EUR
	5.2.3	Tailored dissemination	1	36	01 January 2018	31 December 2020	EUR
	5.3	Contribution to URBAN-EU-CHINA	1	36	01 January 2018	31 December 2020	NTNU
	5.3.1	Contribution to URBAN-EU-CHINA R&I Agenda	1	36	01 January 2018	31 December 2020	NTNU
	5.3.2	Contribution to the URBAN-EU-CHINA Evidence Base	1	36	01 January 2018	31 December 2020	NTNU
	5.4	Dissemination, exploitation and brokerage with other initiatives and stakeholders	1	36	01 January 2018	31 December 2020	EUR
	5.4.1	Dissemination and exploitation strategy	1	36	01 January 2018	31 December 2020	EUR
	5.4.2	Dissemination activities targeting other initiatives	1	36	01 January 2018	31 December 2020	EUR
WP 6	6.1	Scientific coordination and quality management	1	36	01 January 2018	31 December 2020	IOER
	6.2	Legal, financial and administrative management	1	36	01 January 2018	31 December 2020	TUD
	6.3	Internal communication and communication tools	1	36	01 January 2018	31 December 2020	IOER



Table 4: Milestones and due dates

<b>MS No.</b>	<b>Milestone name</b>	<b>Related WP(s)</b>	<b>Due date</b>	<b>Means of verification</b>
MS1	Constitution of the External Advisory Board	6	31 March 2018	Signed letters of cooperation
MS2	Selection of 2 Chinese Living Labs	5	30 Jun 2018	Signed letters of cooperation
MS3	Establishment of Reference Cities group	5	30 Jun 2018	Signed letters of cooperation
MS4	Workshop at Living Lab 1 on knowledge base	1-5	30 Sep 2019	Workshop report
MS5	Agreement on structure and content of the compendium on tools and measures for transition	1-6	30 Sep 2019	Decision in Consortium Meeting in M21
MS6	Workshop at Living Lab 2 on transformative knowledge	1-5	31 May 2020	Workshop report
MS7	Final agreement on which good practice examples shall be documented in the compendium	1-6	31 May 2020	Decision in Consortium Meeting in M29

TRANS-URBAN-EU-CHINA Deliverable D6.1

Table 5: List of Deliverables

Del. Rel. No.	Del. No	Deliverable name	WP No.	Short name of lead participant	Type	Diss.-level	Delivery date
D1.1	D1	Report, including good practice examples in Europe and China, derived from the knowledge base.	1	POLITO	R	PU	31 Dec 2018
D1.2	D2	Comprehensive Atlas, including visual stories of transformation, maps of approaches to optimize human and cultural drivers in sustainable urbanization, derived from the transformative knowledge.	1	POLITO	R	PU	30 Jun 2020
D1.3	D3	Recommendations (from social actions to design effects) as a comprehensive roadmap for community building, inclusive cities, place-making, including a catalogue of design and planning approaches.	1	POLITO	R	PU	30 Sep 2020
D2.1	D5	Report on good practice and success factors for the development of strategies for sustainable cities, integrative planning and implementation in China and Europe.	2	AIT	R	PU	31 Dec 2018
D2.2	D4	Set of practical tools and mechanisms tested and validated for the development of sustainable cities, integrative planning and implementation.	2	AIT	R	PU	30 Jun 2019
D2.3	D26	Policy recommendations for the development of sustainable cities, integrative planning and implementation.	2	AIT	R	PU	30 Jun 2020
D2.4	D27	Policy briefs including recommendations for the development of sustainable cities, integrative planning and implementation derived from Subtasks 2.1.3, 2.2.3, 2.3.3 as part of the online compendium elaborated in WP6 and the web-based storylines (D4.4) in WP4	2	AIT	R	PU	30 Sept 2020
D3.1	D6	Report on the current framework and situation of urban renewal, urban expansion as well as land management and land banking (incl. land administration) in China and Europe.	3	IOER	R	PU	31 Dec 2018
D3.2	D28	Concept on report on applicable legal, planning, fiscal and participatory instruments, and land banking mechanism in regard to land administration systems for land allocation in urban expansion and urban renewal in China.	3	IOER	R	PU	30 Jun 2019
D3.3	D29	Policy briefs including recommendations for the development and implementation of urban renewal, urban expansion and a land banking system for policymakers.	3	IOER	R	PU	30 Jun 2020
D3.4	D30	Policy briefs including recommendations for the development of sustainable cities, integrative planning and implementation derived from Subtasks 2.1.3, 2.2.3, 2.3.3 as part of the online compendium elaborated in WP6 and the web-based storylines (D4.4) in WP4	3	IOER	R	PU	30 Sept 2020
D4.1	D12	Setting up the Big Data analytics framework including open data and the online 'Community of Communities'.	4	CIUC	R	PU	31 Aug 2018
D4.2	D13	Critical review of the state of the art in SCBA in both Europe and China and recommended approaches and methods for the use of SCBA in urban planning and decision-making.	4	ISINNOVA	R	PU	31 Dec 2019
D4.3	D14	Report with recommendations on Big Data Technologies, analytics solutions, and analytics results, and on the creation of a Community of Communities to enable holistic sustainable urban planning.	4	CIUC	R	PU	30 Jun 2020
D4.4	D15	Web-based storylines illustrating the integrated transition pathways towards sustainable urban planning and governance	4	ISINNOVA	DEC	PU	31 Dec 2020

TRANS-URBAN-EU-CHINA Deliverable D6.1

Del. Rel. No.	Del. No	Deliverable name	WP No.	Short name of lead participant	Type	Diss.-level	Delivery date
D5.1	D16	Dissemination and exploitation strategy (DES).	5	EUR	R	PU	30 Apr 2018
D5.2	D17	Report on the Living Lab knowledge base.	5	NTNU	R	PU	31 Dec 2018
D5.3	D18	Report on the Living Lab transformative knowledge.	5	NTNU	R	PU	30 Jun 2020
D5.4	D19	Exploitation and synergies plan.	5	EUR	R	PU	31 Aug 2020
D5.5	D20	Report on the Living Lab recommendations.	5	EUR	R	PU	30 Sep 2020
D5.6	D21	Knowledge sharing guidebook.	5	NTNU	R	PU	30 Nov 2020
D5.7	D22	Technical guidebook for cities.	5	EUR	R	PU	30 Nov 2020
D5.8	D23	Report on working with Reference Cities – Results and proposals.	5	EUR	R	CO	31 Dec 2020
D6.1	D24	Management and Coordination Plan.	6	IOER	R	CO	31 Mar 2018
D6.2	D25	Project logo, templates and communication material.	6	IOER	R	PU	31 Mar 2018
D6.3	D31	Technical project communication tools.	6	TUD	DEC	CO	31 Mar 2018
D6.4	D32	Website and project presence in social media (continuous update).	6	IOER	DEC	PU	30 Jun 2018
D6.5	D33	Initial Data Management Plan.	6	TUD	R	CO	30 Jun 2018
D6.6	D34	Workshop Report on “Theoretical aspects of transition towards urban sustainability and the role of socially integrative cities”.	6	IOER	R	PU	31 Mar 2019
D6.7	D35	Project Progress Report	6	IOER	R	PU	29 Feb 2020
D6.8	D36	Book on “Sustainable urbanization in Europe and China – facilitating the transition towards socially integrative cities”.	6	TUD	R	CO	30 Jun 2020
D6.9	D37	Compendium of tools and measures to strengthen and accelerate the transition towards socially integrative cities and good practice examples.	6	IOER	Website	PU	31 Dec 2020
D6.10	D38	European Policy Brief No. 1	6	IOER	R	PU	31 Dec 2019
D6.11	D39	European Policy Brief No. 2	6	IOER	R	PU	31 Dec 2020
D7.1	D7	Templates of the informed consent forms and information sheet must be submitted on request. The informed consent forms must be kept on file.	7	IOER	Eth	CO	31 Jan 2018
D7.2	D8	If the applicants have concluded that personal data will be collected, then templates of the informed consent forms and information sheet must be submitted on request.	7	IOER	Eth	CO	31 Jan 2018
D7.3	D9	If the project relies on the secondary use of personal data they have to provide evidence that the data is publicly available.	7	IOER	Eth	CO	30 Jun 2018
D7.3	D10	The applicant must provide details on the data which will be imported to/exported from EU and provide the adequate authorizations, if required.	7	IOER	Eth	CO	31 Jan 2018
D7.4	D11	A report by the Ethics Advisor must be submitted to the Agency together with the periodic reports.	7	IOER	Eth	CO	31 Dec 2018

Table 6: Gantt chart

Project year	2018												2019												2020																																			
	Project Month												Project Month												Project Month																																			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12																								
<b>Milestones</b>	M1			M2,M3						M4			M5			M6			M7																																									
<b>WP 1 Community building and place-making in neighbourhoods</b>	R												R												R																																			
1.1 Community building through public engagement																																																												
1.2 More inclusive cities through education and digital innovation																																																												
1.3 Socio-economic values through heritage preservation																																																												
1.4 Place-making and design of public spaces																																																												
1.1.1, 1.2.1, 1.3.1. Knowledge base																																																												
1.1.2, 1.2.2, 1.3.2 Transformative knowledge																																																												
1.1.3, 1.2.3, 1.3.3. Recommendations																																																												
<b>WP 2 Bridging the planning-implementation gap in eco- and smart cities</b>	R												R												R																																			
2.1 Strategic planning for sustainable urban development																																																												
2.2 Integrative planning in eco-cities and smart cities																																																												
2.3 Mechanisms for implementation, replication and upscaling																																																												
2.1.1, 2.2.1, 2.3.1. Knowledge base																																																												
2.1.2, 2.2.2, 2.3.2 Transformative knowledge																																																												
2.1.3, 2.2.3, 2.3.3. Recommendations																																																												
<b>WP 3 Land Use Planning and Land Management</b>	R												R												R																																			
3.1 Strengthening Socially Integrative Urban Renewal																																																												
3.2 Fostering Urban Expansion Areas																																																												
3.3 Streamlining Land Banking and Land Administration																																																												
3.1.1, 3.2.1, 3.3.1. Knowledge base																																																												
3.1.2, 3.2.2, 3.3.2 Transformative knowledge																																																												
3.1.3, 3.2.3, 3.3.3. Recommendations																																																												
<b>WP 4 Integrated transition pathways towards sustainable urban planning and sustainable urban futures</b>	R												RR												R																																			
4.1.1 Scope and frame of the integrated transition pathways																																																												
4.1.2 Cross reading and integration of results																																																												
4.1.3 Development of the web-based storylines																																																												
4.2 Social Cost Benefit Analysis (SCBA) to support urban planning and governance																																																												
4.3 The Digital Transition in Urban Governance and Planning																																																												
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4.2.2, 4.3.2 Transformative knowledge																																																												
4.2.3, 4.3.3. Recommendations																																																												
<b>WP 5 Living Labs, Exploitation and Dissemination</b>	R												R												R												R												R											
5.1 Living Labs																																																												
5.1.1 Knowledge base																																																												
5.1.2 Transformative knowledge																																																												
5.1.3 Recommendations																																																												
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5.2.1 Involve cities																																																												
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5.3.2 Contribution to the URBAN-EU-CHINA Evidence Base																																																												
5.4 Dissemination, exploitation and brokerage with other initiatives and stakeholders																																																												
5.4.1 Dissemination and exploitation strategy																																																												
5.4.2 Dissemination activities targeting other initiatives																																																												
<b>WP 6 Project Management</b>	RR/OTH												R/DEC												R												RR												R											
6.1 Scientific coordination and quality management	X												X												X												X												X											
6.2 Legal, financial and administrative management																																																												
6.3 Internal communication and communication tools																																																												
	task duration												R = Document/Report:												X = Project Steering Board meeting																																			
	sub-task duration												DEC = Website																																															

### **3 Project Progress Monitoring**

#### **3.1 Internal Reporting**

Every six months WP Leaders produce internal technical status reports describing the progress for the past period and identifying the planned work for the next period, while considering any deviations from the plan and proposing corrective measures.

These reports are delivered to the Project Coordinator, who will collate and approve the final internal reports for distribution. Additionally, biannually internal financial reports will be prepared by each partner allowing the Administrative Manager to monitor actual costs and spent effort, but also detect and prevent possible financial errors.

All deliverables and reports will be made available after internal review and quality assurance to all partners via the internal area of the TRANS-URBAN-EU-CHINA website. The Project Coordinator in agreement with the project consortium controls the distribution of deliverables, for internal use and to external parties. The Project Coordinator is in charge of the bi-annual progress reports, financial reports and intermediate reports to the Commission, with the full support from the Administrative Manager and all partners.

#### **3.2 External Reporting To European Commission**

The coordinator must submit to the European Commission the technical and financial reports. TRANS-URBAN-EU-CHINA is divided into the following reporting periods:

- RP1: months 1 – 12 (Jan 2018 to Dec 2018)
- RP2: months 13 – 36 (Jan 2018 to Dec 2020)

The coordinator must submit a periodic report within 60 days following the end of each reporting period. The report includes - besides the “Periodic Financial Report” - a ‘Periodic Technical Report’ with the following items related to scientific progress:

- (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. This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 of the Grant Agreement and that actually carried out. The report must also detail the exploitation and dissemination of the results and an updated ‘plan for the exploitation and dissemination of the results’;
- (iii) a summary for publication by the European Commission;
- (iv) the answers to the ‘questionnaire’, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements.

The internal progress reports shall provide a solid basis for drafting the periodic report.

## 4 Cost/Budget Management

Biannually internal financial reports will be prepared by each partner allowing the Administrative Manager to monitor actual costs and spent effort, but also detect and prevent possible financial errors. A template will be provided by the Coordinator, which will request actual expenditure in the cost categories personnel costs, travel expenditure, equipment and other direct costs (Table 7). In addition, the actual effort in terms of person months per partner and WP will be recorded (Table 8: Person Month). This will allow early detection of over- or underspend by a partner or in a WP. Any re-allocation of the budget between partners will be decided by the PSB.

Table 7: Actual Expenditures

Interim Management Report						
Partner:						
Reporting Period:						
Expenditures for the reference period (EURO)						
Personnel costs						
Nr.	Category of personnel	Total effort (Person months)	Personnel costs (€)			
1						
2						
3						
4						
Total:		0,0	- €			
Travel Expenditures						
Item Nr.	Travel period xx.xx.xx-xx.xx.xx	No. of traveller	Place travelled to	Reason for travelling	Cost of Travel (€)	Related to WP
1						
2						
3						
4						
5						
6						
Total:					€ 0,00	
Equipment						
Item Nr.	Description	Amount spent (€)	Related to WP			
1						
2						
3						
4						
Total:		0,00 €				
Other Direct Costs						
Item Nr.	Description	Amount spent (€)	Related to WP			
1						
2						
3						
4						
5						
6						
Total:		0,00 €				

Table 8: Person Month per Work Package and Beneficiary

Interim Management Report																					
Partner:																					
Reporting Period:																					
Effort for the reference period (Person Months)																					
<i>Remark: Total person months per partner for reference reporting period. Fill in column "Actual" only. Ccolumn "Spent" will contain the cumulative effort of previous reporting periods</i>																					
	WP1			WP2			WP3			WP4			WP5			WP6			Total		
	Plan	Spent	Actual	Plan	Spent	Actual	Plan	Spent	Actual	Plan	Spent	Actual	Plan	Spent	Actual	Plan	Spent	Actual	Plan	Spent	Actual
1-IOER	0,0			4,0			14,0			1,0			1,0			16,0			36,0	0,0	0,0
2-AIT	0,0			18,0			0,0			3,0			1,0			0,0			22,0	0,0	0,0
3-EUR	0,0			1,0			1,0			0,0			10,0			0,0			12,0	0,0	0,0
4-ISCI	0,0			0,0			0,0			12,0			1,0			0,0			13,0	0,0	0,0
5-ISINNOVA	0,0			6,0			0,0			16,0			1,0			0,0			23,0	0,0	0,0
6-NTNU	10,0			3,0			0,0			1,0			12,0			0,0			26,0	0,0	0,0
7-POLITO	13,0			0,0			0,0			1,0			0,0			0,0			14,0	0,0	0,0
UNIMC	5,0			0,0			0,0			0,0			1,0			0,0			6,0	0,0	0,0
8-TUD	0,0			0,0			19,0			0,0			1,0			12,0			32,0	0,0	0,0
9-CAUPD	5,0			3,0			0,0			0,0			14,0			12,0			34,0	0,0	0,0
10-CAS	0,0			8,0			14,0			6,0			1,0			0,0			29,0	0,0	0,0
11-CASTED	4,0			0,0			0,0			0,0			1,0			0,0			5,0	0,0	0,0
12-CCUD	0,0			8,0			1,0			0,0			14,0			0,0			23,0	0,0	0,0
13-CIUC	0,0			0,0			0,0			12,0			1,0			0,0			13,0	0,0	0,0
14-THSA	15,0			0,0			0,0			0,0			1,0			0,0			16,0	0,0	0,0
Total:	52,0	0,0	0,0	51,0	0,0	0,0	49,0	0,0	0,0	52,0	0,0	0,0	60,0	0,0	0,0	40,0	0,0	0,0	304,0	0,0	0,0

## 5 Quality Management

Quality control and assurance will be the basis of self-assessment for the project and will control the input and output of, as well as the interactions between, all work packages within the project. The purpose of the quality assurance activities in TRANS-URBAN-EU-CHINA is to ensure that the project fulfils its objectives also in terms of quality (technical, formal) of deliverables, internal reports and publications.

### 5.1 Review Process for Deliverables

All deliverables (Table 5) submitted via the Participant Portal have to follow the quality management procedure (Figure 3). The Lead beneficiary shall submit the deliverable to Project Coordinator (PC) 21 days before the deadline. A seven-day internal review will be undertaken by one reviewer from EU and the other one from China (See the reviewer list in the LOGIN of project website <http://transurbaneuchina.eu/>). Review comments on the deliverable shall be returned to the Lead beneficiary with noticeable remarks (tracked changes mode; notices) at least 14 days before the submission deadline. Afterwards, the Lead beneficiary will have seven days to revise the deliverable. The revised version shall be sent back to PC 7 days before the deadline to uploading via the Participant Portal (PP).

During the entire process, the Work Package Leader and PC shall always stay informed about the present situation. The document history (Table 9) demonstrated in the beginning of each document has to be completed in order to monitor the review process.

Table 9: Document History (Internal only)

Version	Date	Author/Reviewer	Beneficiary Name	Description

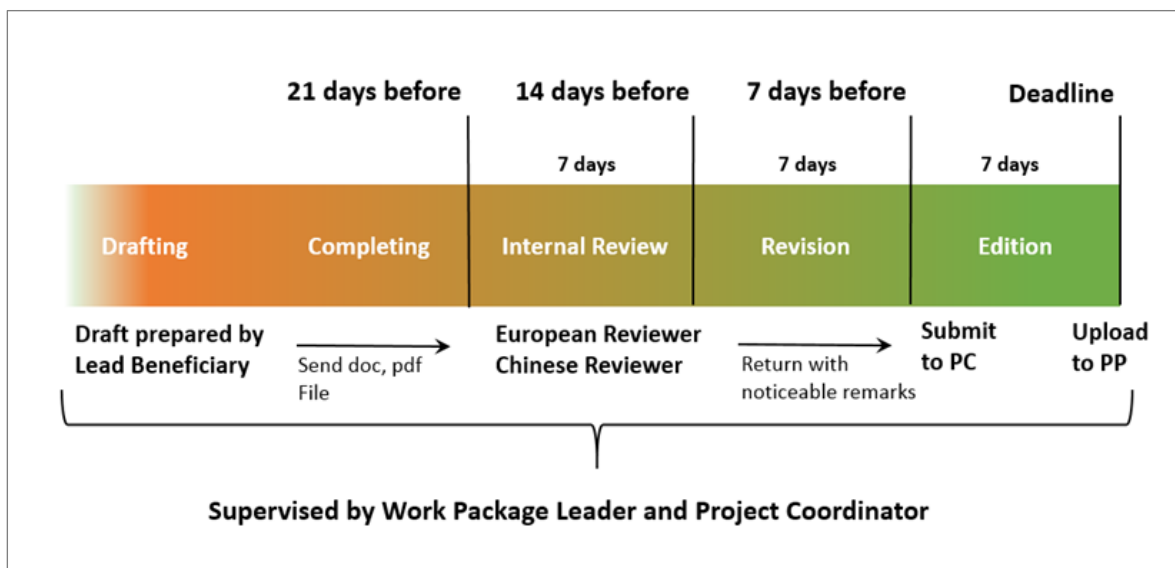


Figure 3: Process to submit deliverables



## 5.2 File Names

To ensure a smooth implementation of remarks and changes, the documents have to be recognizable by a simply reading file name. The WP Leaders and the Lead Beneficiary have the responsibility to keep the internal repository continuously updated. In the following the filename coding is explained:

### Official Deliverable

*Filename=TRANS-URBAN-EU-CHINA\_Deliverable number\_Lead Beneficiary\_Year of Release\_Version n°*

Del. Nr.	Lead Beneficiary	Year	Version #	Filename
D1.1	POLITO	2018	v00	TRANS-URBAN-EU-CHINA_D1.1_POLITO_2018_v00

### Official Milestone

*Filename=TRANS-URBAN-EU-CHINA\_milestone number\_Lead Beneficiary\_\_Year of Release*

MS. Nr.	Lead Beneficiary	Year	Version #	Filename
MS1	IOER	2018	v00	TRANS-URBAN-EU-CHINA_MS1_IOER_2018_v00

### AGENDA and Minutes OF MEETINGS

*Filename= TRANS-URBAN-EU-CHINA\_MoM\_Meeting type\_Date\_version n°*

Type	Type of Meeting	Date	Version #	Filename
Minutes of Meeting	KoM	January 23, 2018 180123	v00	TRANS-URBAN-EU-CHINA_MoM_KoM_180123_v00
Agenda	KoM	January 23, 2018 180123	v00	TRANS-URBAN-EU-CHINA_A_KoM_180123_v00

**Meeting Type Code:** (STB) Scientific and Technical Board; (PSB) Project Steering Board Meeting; (WPx) Work Package Meeting, kick-off meeting (KoM)

### Internal Technical Progress Report

*Filename=TRANS-URBAN-EU-CHINA\_ITR\_Partner Code\_Concerned WP\_Date of Release*

### Internal Financial Cost Report

*Filename= TRANS-URBAN-EU-CHINA\_IFR\_Partner Code\_Reporting Period*

### Presentation at Conferences

*Filename=TRANS-URBAN-EU-CHINA\_ppt\_conference short name\_ Author Surname \_conference date*

### Generic Document

*Filename=Document title\_Lead beneficiary\_concerned WP\_date of release*

## 6 Communications Management

Efficient communication among the project partners and teams is a key issue in all collaborative projects. This is why both the communication strategy and the management structure are designed to allow for efficient information exchange with equally efficient and speedy subsequent decision making processes. Using these tools any significant issues including potential problems will be raised quickly to the attention of the relevant decision-making body and resolved.

### 6.1 Face-To-Face Communication

Regular meetings of all partners will be held twice year during the term of the project. In addition, emergency face-to-face meetings (Table 10) in case of unforeseen circumstances may be scheduled if the timeframe and availability of participants allow it. Otherwise, these shall take place in the form of teleconferences to allow for a quick decision-making process.

*Table 10: Schedule of planned meetings*

No.	Purpose of meeting	Date	Venue
1	1st Consortium Meeting (Kick-off Meeting)	22 and 23 Jan 2018	Dresden Germany
2	2nd Consortium Meeting	Sep 03-07	Beijing China
3	3rd Consortium Meeting + EC Review	Mar 2019	Brussels Belgium
4	4th Consortium Meeting plus Partner Workshop on Knowledge Base EC Review	Sep 19	China (Living Lab 1)
5	5th Consortium Meeting + Workshop on Recommendations	May 2020	China (Living Lab 2)
6	6th Consortium Meeting and Final Conference	Nov 20	Beijing China
7	Final EC Review	April 21	Brussels Belgium

### 6.2 Electronic Communication and Information Exchange

Day-to-day discussions and exchange of information will be done by use of common Internet communication tools, among them are audio- and web conferencing, e-Mail, shared folders on the internal page of the website. Please see *Deliverable 6.3 Technical project communication tools* for further details and the available tools:

- Mailing lists, e.g. for consortium, PSB and WP Leaders
- Adobe Connect Video Room
- WeChat for catching a large amount of public attention
- Skype
- TRANS-URBAN-EU-CHINA website (internal/external)

## 7 Risk Management

An appropriate risk assessment and management is important to ensure the timely fulfilment of the project's challenging objectives. The scheduling of Milestones and Deliverables will allow for monitoring the project evolution, measuring the advancements made by qualitative and quantitative evaluations, (re)defining priorities and optimising project progress by corrective measures. The PSB will ensure that all necessary actions will be undertaken to minimize risks and to drive all necessary counter measures. The risks listed below (Table 11) have been identified at the beginning of the project. Project risks are susceptible to change and as such will be reviewed continuously at the WP technical meetings and at the full consortium meetings. It is the role of the project management to maintain an up-to-date risk table, modifying risk levels as appropriate.

Table 11: Foreseen risks

RISK NUMBER	DESCRIPTION OF RISK	WP NUMBER	PROPOSED RISK-MITIGATION MEASURES
1	DEFAULTING PARTNER. PROBABILITY: LOW; IMPACT: HIGH	WP1-6	THE PCO HAS TO DECIDE HOW THE CONTRACT OBLIGATIONS WILL BE FILLED BY THE CONSORTIUM IN ACCORDANCE WITH THE CA.
2	LACK OF COMMUNICATION OR CONSENSUS WITHIN THE CONSORTIUM. PROBABILITY: LOW; IMPACT: HIGH	WP1-6	WITHIN THE PROPOSAL MANAGEMENT PROCEDURES HAVE BEEN DEFINED FOR ENABLING EFFECTIVE DECISION- MAKING. THE PC AND THE MEMBERS OF THE PSB HAVE THE NECESSARY SKILLS TO RESOLVE SUCH CONFLICTS BY ADEQUATE NEGOTIATION. ADDITIONALLY, IT IS PLANNED TO KEEP CLOSE CONTACT WITHIN THE CONSORTIUM BY REGULAR TELEPHONE CONFERENCES AND VIRTUAL MEETINGS.
3	A DELIVERABLE OR A MILESTONE (E.G. M2 – SELECTION OF 2 CHINESE LIVING LABS, OR M3 – ESTABLISHMENT OF REFERENCE CITIES GROUP) IS DELAYED. PROBABILITY: MEDIUM; IMPACT: MEDIUM	WP1-6	THE PROJECT MANAGEMENT WILL MONITOR CONTINUOUSLY PROGRESS OF WORK IN ACCORDANCE TO DEFINED WORK PLANS BY MEANS OF TECHNICAL REPORTS DELIVERED TO THE COORDINATOR BY THE WP LEADERS EVERY SIX MONTHS. IF NEEDED, REDISTRIBUTING OF RESOURCES AND HUMAN RESOURCES OR ALTERNATIVE APPROACHES WILL BE CONSIDERED TO REACH DEADLINES. DUE TO THE IMPORTANCE FOR THE PROJECT, IN THE CASES OF M2 AND M3, THE ISSUES WILL BE DISCUSSED IN EMERGENCY MEETINGS (VIA VIDEO CONFERENCE) WITH THE CONCERNED PARTNERS IN ORDER TO FIND VIABLE SOLUTIONS
4	A KEY MEMBER OF STAFF (WP LEADER, PROJECT COORDINATOR, ETC.) LEAVES THE PROJECT.	WP1-7	THE PROJECT MANAGEMENT WILL MINIMIZE THIS RISK BY SETTING UP REGULAR CONFERENCE CALLS AND AD-HOC MEETINGS TO ESTABLISH AND MOTIVATE COMMUNICATION BETWEEN PARTNERS. THE PSB WILL BE USED FOR THE RESOLUTION OF PROBLEMS AND CONFLICTS. IN CASE A PARTNER WOULD INDEED LEAVE THE CONSORTIUM, THERE IS SUFFICIENT EXPERTISE

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			IN THE CONSORTIUM TO ASSIGN –IF NEEDED – THE AFFECTED TASKS TO THE OTHER PARTNERS IN THE CONSORTIUM.
5	DISSEMINATION OF THE PROJECT RESULTS IS NOT SUFFICIENT TO CREATE IMPACT.	WP1-7	THE CONSORTIUM IS STRONGLY DETERMINED TO CREATE SUSTAINING IMPACT, AND THE PARTNERS HAVE SUBSTANTIAL EXPERIENCE IN THE INTERNATIONAL R&D BUSINESS; A DEDICATED WORK PACKAGE FOR DISSEMINATION, EXPLOITATION AND COMMUNICATION STRATEGIES UNDER THE LEAD OF NTNU WILL PLAN AND EXECUTE THIS.
6	THERE IS A BASIC CHANGE OF CHINESE GOVERNMENT PRIORITIES.	WP1-7	AS 3 CHINESE PARTNERS ARE CLOSELY RELATED TO CHINESE MINISTRIES, THE PROJECT MANAGEMENT WOULD BE INFORMED RATHER EARLY ABOUT BASIC CHANGES OF GOVERNMENT PRIORITIES. IN A SERIES OF AD-HOC MEETINGS WITH GOVERNMENT OFFICIALS AND PROJECT PARTNERS, THE AFFECTED AREAS OF THE PROJECT WOULD BE IDENTIFIED, AND COUNTERMEASURES WOULD BE DEVELOPED.
7	THE CONNECTION WITH LOCAL COMMUNITIES IN NEIGHBOURHOODS IS LESS EFFECTIVE THAN PLANNED.	WP1	THE WP LEAD AND CO-LEAD WILL ASK FURTHER SUPPORT TO MEMBERS OF THE EXTERNAL ADVISORY BOARD AND WILL RELY ON THE SUPPORT OF THE EXTENSIVE NETWORK OF CHINESE INSTITUTIONS AND CITIES INVOLVED IN PROJECTS RELATED TO TRANS-URBAN- EU-CHINA.
8	CHINESE POLICYMAKERS IN POWER OF DECISION-MAKING DO NOT ATTEND THE LIVING LABS.	WP2	2 CHINESE PARTNERS (CCUD AND CAUPD) CARE FOR THE SET-UP OF THE LIVING LAB WORKSHOPS AND THE INVITATIONS TO STAKEHOLDERS. THE GOOD NETWORKS THEY HAVE SHOULD ENSURE PARTICIPATION OF RELEVANT POLICY MAKERS TO ENSURE THAT (1) LEARNING AND BEHAVIOUR CHANGE TAKES PLACE AND (2) TOOLS AND GUIDELINES WILL BE TESTED ON THEIR ROBUSTNESS IN CHINESE REALITIES.
9	LACK OF INFORMATION OR AVAILABILITY OF DATA, LACK OF WILLINGNESS OF CO-OPERATION OF STAKEHOLDERS, PARTICULARLY IN SENSITIVE FIELDS AS LANDOWNERSHIP, REAL ESTATE VALUES, LAND REGISTERS.	WP3, WP5	TAKE CARE OF THESE ASPECTS WHEN SELECTING CASE STUDIES CITIES AND LIVING LABS BY EARLY NEGOTIATION ABOUT THE IMPORTANCE AND DEALING WITH THESE ASPECTS. ANONYMOUS EXPLOITATION OF INFORMATION CAN BE ENSURED INDIVIDUALLY WITH SINGLE STAKEHOLDERS. ENSURING GENERALIZATION OF INFORMATION.