



GrEnFIn: Greening Energy Market and Finance
Grant Agreement: 612408

WP1 - D1.1 GrEnFIn Project Management Framework



Work Package (WP)	WP1 - PROJECT MANAGEMENT
WP Leader	P1 - University of Bologna – UNIBO
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1. Project Summary

ACRONYM and TITLE	GrEnFln – Greening Energy Market and Finance
START	1-11-2019
END	31-10-2022
FUNDING SCHEME	ERASMUS+ - KA2 Cooperation for innovation and the exchange of good practices - Knowledge Alliances
GRANT AGREEMENT NUMBER	612408
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PROJECT COORDINATOR	Professor Silvia Romagnoli

The development towards sustainability and resource efficiency of the **Energy Sector** is fundamental for meeting the **EU2030 climate and energy targets** and align the EU to the Paris Agreement. To support this process, training professionals in the energy sector as well as creating, supporting and developing a long-lasting network among energy providers, private companies, universities and policy makers is crucial. In line with the key elements of the **Innovation Union** and the **EU Higher Education Modernisation Agenda**, the GrEnFln project aims to provide the Energy Sector's stakeholders (energy providers, private companies, research institutes,...) the figure of the **Sustainable Energy experts professional**, i.e. European high skilled professionals capable to face the changing challenges in the field with an inclusive global logic. Its main expected results are the development of an innovative **Joint Master Degree** in Green Energy and Finance targeting young students, but also a **Professional Module** to train companies' staff and experts already active in the job market. **GrEnFln** educational approach contributes to meet the European Commission High-Level Expert Group on Sustainable Finance's Final Report (January 2018) vision of sustainability and financial stability in Europe that highlights the importance of updating academic and professional curricula to increase financial literacy, and to provide corporate stakeholders with adequate education and training measures in sustainability.

On the one hand, the Joint Degree and the Professional Module will shape "**good professionals**" that can blend technical issues on green energy and sustainable finance, quantitative analysis and topics in economic policy and business. The good professionals will be able to handle several issues concerning the green energy market, from production to distribution, as well as the knowledge of "green financial products" to foster a sustainable transformation of the energy sector. To this end, the role of companies in the GrEnFln Alliance, as key market players, is crucial and structural in order to identify the specific needs and priorities of the job market and, consequently, to define the expected learning outcomes, the key competences and skills of the professional profile to be developed.

An **Academy** composed by students, academics and professionals will run together 2 Summer Schools/Training and a Full Immersion Experience aimed to test the projected academic educational path and a professional module on green energy and finance along with contents and methodologies particularly addressed to develop **entrepreneurial, transversal and soft skills** in green energy and



finance. Moreover a pilot class will test the projected study path of the joint master degree in green energy and finance.

On the other hand, the GrEnFin Platform (called GrEnFin-Hub VPlatform) will support the implementation of the new learning methodologies and will allow all the major players to share information, interact and create a community of Sustainable Energy experts. Thanks to the Platform, the GrEnFin project will establish a long term partnership between universities and industries that will find in it the natural environment for their community development and strengthening of our educational purposes in supporting the regulator policies. It will enable stakeholders to connect with professionals, to develop partnerships and valued relationships, to collaborate in expert communities, to access to several facilities and services for enterprises, to share tools, tips and insights into some of the key topics in green energy transition and sustainable finance, thus providing access to the common shared knowledge resources. Finally, it will also offer a chance to share job opportunities and calls coming from the sector.



2. Aims and objectives

The main objective of GrEnFin project is to provide the Energy Sector's stakeholders (energy providers, private companies, research institutes,...) with European high skilled professionals (future graduates but also personnel and professionals already active in the job market) capable to face the changing challenges in the field, namely guaranteeing stable, economically feasible and sustainable access to energy. The transition to a low-carbon energy sector is a keystone in the EU2030 program and is fundamental to achieve global targets such as the Sustainable Development Goals (Goal 7 'Ensure access to affordable, reliable, sustainable and modern energy for all'¹) and to limit global temperature increase below 2 degrees C target (i.e. the Paris Agreement²). The project also intends to provide the Energy Sector's stakeholders community with the environment and platform to exchange knowledge, competences, experiences.

To this aim, the following specific objectives have been set for GrEnFin:

1. Contributing to a new generation of green energy and finance-oriented professional experts through the cooperation of universities and enterprises, endowed with market experience. The green energy finance sector will benefit from the access to skilled workforce able to design EU 2030 energy and climate targets aligning business plans and investments' management strategy, smoothing the transition from a carbon based to a renewable energy based activity. Indeed the students will learn how to integrate the energy investment strategies considerations on climate-related risks and opportunities based on new climate stress-test methodologies (Battiston et al. 2017, Monasterolo et al. 2018) that allow to account for both the exposure of the energy investments to climate risks (and thus the potential losses due to carbon stranded assets) at the plant level, and the opportunities for impact on climate action (i.e. climate migration, via improved energy efficiency and emissions reduction from energy and electricity production). On the other hand the financial sector (at the level of the individual financial actors) will be able to employ skilled labor force able to assess its portfolio exposure to carbon-intensive activities and to estimate the largest losses that could occur due to climate shocks, either physical (i.e. physical stranded assets) or transition risks (i.e. the late and unanticipated introduction of climate policies, or technological shocks affecting green/brown energy prices volatility in a short time scale), ii) price climate physical and transition risks in the present value of financial contracts and thus make climate-informed decisions on portfolios de-carbonization strategies;
2. Defining the learning outcomes of an innovative Joint Master Course responding to the skills and competences required by the Energy Sector in Europe in order to shape **graduates as European Energy Experts**. In responding to the market requirements, the learning outcomes will allow students to gain the competences needed to face the challenges of a flexible and changing energy market under scenarios of tightening climate policies showing innovations in the educational offer concerning i) the methodology, ii) the student's communication and iii) in narrowing the gap with the market;
3. Defining the learning outcomes of an innovative Professional Module targeted to experts currently active in the energy field allowing them to cover the skills gap, and therefore allowing companies and stakeholders to rely on highly-skilled and sustainability-oriented work force;

¹ <http://www.un.org/sustainabledevelopment/energy/>

² http://unfccc.int/paris_agreement/items/9485.php



4. Developing new learning and teaching methodologies with a multidisciplinary approach, thus stimulating entrepreneurship and entrepreneurial competences of students and (academic and company) staff, and increasing their readiness and attractiveness for the green energy job market;
5. Training professionals from companies to provide them the chance to have more specialized professionals in line with the job market requirements in the near future;
6. Establishing a long term partnership and community between universities and companies, that is pivotal in the today's world economy. The group will identify the main challenges and propose shared guidelines. As described above, the new energy market is facing continuous development and the cooperation among market players through the virtual platform will stimulate the analysis of a cluster of strategic topics, promote joint discussions about the challenges to address in view of a conscious development of a sustainable energy market;
7. Support through the education in sustainability the policies highlighted in the Interim Report (July 2017) by the High-Level Expert Group on Sustainable Finance (Secretariat provided by the European Commission).

These objectives are in line with the Knowledge Alliances action. The GrEnFin project, in fact, aims at boosting innovation in higher education, business and in the broader socio-economic environment, through the development of the Joint Program and the Professional module, with companies providing the energy professionals with transversal and soft skills too. Thanks to the GrEnFin-Hub VPlatform and the strong cooperation, enterprises and universities will be allowed to jointly develop solutions for challenging issues. Furthermore, transversal learning and skills will be developed, aimed at strengthening employability. Finally, the project will stimulate the flow and exchange of knowledge between higher education and enterprises in the implementation of the educational programs and thanks to the community and Virtual Platform activities.



3. Beneficiaries

Short term beneficiaries are represented by a large number of people involved in the project. These include in particular:

a) people within the universities of the consortium involved in teaching and projecting activities. The project will be beneficial for this target group because it will allow them to experience the development of teaching methodologies with cooperative and diversified international collaborations. The tests of new methodologies will improve the educational experience pushing for a modernization of the teaching approach.

b) people within industries of the consortium involved in teaching activities and supporting students during the stages, internships and the elaboration of the master thesis. The project will be beneficial for this target group because it will contribute to a specialization of the sector; in fact they will be involved in the training of their own resources in an international green-oriented environment. Moreover they will improve their reputation in line with the main goals detailed by the European Commission in matters of sustainability and they will acquire the role of marketing issuer.

c) administrative staff from universities of the consortium involved in administrative and management activities including international relations, quality assurance and platform management. The project will be beneficial for them because they will gain experience with the implementation of a new kind of educational approach. The project will change and enlarge their competences from a national to a European dimension.

d) students of the current master in QFinance (second year) which will be selected as direct beneficiaries of the teaching activities during the project duration (both during the summer schools/full-immersion experience and during the piloting period of the project) and students of the partner HEIs that will be beneficiaries of the testing activities (summer schools/full-immersion experience). This target group will benefit from the improvement of their competence thanks to the implementation of a new kind of educational approach. This improvement will have an immediate effect on the placement at the European level for the international green-oriented features of students selected. Students will learn how to integrate in the energy investment strategies considerations on climate-related risks and opportunities, based on new climate stress-test methodologies that allow to account for both the exposure of the energy investments to climate risks (and thus the potential losses due to carbon stranded assets) at the plant level, and the opportunities for impact on climate action (i.e. climate migration, via improved energy efficiency and emission reduction from energy and electricity production).

e) personnel of the L/SMEs (they maybe Producers/Suppliers, Traders/Retailers or End users) which will be beneficiaries of the activities organized during the Summer Training in order to test the professional module. Thanks to these activities these professional figures will keep abreast frontier topics suggested by the industries of the sector as peculiar for the actual market and the sustainable policies. Representative persons belonging to the different categories of firms (Producers/Suppliers, Traders/Retailers or End users) will be involved in the tests of the module. Representatives of



Producers/Suppliers and Traders/Retailers will come from the partners while those of End users will come from outside the consortium; they will be contacted among the clients of the Traders/Retailers that belong to the consortium and will be SMEs due to their lack of resources to manage the energy problem internally, and their need to usually ask for external consultancies. It is their experience concerning the kind of services they usually ask to the traders/retailers' which allow us to design the services to provide and make available in our platform. Hence the tests allow to identify the most useful services to offer through the GrEnFin-Hub VPlatform (WP6-WP7).

f) L/SMEs of the consortium will benefit of the activities concerning the full methodology of the GrEnFin project. They will benefit from the collaboration with universities and industrial partners, favoring a cross-fertilization of activities. Moreover the SMEs will benefit of an increased exposure and reputation in the market, thanks to the acquired contact with the local universities.

g) L/SMEs outside the consortium will benefit directly of the activities concerning the professional module if they will participate in the Summer Training. These activities will have an immediate effect on the specialization/professional improvements of the Energy sector in line with the mission of the European Commission for the economy's sustainability. In particular, SMEs will be provided with solutions and technologies which need the new financial instruments to bring them to the market.

h) Departments/HEIs partners will be mainly involved in the activities concerning the testing/piloting, validation and the diffusion phases. The departments will benefit from an increased cooperation between them and/or other institutions concerning different competences/new methodologies. This cooperation will eventually led to the development of scientific collaborations among academics, with a consequent cross-curricula impact. In the short-term this development in terms of collaboration will be mainly restricted to the partners involved in the projecting/implementing phase. The HEIs will benefit from an increased international collaboration (among partners) and a major weight on the third mission activities involving the industrial partners. Finally, all the institutional level will benefit of an increased notoriety in the academic society and in the industrial one.

Among long term beneficiaries we can mention the following categories of target groups, which will be reached both through implementation activities and through the dissemination actions:

- a) students from the future joint master degree in Green Energy and Finance that will be reached through the promotion of the program after its accreditation. The admission to the master will be based on students' curricula evaluation (acquired credits in the quantitative area and mean score), on the students' motivations, on the acquired qualifications certified by international certificates as GRE and GMAT and conditional on an accredited B2-english certificate. This target group will benefit from the improvement of their competence thanks to the implementation of a new kind of educational approach. This improvement will have an effect on the placement at the European level for the international green-oriented features of students. They will have the expertise and the necessary skills to support the transition to a green and sustainable energy market. They will have the knowledge of new financial opportunities which will serve as investment after a careful consideration on climate-related risks and opportunities. This improved competence of financial actors will assure for a safer financial structure to support the economic transition.
- b) personnel coming from L/SMEs (Producers/Suppliers and Traders/Retailers) and taking part in the future professional modules that will be reached through promotion of the offered updating activities for professional figures and after the accreditation of the module in line with the ECVET policy. These



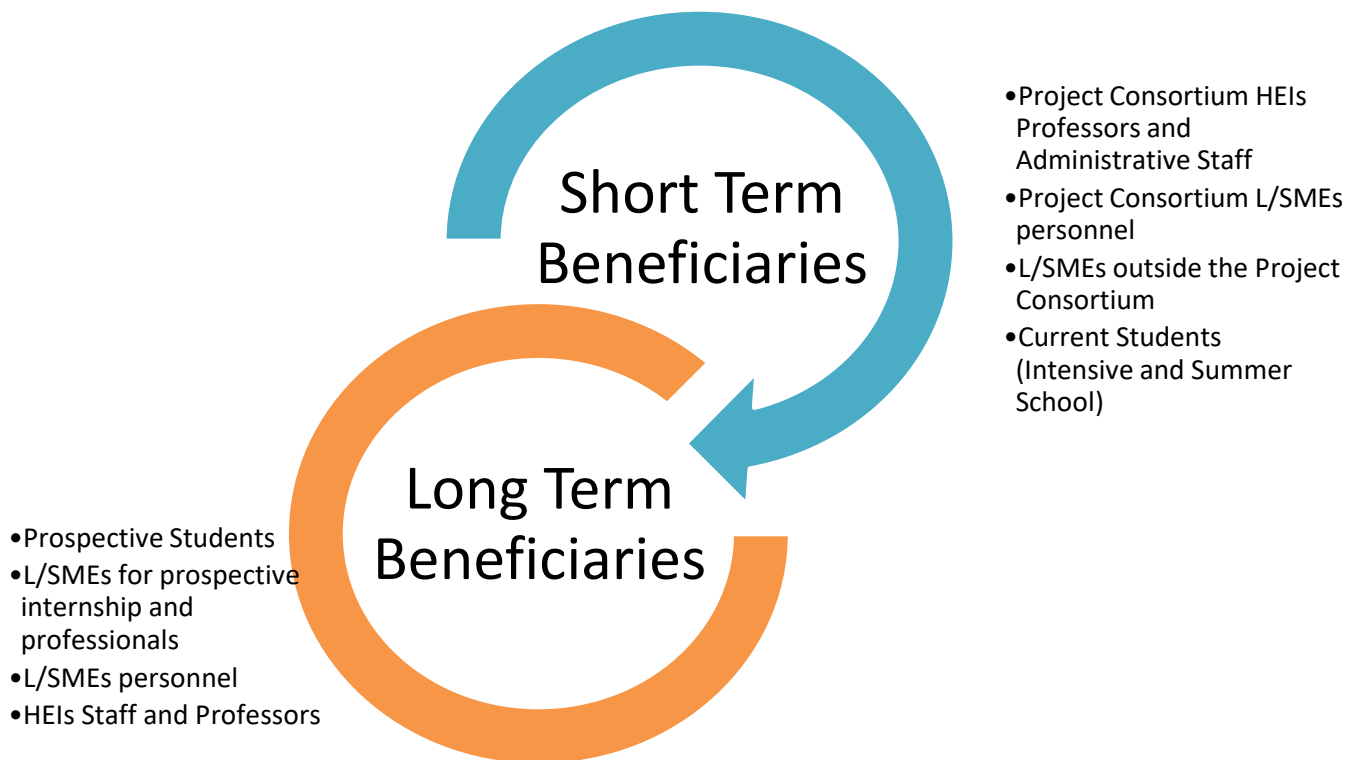
professional modules will have an immediate effect on the specialization/professional improvements of the Energy sector in line with the mission of the European Commission for the economy's sustainability. In particular SMEs will be provided with solutions and technologies which need the new financial instruments to bring them to the market

- c) L/SMEs of the consortium will benefit of a conscious knowledge of the needs of the Energy Market and hence a new sensitivity in approaching the concerning problems. Moreover especially the SMEs will benefit of an increased exposure and reputation in the market, thanks to the acquired contact with the local universities, and of their new ability in attracting qualified students through activities related to the project's implementation (internships, thesis co-supervision,...).
- d) additional L/SMEs of the sector (Producers/Suppliers and Traders/Retailers), addressed through the dissemination strategy, which will be invited to support the program and possibly to participate jointly to the future master degree in Green Energy and Finance. These industries should be included in the consortium and they will receive education in order to be addressed toward the green policies with the support of the green finance and of the green financial products to sustain the conversion of the sector. Hence their beneficial can be found in the plan of transition to green and sustainable energy, the project is able to provide them with the expertise and opportunity to gain access to the necessary skills and best practice. Particularly SMEs will have the opportunity to increase their reputation/notoriety in the market.
- e) L/SMEs of other sectors (End users), reached through the dissemination strategy, will be involved in the Consultation/Survey phase and then invited to join the GrEnFin-Hub VPlatform in order to ask for investment's consulting activities including green products. The spreading knowledge coming from the consulting activities allows to support the growth of the green energies. The development of the financial green market is facilitated by the development of the energy sector toward a more sustainable market and allows this economic transition. Obviously the new opportunities of financial market (in term of new available products) and the more carefulness in the evaluation of the investments' risk, including considerations concerning also the climate-risk, will become appealing as investment's opportunities. These kind of services and consultant activities, very useful in particular for SM End users, will be offered in the GrEnFin-Hub VPlatform.
- f) Departments/HEIs partners will be mainly involved in the activities concerning the testing/piloting, validation and the diffusion phases. The departments will benefit from an increased cooperation between them and/or other institutions concerning different competences/new methodologies. This cooperation will eventually lead to the development of scientific collaborations among academics, with a consequent cross-curricula impact. In the short-term this development in terms of collaboration will be mainly restricted to the partners involved in the projecting/implementing phase. The HEIs will benefit from an increased international collaboration (among partners) and a major weight on the third mission activities involving the industrial partners. Finally all the institutional level will benefit of an increased notoriety both in the academic and the industrial societies.
- g) Departments/HEIs external to the consortium will be reached by the dissemination activities and will be asked to contribute to the development of the program or to the enlargement of the network. They will beneficiate from the improvement of their competence and methodologies thanks to the implementation of a new kind of educational approach. This improvement will have an effect on the placement at the European level for the international green-oriented features of students and support a faster transition to a green and sustainable energy market. Moreover they will benefit of a cross-fertilization activities induced by the implementation of the project and potentially will benefit of new collaboration in research area and/or educational activities.

We point out that the long-term target groups b) c) d) and e) identify all together the Energy Market. As previously stated, the Energy Market is the long term beneficiary whose expected outcome is mainly his development towards a more sustainable market and a support for this economic



transition. Moreover the target groups a) f) and g) identify the Educational world whose long term outcome is mainly the realization of the internationalization strategies of universities through a joint program about a pivotal item for the sustainable development of the economy, designed/realized in cooperation with the industries.



4. Project Activities (Work Packages and Deliverables)

The Project activities are divided in Work Packages progressively enumerated and reported with title, institution leader (chosen between the Consortium Partners), start/end date and a specific main task.

Here below is a summary table of GrEnFin WPs (for further information please check ANNEX I – GrEnFin Project GANTT)

Work Package number	Work Package title	WP Leader	From / to	Main Task
WP1	PROJECT MANAGEMENT	P1 UNIBO	M1 – M36	Planning, management and monitoring of the project for all its duration.
WP2	STAKEHOLDERS CONSULTATION, VALIDATION ACTIVITIES AND SURVEY	P1 UNIBO	M1 – M32	Arrange a stakeholders survey and draft a plan of brainstorming activities to define the best way to transfer the aimed skills.
WP3	DRAFT CURRICULUM DEVELOPMENT	P1 UNIBO	M1 – M24	Draft of a basic structure of learning outcomes concerning the Joint degree.
WP4	PILOT CLASS OF THE STUDY PLAN	P3 Birkbeck & P5 UEK	M16 – M34	Test the study plan by a pilot class inside existing DD agreements.
WP5	FINAL CURRICULUM DEVELOPMENT	P2 LMU	M22 – M36	Provide a final draft of the curriculum (starting from WP3 and WP4 outcomes).
WP6	ANALYSIS AND DRAFT OF THE PROFESSIONAL MODULE	P9 HERA	M10 – M33	Draft of a basic structure of learning outcomes concerning the professional module.
WP7	REVISION PATH AND FINAL PROFESSIONAL MODULE DESCRIPTION	P5 UEK	M18 – M35	Final draft of the basic structure of the learning outcomes and basic structure of the professional module



Work Package number	Work Package title	WP Leader	From / to	Main Task
WP8	BUSINESS-ACADEMIA NETWORK IN ENERGY FINANCE AND GrEnFin-HUB V-PLATFORM ESTABLISHMENT	P10 PIXEL	M1 – M36	Establish the web site of the project and the virtual platform providing several services as eLearning and web-assisted facilities.
WP9	QUALITY ASSURANCE	P1 UNIBO	M1 – M36	Implement a quality control system (QAS) that will monitor the overall process both at the consortium and institutional level.
WP10	PROJECT EVALUATION	P4 WU	M1 – M36	Provide the formative and summative evaluation of project results.
WP11	DISSEMINATION AND EXPLOITATION OF RESULTS	P6 PIXEL	M1 – M36	Dissemination and exploitation of the results.

Going deeper in the structure of the project, we see that each WP has a list of deliverables to achieve with specific timing. It will be the responsibility of the WP Leader to ensure the deliverable achievement and control the flow of inputs of other partners where necessary.

Here below a summary table of the GrEnFin Project’s deliverables (for a graphic representation of deliverables and desired outcomes please see ANNEX II – GrEnFin Detailed GANTT)

Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
1	P(1)	D1.1	GrEnFin Project Management Framework	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.2
1	P(1)	D1.2	GrEnFin Partnership agreement	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.3
1	P(1)	D1.3	Annual quality and financial reports	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.4



Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
1	P(1)	D1.4	Associate Partner Recruitment Process	CONFIDENTIAL (only Consortium partners and EACEA members)	MS11.1
1	P(1)	D1.5	Privacy Management	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.1 MS8.1 MS11.1
1	P(1)	D1.6	Transnational Project Meetings	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.1
1	P(1)	D1.7	Local Workshops	Public	MS2.3 MS11.1
1	P(1)	D1.8	Summer Schools and Intensive Programmes	Public	MS3.1
1	P(1)	D1.9	Project Governance	Public	MS1.1 MS1.4
2	P(1)	D2.1	Building of the data base for the stakeholders consultation - list of contacts /number of submitted invitation per target groups	CONFIDENTIAL (only Consortium partners and EACEA members)	MS2.1
2	P(1)	D2.2	Definition of the consultation's document structure and details of submission-questionnaires and descriptions of the submission process	CONFIDENTIAL (only Consortium partners and EACEA members)	MS2.2
2	P(1)	D2.3	Report on the consultation-Survey's Report	Public	MS2.2
2	P(1)	D2.4	Reports on the validation's activities	Public	MS2.3
2	P(1)	D2.5	Final Survey Report	Public	MS2.2
2	P(1)	D2.6	Best-practicing reports on the joint work of academies-enterprises for a green reconversion -Merge of several reports where the joint work of academies and industries is involved	CONFIDENTIAL (only Consortium partners and EACEA members)	MS2.3



Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
3	P(1)	D3.0	Report about the current educational offer in near field (EU and extra-EU vision)	CONFIDENTIAL (only Consortium partners and EACEA members)	MS3.2
3	P(1)	D3.1	Preliminary draft of the basic structure of the course and learning outcomes	CONFIDENTIAL (only Consortium partners and EACEA members)	MS3.2
3	P(1)	D3.2	Reports about the Testing Phase	Public	MS3.1
3	P(1)	D3.3	Reports about the criticality of the tested learning and possible solutions	CONFIDENTIAL (only Consortium partners and EACEA members)	MS3.1
3	P(1)	D3.4	Final draft of the basic structure of the learning outcomes	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.2
4	P(3) P(5)	D4.1	Descriptive document of Activation of modules in the university of the consortium involved in the existent double degree	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.1
4	P(3) P(5)	D4.2	Report on the organization of seminars to reach invited external stakeholders as industries and institutions and to disseminate the projects in the university not involved in the double degree agreements	CONFIDENTIAL (only Consortium partners and EACEA members)	MS2.3 MS11.1
4	P(3) P(5)	D4.3	Report concerning the selection of the pilot class	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.1
4	P(3) P(5)	D4.4	Report on the Experience of the piloting (descriptive report completed by the	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.1 MS10.1 MS10.2



Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
			perceived appreciation of students and the opinion of the partners involved)		
4	P(3) P(5)	D4.5	Report based on the workshop in Munich (M29) and the virtual conferences (M32) of the partners organized to discuss the possible criticality of the tested learning outcomes	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.1 MS4.2
4	P(3) P(5)	D4.6	Report concerning the selection of the participants to the “GrEnFln Full Immersion experience” and the description of the proposed activities	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.2
4	P(3) P(5)	D4.7	Final report concerning the “GrEnFln Full Immersion experience”	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.2
4	P(3) P(5)	D4.8	Reports about the criticality of the tested learning and possible solutions	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.2
5	P(2)	D5.1	Intermediate Reports on the revised curriculum	CONFIDENTIAL (only Consortium partners and EACEA members)	MS4.2 MS5.1
5	P(2)	D5.2	Report on the Final curriculum development	CONFIDENTIAL (only Consortium partners and EACEA members)	MS5.1
6	P(9)	D6.1	Report on the Preliminary definition of learning outputs of the professional module (based on the outcome of the stakeholders' consultation)	CONFIDENTIAL (only Consortium partners and EACEA members)	MS6.1
6	P(9)	D6.2	Descriptive document of the facilities and services to implement in GrEnFln-Hub VPlatform	CONFIDENTIAL (only Consortium partners and EACEA members)	MS6.2



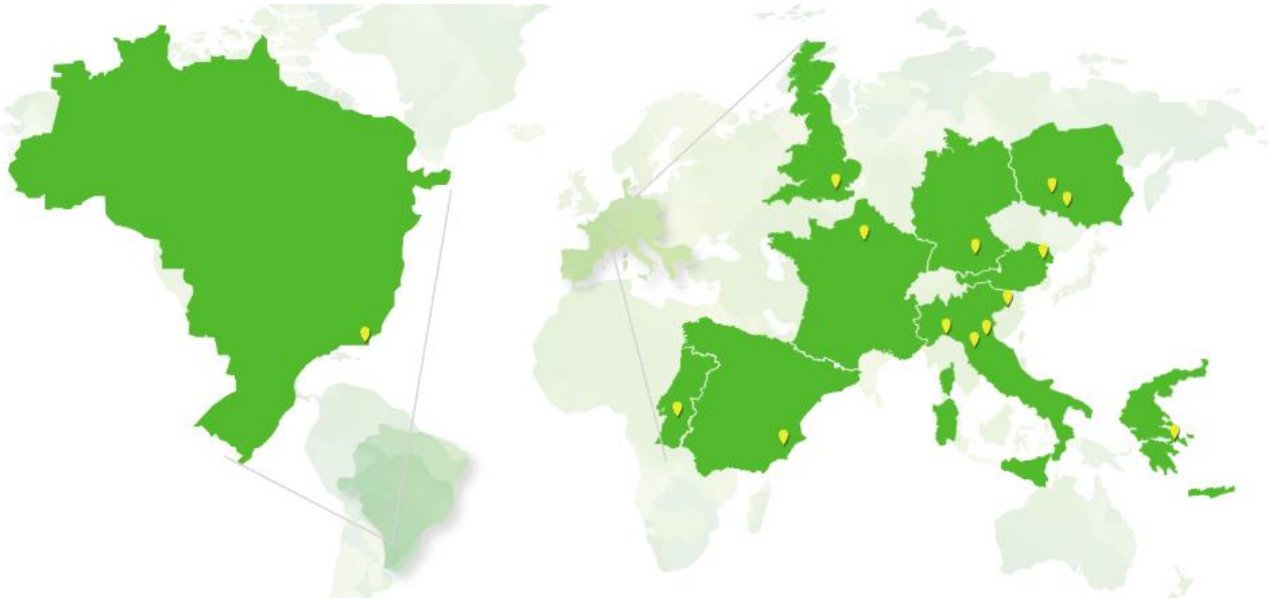
Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
6	P(9)	D6.3	Report on the Preliminary definition of the new educational methodologies to implement for the professional module	Public	MS6.1
7	P(5)	D7.1	Final report concerning the "Summer Training"	Public	MS7.1
7	P(5)	D7.2	Report on the Preliminary draft of the basic structure of the professional module and its criticalities	CONFIDENTIAL (only Consortium partners and EACEA members)	MS7.1
7	P(5)	D7.3	Report on the Final draft of the basic structure of the learning outcomes	CONFIDENTIAL (only Consortium partners and EACEA members)	MS7.1
7	P(5)	D7.4	Report on the Draft of the Consortium Agreement	CONFIDENTIAL (only Consortium partners and EACEA members)	MS7.1
8	P(10)	D8.1	Descriptive document on the Project website	CONFIDENTIAL (only Consortium partners and EACEA members)	MS8.1
8	P(10)	D8.2	Descriptive document on the Virtual platform	CONFIDENTIAL (only Consortium partners and EACEA members)	MS8.2
8	P(10)	D8.3	Report on the E-learning/didactical material to be uploaded on GrEnFlIn-Hub VPlatform	CONFIDENTIAL (only Consortium partners and EACEA members)	MS8.2
8	P(10)	D8.4	Report on the implementation of the Services/utilities for industries	CONFIDENTIAL (only Consortium partners and EACEA members)	MS8.2
9	P(1)	D9.0	Quality and Evaluation Plan	CONFIDENTIAL (only Consortium partners and EACEA members)	MS9.1
9	P(1)	D9.1	Reports concerning the Internal Quality Assurance Process	CONFIDENTIAL (only Consortium partners and EACEA members)	MS1.4 MS9.1
9	P(1)	D9.2	Report on the Internal discussion to elaborate the qualitative and the	CONFIDENTIAL (only Consortium partners and EACEA members)	MS9.1 MS10.3



Nr of WP	Lead organization (Pn)	Deliverable nr	Title of the deliverable	Dissemination level (Public, Confidential)	Milestone
			quantitative insights coming from the external monitoring. - Annual Quality Report (PQB)		
10	P(4)	D10.0	Quality and Evaluation Plan	CONFIDENTIAL (only Consortium partners and EACEA members)	MS9.1
10	P(4)	D10.1	Final reports concerning the internal evaluation of the results	Public	MS10.3
10	P(4)	D10.2	Report on the Consultation survey on the virtual platform	Public	MS10.1 MS10.2
11	P(6)	D11.0	Dissemination Plan	Public	MS11.1
11	P(6)	D11.1	Annual Report on the Launch of a new educational model based on international cooperation (about the dissemination events of the year)	Public	MS11.1
11	P(6)	D11.2	Annual Report on the Project website	Public	MS8.1 MS11.1
11	P(6)	D11.3	Annual Report of the Dissemination Committee	Public	MS1.4
11	P(6)	D11.4	Transnational Exploitation and Sustainability Report	Public	MS11.1

The entire Project follows a roadmap marked by Milestones, the performance of these activities is measured by Performance Indicators (Qualitative and Quantitative) listed in ANNEX III.

5. The Project Consortium



	Partner's Name and Acronym	Partner's Country	Partner's Typology
P1	University of Bologna (UNIBO)	Italy	Higher education Institution
P2	Ludwig-Maximilians-University (LMU)	Germany	Higher education Institution
P3	Birkbeck College	UK	Higher education Institution
P4	Vienna University of Economics and Business (WU)	Austria	Higher education Institution
P5	University of Economics in Katowice (UEK)	Poland	Higher education Institution
P6	Université Paris-Dauphine (PSL)	France	Higher education Institution
P7	Tauron	Poland	Large Enterprise
P8	IMPA – Instituto Nacional de Matematica Pura e Aplicada	Brazil	Research Institute
AE9 TO P15	Hera Trading S.r.l.	Italy	
P10	PIXEL	Italy	Non-governmental association//Technical Partner
P11	EGO Energy	Italy	Small Medium Enterprise
AE12 TO P16	PSE – Planet Sustainable Energy	Portugal	
P13	MIWEnergia	Spain	Small Medium Enterprise
P14	SPEED Development Consultant	Greece	Small Medium Enterprise
P15	HERA - Holding Energia Risorse Ambiente S.p.A.	Italy	Large Enterprise
P16	JF DE – JF Digital Energy	Portugal	Small Medium Enterprise
AE17 TO P11	EGO S.r.l.	Italy	



5.1 Associate Partners

The Associate Partners are pivotal stakeholders who are identified and approved by the Consortium and who join the project after the EACEA funding attribution, so they will never have access to the grant.

They are expected to support the dissemination and exploitation of the GrEnFin project activities and results, to support the Project Consortium in the identification of specific needs of the Energy Sector, to support the Project consortium giving advice and proposing adjustment of the course and the professional module, to assist the consortium in establishing a dialogue with large and small energy companies able and willing to transfer technology and take part in the project. On the other hand the Associate Partners are expected to benefit from these activities due to an increase in reputation and knowledge on frontier topics. As valuable plus, they may also participate at the GrEnFin dissemination events and seminars, increasing their visibility and entering in a privileged network. Moreover, Associates Partners will also have visibility on GrEnFin website in a dedicated page.

The Associate Partners role is also linked to the sustainability of the project as better explained in WP11.

Every Consortium Partner is asked to focus on identify possible Associate Partner, in order to enlarge and enforce the Project Network. Once a Consortium partner has identified a stakeholder that might be interested in becoming a GrEnFin Associate Partner, within the frame aforementioned, as first step it is necessary to inform the Coordination Unit. Therefore, the Project Coordinator will submit the proposal(s) to the Steering Committee that is requested to discuss and finally notify an approval or a justified rejection.

Only after that approval, the proposing Partner can actually arrange a meeting with the potential Associate Partner where they will present and discuss the GrEnFin Project. During this first meeting it is pivotal to explain the role of an Associate Partner and then, once the two institutions get to an agreement about the typology of involvement, the Associate Partner is asked to sign a letter of intent with the list of activities in which it wishes to be involved. Every agreement must be specified in the signed "LETTER OF INTENT" (ANNEX IV).

It is extremely important to remind that the recruitment of Associate Partner is and ongoing process that will last for the whole Project lifetime. In fact, the main role of Associate Partners is to potentially allow us to approach the goal of the project from a global perspective: given that the global leadership of the energy market transformation is found in USA, we would be able to associate a USA partner to approach the problem as a global one.

The full list of GrEnFin Associate Partner will be updated on dedicated public page of website:

<https://grenfin.eu/partnership-ass.php>

Le signed letter of intent will be available in the Expected Results page (<https://grenfin.eu/MNG-prjresult.php>)



STEP 1: Identify stakeholder that might be interested in becoming a GrEnFin Associate Partner. Send name and information about this possible Associate Partner to the GrEnFin Coordination Unit (UNIBO)

STEP 2: After a first check, the Project Coordinator submits the proposal(s) to The Steering Committee

STEP 3: The Steering Committee is requested to discuss and finally notify an approval or a justified rejection.

STEP 4: If the Steering Committee approves the Associate Partner. The proposing Consortium Partner can have a meeting with the potential Associate during which they will explain the role of an Associate Partner in the GrEnFin project and discuss the activities they wish to be involved.

STEP 5: If the Interest is confirmed, sign the Letter of Intent (ANNEX IV) specifying the list of activities in which they wish to be involved

A New Associate Partner is officially enrolled in the Project and the benefits activated

5.2 Internal communication plan

The Internal Communication will be held also thanks to the efficient use of the more commune technological instrument such us:

- Email exchange. Under the shape of newsletter (a sending to the entire group of partners with the review of the activities or information about the developing of the different part of the project), but also as direct mail between one single partner to another or to a selected group of contacts in order to work together on a specific topic/deliverable
- Skype calls. Scheduling them any time it will be more effective to have a direct consultation on a specific topic
- Conference calls for virtual meetings among international coordinators of partner institutions will be organised through Microsoft TEAMS.



- For Official Documents needing the double signing process we use both official mail channels and post courier.
- Exceptionally, some one-to-one short communication can be managed by phone calls
- GrEnFin-Hub VPlatform (grenfin.eu) is the primary tool to use to share ideas and information in general.

The Website and the GrEnFin-Hub VPlatform (grenfin.eu) are, as before mentioned, the main repository of all the management documents produced and the basis for the exchange of relevant working documents and for remote communication. They include the following sections:

- GrEnFin Description, a short summary of the entire project;
- GrEnFin Consortium, with the list and references of all partners;
- GrEnFin expected results, where all workpackages are brought out;
- Project Meetings, presenting the main information and documents related to each of the partners' meetings;
- Work in Progress, where each partner will be able to report the activities carried out on a regular basis;
- Dissemination, where each partner will report the dissemination events carried out;
- Download Area, where each partner will easily access all the documents for a correct and homogenous implementation of the project;
- Evaluation, section dedicated to the evaluation of each project meetings.

Moreover, the Website Home page (open to public) includes also at the top items which, once the project has been developed, should help to spread more ideas and create a community on the Energy Sector:

- Energy sector community;
- Academic EP;
- Professional Modules;
- S/W School or Training;
- Full immersion Experiences;
- Community

During the entire project lifetime **7 projects meetings** have been planned as fundamental moments to gather all the partners together, share progress and adapt the working methodology. During the development of the project itself the Consortium agreed in add 3 Meetings to focus on particular topic:

Here below the list:

- Kick off Meeting , Bologna (UNIBO) – Italy – November 2019
- Second Project Meeting, Virtual on Microsoft TEAMS (originally planned to be hosted by WU but changed into a virtual meeting due to COVID-19 emergency) – April 2020
- Third Project Meeting, Virtual on Microsoft TEAMS (originally planned to be hosted by UNIBO but changed into a virtual meeting due to COVID-19 emergency) – June 2020
- **Additional Meeting:** Transnational Project Meetings dedicated to Dissemination plan presentation – November 2020
- Fourth Project Meeting, Virtual on Microsoft TEAMS (originally planned to be hosted by Paris-Dauphine but changed into a virtual meeting due to COVID-19 emergency) - December 2020



- Fifth Project Meeting, Virtual on Microsoft TEAMS (originally planned to be hosted by UEK but changed into a virtual meeting due to COVID-19 emergency) - July 2021
- **Additional Meeting:** Steering Committee to discuss EACEA Intermediate Evaluation and develop copying shared strategies – November 2021
- Sixth Project Meeting, Virtual on Microsoft TEAMS (originally planned to be hosted by LMU but changed into a virtual meeting due to COVID-19 emergency) - March 2022
- **Additional Meeting:** Sixth Project Meeting, Munich (LMU) - Germany – April 2022
- Seventh Project Meeting, Bologna (UNIBO) - Italy - June 2022
- Final Meeting, Bologna (UNIBO) – Italy – October 2022

For the full list of Partner's Contacts please check ANNEX V





6. Project Governance Structure

The governance structure of the Consortium has 3 organizational levels, each one with specific aims and responsibilities:

- 1) CU – Unibo Coordination Unit: includes the Project Coordinator supported by experienced staff from P1 (UniBO). Its main tasks are:
 - to represent the Consortium in negotiations and communication with the EACEA;
 - Coordinate all the WP1 – Project Management activities;
 - to direct the work progress of the Steering Committee towards the objectives and milestones; to ensure adherence to the project timetable and to optimize overall impact;
 - to supervise and monitor the project’s progress; to submit reports to the EC through the Mobility Tool;
 - to alert the EACEA’s representative as soon as possible to any issue or risk likely to affect the attainment of outputs, commitments and milestones, and to propose appropriate contingencies to address such issues;
 - planning communication processes and policy, which will be based on regular face-to-face events, video conferences in between meetings and the use of the dedicated intranet of the website which will contain the most important working documents, uploaded with versioning system enabled.
 - to distribute funds among partners;
 - to facilitate the grant management following the procedures foreseen in the General Rules, Financial and Contractual Rules of the Erasmus + Knowledge Alliances Programme;
 - to oversee, collect and prepare the technical and financial reports according to agreed timescales;
 - in tight collaboration with the WP Leader of Evaluation WP, ensures overall Quality Assurance and Evaluation of the Project
- 2) SC – Steering Committee: is composed by 1 project manager for each participating organization. The SC will be chaired by the Project Coordinator. A vote will be considered valid when it will reach the approval of the ¾ of the participants.
Key responsibilities of SC include:
 - overall planning of all tasks and optimizing cross-interactions among WPs, activities and information flows;
 - taking responsibility for completion of all tasks foreseen in the project;
 - ensure active participation of partners at transnational and technical meetings, according to the project’s need;
 - alerting the Coordinator and the CU to risks related to the deliverables and task development, engaging in contingency planning, reporting to the Coordinator on the status
 - participating to the Associate Partners approval process,
 - contributing to Conflict Management Process
- 3) GA – General Assembly chaired by the Coordinator, composed by all partner representatives, responsible for project implementation. The GA will ensure adherence to the scheduled project timetable, guarantee that quality control and assurance procedures are accomplished according to agreed internal standards.



Coordination Unit

Scientific Coordinator:

Prof. Silvia Romagnoli

International Project Manager:

Dr. Viola Laura

**International Relations Division-
European Projects Unit:**

Dr. Barbara Vetturini

**Assistant to the Scientific
Coordinator:**

Dr. Giulia Palermo

Administrative/Financial staff:

Dr. Monica Castagnari

**Energy Market, Sustainability
and/or Finance experts:**

Prof. Silvia Romagnoli

Prof. Massimiliano Barbi

Prof. Enrico Bernardi

Prof. Umberto Cherubini

Prof. Fabio Fava,

Prof. Carlo Alberto Nucci



Steering Committee

Silvia Romagnoli, UNIBO

Francesca Biagini, LMU

Helyette Geman, Birkbeck
College

Ewa Dziwok, UEK

René Aid, Paris-Dauphine
University

Armon Rezai, WU

Ugo Canonico, Hera

Carlo Corallo, Ego

Adam Adamek, Tauron

Marcelo Viana, IMPA

Lorenzo Martellini, Pixel

Antonio Elvas, JF Digital
Energy

Pablo Barrachina,
MiWenergia

Athanasios Petsopoulos,
SPEED



General Assembly

Prof. Silvia Romagnoli together with all the partners representative, responsible for the project implementation.



7. Strategy for Handling Project Risks

The Strategy for Handling Project Risks is the tool to ensure that any risk potentially affecting the smooth implementation of the project is formally addressed, documented and monitored.

The steps that will be taken for implementing a common risk management strategy are the following ones:

1. identification of potential risks through a brainstorming involving all the Partners
2. assessment of the risks identified during the brainstorming phase according to two dimensions: probability and seriousness;
3. identification of a short list of risks;
4. definition of a strategy and tools for preventing the identified risks and for mitigating/handling it;
5. set up of a mechanism of periodic review and update of project risks: a risk assessment will be carried out at each of the project turning points, i.e. when the project is in transition from one project phase to another.

Among the tools that allow prevention of possible risks is, for instance, every reporting step of the Quality Assurance Process, in particular referred to the in-itinere internal evaluation process, performed through self-assessment evaluation and pair review as well as through informal discussions held during round tables at meetings. The Quality Assurance Survey and the Quarterly evaluation reports prepared/collected and circulated by UNIBO will also contribute to detect possible risks.

Please see Annex VI Risk Management – list of potential risks and solution strategies for a complete list.

7.1 Quality control

The quality assurance system (QAS) monitors the overall process both at the consortium and institutional level. The QAS strategy is based on the evaluation of all the project phases and in particular:

- 1) evaluation of the project management;
- 2) evaluation of the project activities;
- 3) evaluation of the overall results.

The Quality Board has been announced during the kick-off project meeting (Bologna 27 – 29 November 2019). The Quality Board have been enlarged in January 2022 in order to recruit new professionals to support the needs raised in the projects implementation. (new members are highlighted in yellow in the list below).

The restricted QB is nominated by the Coordination Unit and it is composed by 10 persons in charge for the quality. The plenary QB includes also an expert external to the partners' institutions. In order to avoid the internal conflict of interest, the Coordination Unit is not involved in the identification of the external evaluator but WU (which is member of the restricted QB and leader of the evaluation



WP) will be in charge for his recruitment. The external expert will be identified in the academic context or in the professional market.

President: Fabio Fava, Full Professor of Industrial & Environmental Biotechnology at the School of Engineering & Architecture and Deputy Rector of UNIBO for Industrial Research, Territorial cooperation and Innovation

Vice-President Carlo Alberto Nucci, Full professor, head of the Power Systems Laboratory of the Department of Electrical, Electronic and Information Engineering 'Guglielmo Marconi', UNIBO

Silvia Romagnoli, GrEnFin project and scientific coordinator, Director of the International Master in Quantitative Finance, UniBo

Armon Rezai, Wien University of Business and Economics, Leader of WP10 - Project Evaluation

Francesco Girotti, Expert on European Educational Projects, UNIBO

Annalisa Brega, General coordinator Social Sciences Education Services University of Bologna

Andrea Mazzon, Professor at LMU Mathematics Institute, Leader of WP5 – Final Curriculum Development

Ugo Canonico, HR & Organization Senior Manager at HERA S.p.a.

Athanassios Petsopoulos, Senior Consultant Energy Efficiency Projects at SPEED

Pablo Barrachina, Engineer at Operations Department at MIWENERGIA³

Please see Annex VII for the whole list of Governance bodies members.

The QB have to ensure that there is engagement of both the university and the industrial partners in the internal quality monitoring.

The internal quality control is organized in three levels:

- 1) The first level of the internal quality control of each output is responsibility of its authors. The leading partner in each task of each WP ensures that outputs are produced in accordance with the set objectives. The WP Leader shall produce and send a report to the UNIBO (Leader of WP9 – Quality Assurance) within 15 days from achievement of the deliverable.
- 2) The second level corresponds to control activity and approval of the consortium. Periodically (every six months) the consortium is requested to produce a Quality Assurance Report about all the activities of the partnership (Internal Interim Report see the paragraph 7.2). The partners will review the process related to every output including their suggestions for improvements based on their personal experience and the Quarterly Evaluation Reports (covering the same 6 month of project life that will be published by the WU - WP 10 Leader – on grenfin.eu platform). The reviews of all the partners will be merged in the Quality Assurance Survey, which is the main document concerning the “evaluation in itinere”.

³ The members in yellow have been added in January 2022 as part of Quality Board, in order to enlarge the board audience with members coming from other institutions to enrich the variety of contribution (as suggested by EACEA intermediate evaluation).



- 3) The third level of quality control is provided by the Quality Board. Based on the Quality Assurance Survey and the Key Performance Indicator provided by the Evaluation Reports, every six months the QB (restricted board) identifies the weak points of the project which can be adjusted during the project life and the RQB will produce a Semiannual Quality Report. Once a year the QB (plenary board) will produce a final evaluation to assess the efficiency and efficacy of the project. The Annual Quality Report will include the evaluation report of the external evaluator and will be the starting point for the planning of future activities. Both the Quality Reports (Semiannual and Annual) must be shared with the Consortium Partners within 30 days after the end of the period under control updating the platform grenfin.eu. The role of the external evaluator will be specifically addressed to provide feedback to the main results of the project, in particular the design of new curricula and the implementation of pilot experiments.

The Quality Board will also contribute to Conflict Management Process if required (please see the dedicated paragraph 7.3).

7.2 Partners' Reports deadlines and documents

7.2.1 Internal Interim and Financial reports

The Coordination Unit (University of Bologna) will monitor every 6 months project development and financial resources by collecting from each partner a financial report (including timesheets, contracts and foreseen documents according to General Rules, Financial and Contractual Rules of the Erasmus+ Knowledge Alliances programme) and an internal interim report which illustrates activities carried out and results achieved.

Thus, each Partner is required to submit to the Coordinator the following reports by the agreed deadlines (see table below):

- **4 PARTNER PROGRESS REPORTS:** The Partner shall provide these reports according to a format provided by the Coordinator together with the relevant supporting documents. Each Progress Report will include:
 - The Internal Interim Report (section 1, only for 1st IIR)
 - The Financial Report (complete in each of its parts. Annex IV, Annex V and supporting documents)These 4 Partner Progress Reports will be used by the Coordinator to prepare the Project INTERMEDIATE Report to be submitted to EACEA on behalf of the Project Consortium.
- **PARTNER INTERMEDIATE REPORT:** The Partner shall provide this report (according to a format provided by the Coordinator at least **45 days** before the deadline) together with the relevant supporting documents. This Partner Intermediate Report will be the tool used by the Coordinator to prepare the Project INTERMEDIATE Report to submit to EACEA together with the request of **second pre-financing payment (40%)**, on behalf of the Project Consortium.
- **PARTNER FINAL REPORT:** The Partner shall provide this report (according to a format provided by the Coordinator at least **45 days** before the deadline) together with the relevant supporting documents. This Partner Final Report will be the tool used by the Coordinator to prepare the Project FINAL Report to submit to EACEA together with the request of the **Balance payment (20%)**, on behalf of the Project Consortium.



As agreed through the bilateral Partnership Agreement signed by the Coordinator and each Partner of the Consortium, the Partner, without additional call, shall provide these documents within the deadline listed in the table below.

REPORTS	REPORTING PERIOD	DEADLINE FOR "PARTNER'S REPORTS"
1 st PROGRESS REPORT	01/11/2019-30/04/2020	15/05/2020
2 nd PROGRESS REPORT	01/05/2020-31/10/2020	15/11/2020
INTERMEDIATE REPORT (REPORTING PERIOD 1)	01/11/2020-30/04/2021	15/05/2021
3 rd PROGRESS REPORT	01/05/2021-31/10/2021	15/11/2021
4 th PROGRESS REPORT	01/11/2021-30/04/2022	15/05/2022
FINAL REPORT (REPORTING PERIOD 2)	01/05/2022-31/10/2022	15/11/2022

7.2.2 Quality Assurance Documents

As before mentioned, in order to assure the quality development of the project each Partner will be asked to respect the following deadlines sending the requested documents to the WP9 Leader (UNIBO):

- The WP Leader shall produce and send a report within 15 days from the achievement of each deliverable. (please see Annex II)
- Every six month each Partner will produce and send the Internal Interim Report (section 2). Please see the deadline in the previous table. Internal Interim Report section 1 and 2 will be send together. Except for the last two (4th and final) that have been merged as consequence of AMENDMENT n3.
- Approximately every six month the restricted quality Board will produce the Semiannual Quality Report. Or any time a relevant issue will emerge.
Every year the Plenary Quality Board will Produce the Annual Quality report both of the documents will be available on platform grenfin.eu 30 day after the end of the examined period.



7.3 Conflict Management

University of Bologna, as Coordination Unit, will follow a specific strategy to monitor the development of the project, summarized here below, in order to avoid major conflicts as much as possible. The coordinator will take care of the overall management, of the coordination and monitoring of all the activities, including reporting and budget control aforementioned. The project management involves the activities of reporting in matters of quality and financial features realizing the partnership agreement. Each partner will have an internal unit dedicated to project management which will report to UNIBO.

The project management planning will deal with the definition and the distribution of activities needed to monitor and evaluate the project progress and the budget distribution and use. The University of Bologna will always share the defined plan with the partners. Each partner will manage the activities internally, assigning them to a referring person who will be in charge of the activity. Any phase will be monitored according to the planning. A management board will be established with a member for each partner institution in order to coordinate the actions.

UNIBO will monitor also the activities that foresee multilateral cooperation among the partners and the creation of open environment for discussion and decision making. Each activity will have a delivery deadline and there will be periodic reports. Monitoring and reporting exercises will be organized on a six-month basis in order to ensure the correct administration of the grant. Annual reports concerning the quality and the financial management of the project are produced (see paragraph 7.2).

Some of the partners are responsible/co-responsible for specific WP, but all partners will always take part in all WPs activities.

Decisions will be taken upon discussion among partners to collect and merge the different points of view. Draft documents will be circulated among partners for comments, integrations and approval. The aim of this policy is to create an information-sharing environment where everyone can support the other partners offering its own specific know-how and expertise.

The communication tools to be used are: skype-meetings, meetings, e-mail, TEAMS, EU project website and related communication platform. Skype and flash meetings will be regularly organized to guarantee that the positive environment of sharing information is preserved.

In the end, if a conflict actually emerges even if this strategy has been well implemented, the GrEnFin Project Coordinator is in charge to collect the complains and try to solve them through a specific channel of discussion between the partners involved. The GrEnFin Project Coordinator will evaluate how to manage this first level of conflict resolution, and she will consult for advice the Steering Committee if needed.

If this first level of conflict management will not reconcile the actors of the dispute, the Quality Board will be involved in the process with the aim to solve the conflict.

In case of a very severe conflict, which is impossible to handle with the before mentioned strategies, the following instances will be consulted: the Quality Agency Assurance (both at the national and European level), the Offices for Mobility and EU Programmes (both at the national and European level), and the European Union Erasmus+ staff. Final decisions aimed to guarantee and preserve the safeness of the project, will be taken by the project leader if necessary.



Annex

I GrEnFin Project GANTT

II GrEnFin Detailed GANTT

III KPI per WP

IV LETTER OF INTENT (for associate Partner Involvement)

V PARTNER'S CONTACTS

VI Risk Management – list of potential risks and solution strategies

VII Project Governance

GrEnFin

Greening Energy Market and Finance

Grant Agreement: 612408



WP1 - D1.1 GrEnFin Project Management Framework



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Project website: <http://grenfin.eu>