



Horizon 2020
Programme

MSP-REFRAM

Coordination and Support Actions (Coordinating) (CSA-CA)

Co-funded by the European Commission under the
Euratom Research and Training Programme on Nuclear
Energy within the Seventh Framework Programme

Grant Agreement Number : 688993

Start date : 2015-12-01 Duration : 19 Months



Project Quality Plan

Authors : Mrs. Anaïs BAUDRIER (LGI)

MSP-REFRAM - Contract Number: 688993
Multi-Stakeholder Platform for a Secure Supply of Refractory Metals in Europe
EC Scientific Officer: Stéphane Bourg (CEA)

Document title	Project Quality Plan
Author(s)	Mrs. Anaïs BAUDRIER
Number of pages	18
Document type	Deliverable
Work Package	WP8
Document number	D8.2
Issued by	LGI
Date of completion	2016-03-17 10:15:27
Dissemination level	Public

Summary

Project Quality Plan

Approval

Date	By
2016-03-17 14:00:24	Mr. BOURG STÉPHANE (CEA)
2016-03-17 14:00:58	Mr. BOURG STÉPHANE (CEA)

CONTENT

INTRODUCTION	3
Purpose	3
Application and validity	3
Administration	3
Dissemination	3
MSP-REFRAM PROJECT ORGANISATION	4
Overall organisation	4
Description of project bodies and actors	4
External interactions	6
Interaction with other European projects	6
External Expert Committees (EEC)	7
International cooperation	7
Contact information	7
COLLABORATIVE WEB PLATFORM OF THE PROJECT	8
MEETINGS	8
INFORMATION MANAGEMENT	9
Preparation of contractual technical documents	9
General principle	9
Contractual technical document issuing process	9
Deliverable preparation and validation process	10
Specific case of periodic reporting for the EC	12
Preparation of other technical documents	13
Identification of documents	13
MSP-REFRAM document templates	14
Distribution	14
PUBLICATIONS	15
ANNEXES	17

Abbreviations

EC DG RTD	European Commission – Directorate General for Research and Technological Development
PQP	Project Quality Plan
DoA	Description of Action
WP	Work package
WPL	Work package leader
GB	Governing Board
ExCom	Executive Committee
PR	Periodic report
QA	Quality assurance
PMO	Project Management Office
SAC	Senior Advisory Committee

INTRODUCTION

PURPOSE

The present document is the project quality plan (PQP) for the MSP-REFRAM project of the Horizon 2020 Framework Programme. As such, it describes requirements and procedural regulations as far as these are needed for a common uniform approach to completion of the project. It is to be used as an instruction guide for participants to MSP-REFRAM, as regards information management, document publication, quality assurance issues, project organisation and contact information.

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

APPLICATION AND VALIDITY

The requirements contained in this project quality plan have to be applied by all personnel engaged in MSP-REFRAM. Revisions of the contents of the PQP become valid from the date of issue.

ADMINISTRATION

The Project Management Office (LGI) is responsible for the administration of the project quality plan. Proposals for modifications or additions must be submitted to the Project Management Office (LGI), which updates and issues the revisions of the PQP. All revisions need an approval by the coordinator. Each new issue will be indicated in the revised document by means of a revision number.

DISSEMINATION

The PQP and its annexes are confidential to the beneficiaries and may be circulated outside the beneficiaries only with the approval of the Project Management Office team.

Copies of this plan are distributed to each participant of the project at the issue date. It will also be available on the project collaborative web platform.

MSP-REFRAM PROJECT ORGANISATION

OVERALL ORGANISATION

The MSP-REFRAM project is structured and managed as to ensure the achievement of the overall goals of the project.

The structure of the MSP-REFRAM project is shown in Figure 1 (see also section B.3.2 of the DoA).

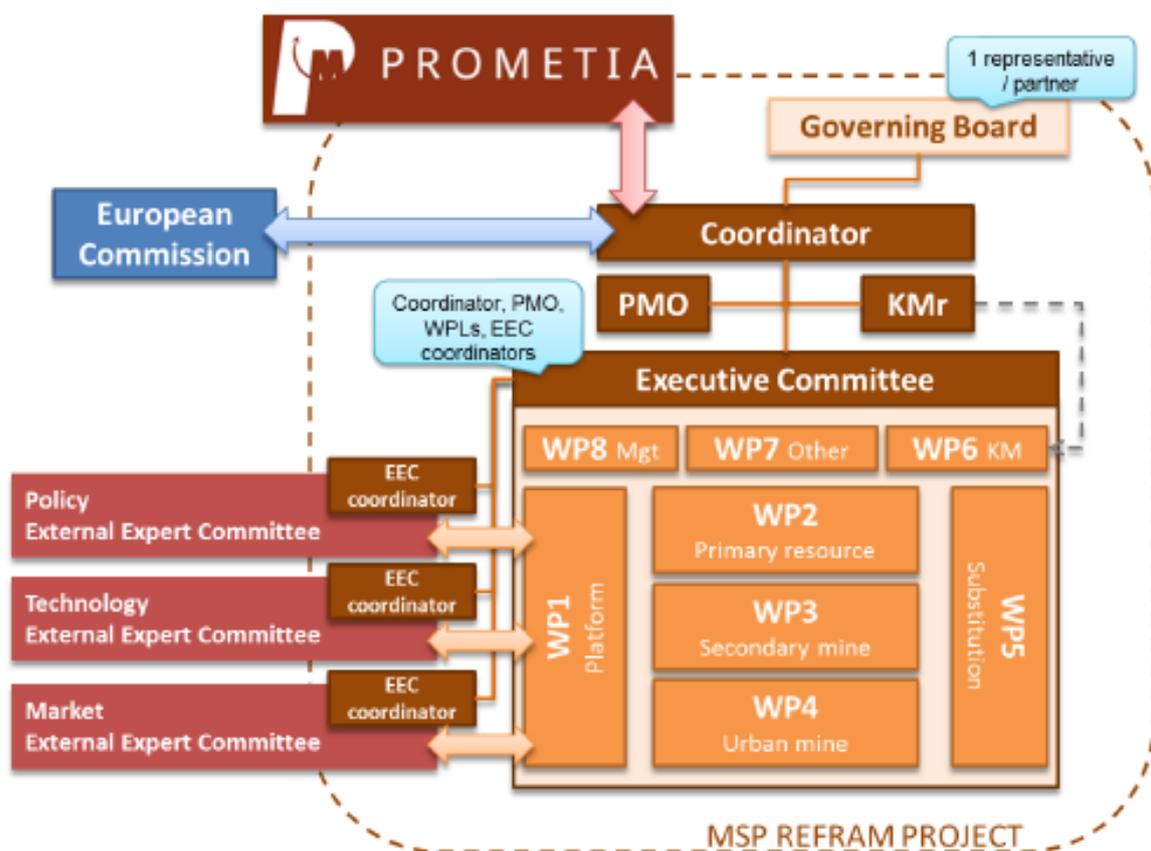


Figure 1: MSP-REFRAM Project Management Structure

The roles and responsibilities of the project management bodies and actors of the project as detailed in the Annex I are recalled below (see section 2.2). Further details on decision processes and procedural regulations are given in the consortium agreement to be signed by all beneficiaries of MSP-REFRAM.

DESCRIPTION OF PROJECT BODIES AND ACTORS

The main project bodies and actors are described in the sections B.3.2 of the DoA. It includes the following bodies

- The MSP-REFRAM Coordinator supervises the project execution and acts as intermediary vis-à-vis the European Commission, as defined in the Rules for Participation
- A Governing Board, as the decision-making body of the project
- An Executive Committee is chaired by the Coordinator, gathers all Work Package and is supported by the Project Management Office

Coordinator

The Coordinator is the single point of contact between the EC and the Consortium and acts as the contractor for the EC with respect to the Grant Agreement. The MSP-REFRAM Coordinator is responsible for the relationship with the EC, and for the overall management of MSP-REFRAM.

Governin Board (GB)

The Governing Board (GB) is the governing body of the project. It consists of one representative from each Partner at decision-making level. The GB gives the strategic directions to the project and supervises the implementation of the activities. The GB will decide on management issues, major modification of the work plan, budget distribution and possible addition of or request for new partners. The voting rights and procedure of the GB for such decisions is described in the Consortium Agreement (CA). The Coordinator will chair the GB meetings which will be held once a year coinciding with a progress meeting, or when necessary decisions need to be taken.

Executive Committee (ExCom)

The Executive Committee is composed of the Coordinator (Chair), the WP Leaders, the Cluster leaders and supported by the Project Management Office. Its responsibilities are described in details into section B3.2 of the DoA.

The ExCom will meet typically every six months, whenever possible coinciding with a progress meeting or alternatively by phone and web-conferencing.

Work package Leaders (WPL)

A WP leader is appointed for every WP. They are responsible for ensuring that the work in their own WP proceeds consistently with the project's description of work.

The WPL will coordinate the work in their specific Work Package and will be in charge of the monitoring, technical reporting of the progress of the WP and planning of the different tasks. The WPL will organise if necessary specific meetings to work, track the progress, schedule tasks and foresee potential problems.

Project Management Office

LGI Consulting supports the Coordinator and the partners to the project management and communication/dissemination. The Project Management Office will support the Coordinator in the overall management of MSP-REFRAM, in particular for: deployment and use of project management tools, ensuring the project secretariat and supporting the organisation of project meetings, and also supporting the administrative and financial management of the project. The specific tasks of project management are detailed in Work Package 8 of the DoA.

EXTERNAL INTERACTIONS

INTERACTION WITH OTHER EUROPEAN PROJECTS

MSP-REFRAM will create links with other European initiatives to reinforce its expertise:

- KIC (a lot of MSP-REFRAM partners are involved in the KIC and will ensure the link with the KIC actions)
- ERA-MIN (Support MSP-REFRAM, O. Vidal involved in the EECs)
- FAME (RIA, SC5-11b 2014) (BRGM and GTK will ensure the links with FAME)
- OptimOre (RIA, SC5-11b 2014 – Increasing yield on Tungsten and Tantalum ore production by means of advanced and flexible control on crushing, milling and separation process (CHALMERS will ensure the links with OptimOre)
- PolymetOre (EIP-RM commitment) (being in the EECs, Carlos Frias from Cobre las Cruces will ensure the links as coordinator of the commitment)
- SUBST-EXTREME (EIP-RM commitment) (VTT will ensure the links as coordinator of the commitment)
- REMIND (EIP-RM commitment, BRGM) (BRGM will ensure the links as coordinator of the commitment)
- MetGrow (EIP-RM commitment, VTT) (VTT will ensure the links as coordinator of the commitment)
- RECREEW (COST action) (VTT will ensure the links as coordinator of RECREEW)
- European initiative for sustainable development by Nanotechnology - NANO futures (ICCRAM will ensure the links as chairman of the working group in Critical Raw Materials¹)

Coordinators and/or experts from these initiatives will be informed on the outputs of the project and will be invited to contribute to the working group meetings.

A formal contact will necessarily be established between Project Leaders of these projects; a permanent correspondent in MSP-REFRAM for each partner project will then possibly be appointed.

¹ <http://www.nanofutures.info/groups>

All the information circulation between projects shall respect the provisions of the grant agreement and the consortium agreement of both projects.

EXTERNAL EXPERT COMMITTEES (EEC)

Three EECs (Policy, Technology and Market) will regroup experts from different organisations representing the sector (public entities, governments, industrials, research centres and universities). They will actively participate in the three workshops and the final conference to identify with the partners the necessary knowledge, discuss and validate the results of the project.

3 EEC coordinators are identified in the consortium (Technology: BRGM; Policy: ADE; Market: Amphos21). They will chair the work groups, monitor the EEC member list, prepare the questions, identify the person to be interviewed and prepare the workshops sessions.

Already 19 organisations were identified (cf. letters of intention in the annex after section 4&5 and in section 3.3), proposing one or several experts. The list of expert is still opened, and the consortium will continue to identify more potential experts after the submission of the proposal and until the beginning of the project.

An informed consent procedure will be set-up (deliverable D9.1) for the external expert before any involvement in the project.

INTERNATIONAL COOPERATION

Interactions with international organisations or projects are also foreseen and will be specified in the knowledge management & communication plan.

All the information circulation with an international organisation or project shall respect the provisions of the grant and consortium agreements of MSP-REFRAM, as well as any legal provisions of the partner organisation or project.

CONTACT INFORMATION

Contact information for the Coordinator, Project Management Office, Work Package Leaders, and the beneficiary main scientific contact person are available in the Annex 1 of this document. Updates of the contact list will be provided on the MSP-REFRAM shared workspace when necessary.

COLLABORATIVE WEB PLATFORM OF THE PROJECT

The project's web-based document management tool will be used for internal exchanges and publication of reports and deliverables.

Internal distribution between the beneficiaries will be achieved as much as possible by electronic means. The technical documents foreseen in the framework of MSP-REFRAM are requested to be uploaded and updated at the MSP-REFRAM collaborative web platform. The address to access to the MSP-REFRAM online shared workspace is <http://app.lgi-consulting.org/ecm/msprefram>

The collaborative web platform tool is maintained and administrated by LGI (Project Management Office). LGI is in charge of account creation and right access configuration; requests for new account or right access must be addressed to LGI to this address anais.baudrier@lgi-consulting.com.

MEETINGS

Periodic or ad hoc technical progress meetings are organised by the coordinator, the WP leaders, and Cluster leaders throughout the project. After consultation of the involved participants, an item containing at least the meeting date, place and preliminary agenda should be created as soon as possible in the "Project meetings" workfolder on the MSP-REFRAM shared workspace. All technical participants, as well as the coordinator and the project office, shall then be notified electronically. Other participants will be notified on a case by case basis.

After the meeting the organiser must write minutes and make them available on the collaborative web platform.

INFORMATION MANAGEMENT

Given the number of MSP-REFRAM beneficiaries and the importance of the information and documentation management tasks, rules for the management in the MSP-REFRAM project are necessary.

The documents produced in MSP-REFRAM fall into several categories:

- Contractual technical documents, which include technical deliverables and milestones. Their validation process starts from the beneficiaries involved, and goes up through the various management levels of the project. These documents are either public or restricted to MSP-REFRAM participants and the EC.
- Other technical documents, which include in particular non contractual reports, support documents and progress meeting minutes. Their validation process corresponds to the various management levels of the project. These documents are restricted to MSP-REFRAM participants and the EC.
- Non-technical documents, which include administrative & financial documents, general communication, etc. are restricted to MSP-REFRAM participants and the EC.

In order to simplify the document preparation, an automatic document validation tool will be implemented, which will ensure e.g. the compliance with EC expectations and with the MSP-REFRAM template document requirements, and manage the validation procedure via electronic signature.

This chapter defines the project's internal procedures for elaboration and dissemination of documents. It does not define the rules for external communication and dissemination, which shall be detailed in the detailed communication action plan.

PREPARATION OF CONTRACTUAL TECHNICAL DOCUMENTS

GENERAL PRINCIPLE

The main principle regarding document preparation and internal dissemination is that each beneficiary applies its own rules and standards. In particular, it should use its own Quality Assurance (QA) procedures for the preparation of its contribution to MSP-REFRAM documents. If the beneficiary does not dispose of such procedures, some minimal QA guidelines shall be provided by the project office.

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

CONTRACTUAL TECHNICAL DOCUMENT ISSUING PROCESS

The various steps necessary to issue contractual technical documents, i.e. deliverables and milestones, are presented below. The intermediate and final versions of the documents will necessarily be put in the folder of the WP concerned on the shared workspace.

DELIVERABLE PREPARATION AND VALIDATION PROCESS

In order to ease the validation of project deliverables to be submitted to the EC, an online platform and process will be set-up, thus enabling internal deliverable evaluators to review the document as soon as the report is available.

The MSP-REFRAM Workflow is an online tool designed by LGI to follow-up the project deliverable progress and to facilitate publication and approval of deliverables while ensuring appropriate Quality Assurance process.

The MSP-REFRAM Workflow has been released in January 2016.

Once the members' account will be created by the administrator (LGI), secured access to the MSP-REFRAM Workflow will be provided using login/password (the same as for the collaborative platform).

This deliverable preparation and validation process can be described as follows:

1. The main author, who is responsible for the elaboration of the document, asks all the involved participants to write their contribution to the document (c.a. one month before the delivery date). It is recommended to use the MSP-REFRAM template for all contributions to facilitate the synthesis step.
2. After gathering and consolidating all participants' contributions, the main deliverable author issues the final version of the report with his/her own procedures. He/She then uploads the finalised pdf version of the deliverable on the Workflow tool. The main responsible person for the deliverable also has to provide the abstract, and the names of the deliverable contributors into the Workflow tool.
3. The administrator of the platform (LGI) checks that the non-technical information in the deliverable are correctly included.
 - If modifications are needed, the administrator will reject the document and ask for the necessary changes. The author will be immediately informed via an automated email. Once the updates are implemented, the main author can upload the revised deliverable on the Workflow, and the validation process start again.
 - If the report does not require any modifications, the administrator will validate the document for the next step, which consists in the technical review.
4. Once the administrator has validated the report, an automated email is sent to the following evaluator, i.e. the Work package (WP) leader.
5. The WP leader reviews the technical content of the document.
 - If the report does not require any modifications, the WP leader will validate the deliverable. Thus the next person in charge of the validation will be informed via an automated email that he/she has to verify the deliverable.

- If modifications are needed, the WP leader will reject and comment the document and the author will be immediately informed. Once the updates are implemented, the main author can upload the revised deliverable on the Workflow. At this point the process will go on until the validation.
6. The next responsible person(s) for the deliverable evaluation will check the deliverable's coherence, following the same way: either modifications are required and the report will be revised, or there are no modifications needed and the report is validated.
 7. The final validation will allow having the validated deliverable ready for publication in the collaborative online platform (Final deliverables folder), and for delivery to the EC.

Note: The size of the pdf document is limited to 15 MB.

It is recommended (but not required) to use the MSP-REFRAM template for all contributions at the very beginning to facilitate the synthesis step.

This workflow process can be illustrated as shown in Figure 1:

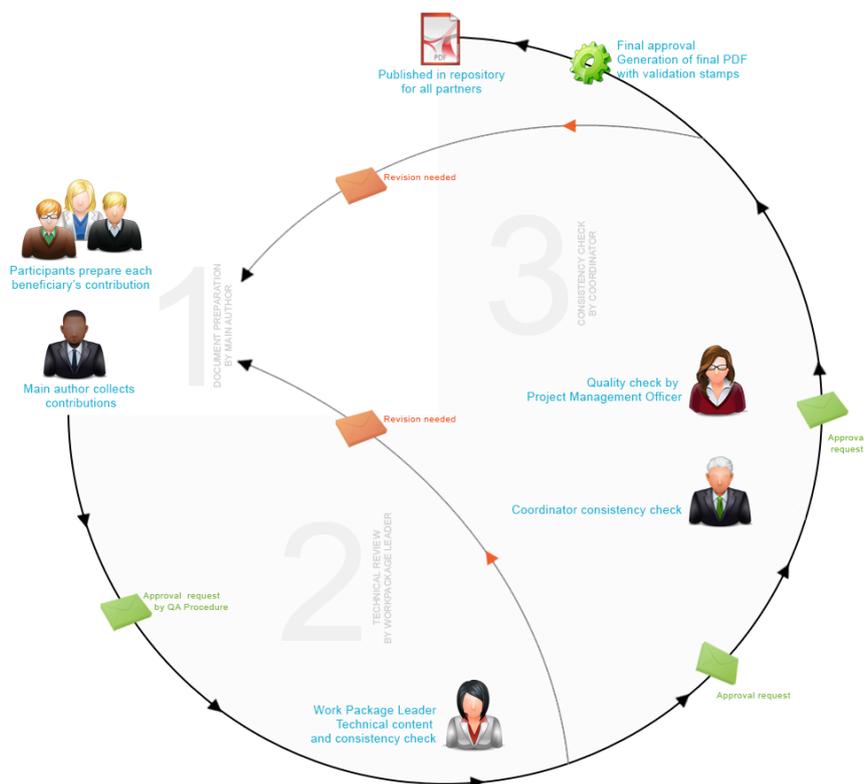


Figure 2: Workflow validation process for the deliverable submission

The MSP-REFRAM templates for contractual technical document are available in the MSP-REFRAM collaborative platform.

SPECIFIC CASE OF PERIODIC REPORTING FOR THE EC

According to the grant agreement, the coordinator is responsible for issuing the periodic reports (PR) to the European Commission. The procedure to prepare these periodic reports start from the top level of the project and goes down through the various management levels. The coordinator or the project office solicits the WP leaders to report progress in their sub-project. The WP leaders in turn solicit the contributions of their WP participants. All the participants have to report the information required. The document collecting all information is then checked and complemented by the coordinator, who issues the document. The procedure is shown in Figure 2.

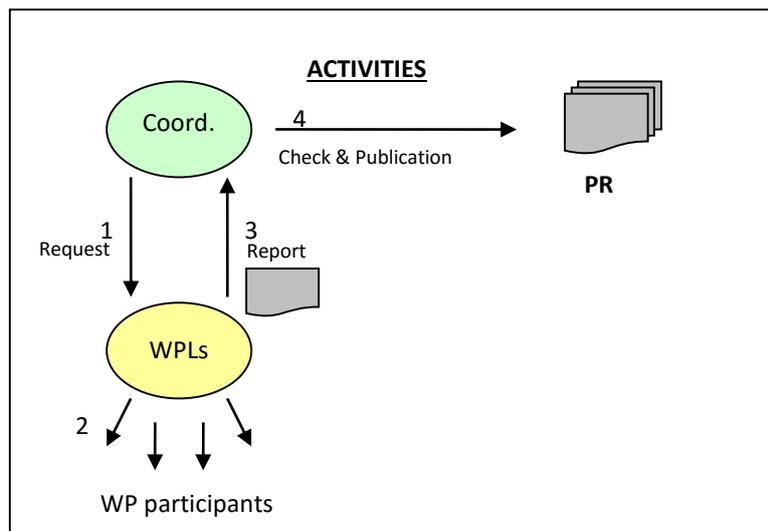


Figure 3: Procedure for the periodic reporting of activities

The coordinator is also responsible for issuing the **periodic management and financial part of the PR** to the European Commission as required by the grant agreement. This part includes the cost reporting. All beneficiaries shall provide at the end of month 19 to the project management office their cost statement, the breakdown and justification of resources spending as shown on Figure 3.

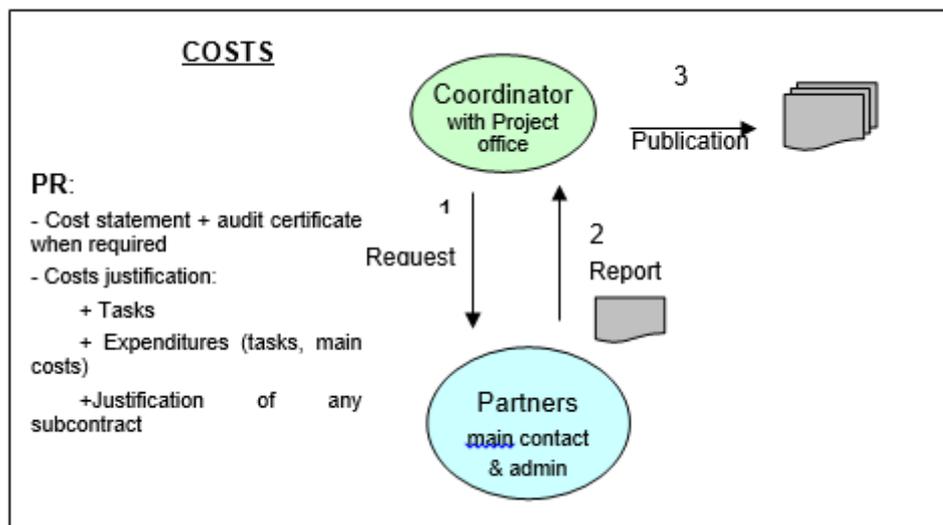


Figure 4: Procedure for the cost reporting

In addition, the WPLs are responsible for verifying and confirming the consistency between the funding needs and the resources as defined in the Grant Agreement. If adaptations appear to be necessary, the WPLs have to inform the Coordinator, who may propose to the Executive Committee some adaptations of the distribution of tasks and funding between the WPs, and if necessary between beneficiaries.

PREPARATION OF OTHER TECHNICAL DOCUMENTS

This section concerns the preparation of other technical documents, in particular non contractual reports, support documents and progress meeting minutes.

For these documents, the steps are similar to those described in the previous section but the procedure is simplified. In particular:

- MSP-REFRAM templates are used without any reference to the internal QA of the beneficiaries involved.
- No document approval form is used. Only the validation of the WPL and Project coordinator appear on the second page of the document.

In the particular case of joint meetings concerning more than one work package or cluster, all concerned WPLs shall approve the minutes.

The templates for meeting minutes and for other technical documents are included in the MSP-REFRAM collaborative platform.

IDENTIFICATION OF DOCUMENTS

All MSP-REFRAM documents are to be identified as follows:

Tw.i – version j

Where:

- **T** is the document type: D for Deliverable, Min for Minute, M for Milestone, R for report, O for other documents
- **w** is the work package number or cluster name (CFD, STH, EXP);
- **i** is an incremental number for this WP and this type of document, which is delivered by the WPL,
- **j** is an incremental number for the version of the document.

For deliverables, the identification must be consistent with the numbering defined in the annex I to the grant agreement.

This identification shall appear on the MSP-REFRAM cover sheets. The WPL is responsible for the consistency of the identification of documents issued in her/his WP. It is advised that the WPL keeps a numbered list of documents.

The MSP-REFRAM identification should also appear in the name of the electronic file, as follows:

“MSP-REFRAM – Twi - Document Name - vj”

MSP-REFRAM DOCUMENT TEMPLATES

Mandatory templates to be used for MSP-REFRAM documents are provided in the MSP-REFRAM shared workspace at <http://app.lgi-consulting.org/ecm/msprefram>. For any questions regarding the use of these templates, the project office can be contacted (see contact information in Annex 1).

The templates available to all partners are as follows:

- Template for MSP-REFRAM deliverables
- Template for MSP-REFRAM meeting minutes
- Template for MSP-REFRAM PowerPoint presentations

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

DISTRIBUTION

When approved, the coordinator is responsible for distributing the contractual documents to the European Commission following procedures established between the two parties. If requested, paper copy of each contractual deliverable shall be sent to the EC project officer.

The dissemination of the deliverables, milestones and other reports within the consortium is made via the MSP-REFRAM collaborative platform. The publication rules are defined in the section 8.3 of the Consortium Agreement.

PUBLICATIONS

The beneficiaries can submit articles to peer-reviewed journals or present communications at conferences on the studies performed in MSP-REFRAM. The rules as follows apply for submission.

- Under no circumstances can a beneficiary publish the contribution of another beneficiary without its approval.
- Under “normal circumstances” a validation of the WPL and Coordinator should be obtained. Each should check at his/her level that the document is appropriate for submission. To obtain this validation, the main author must upload the document on the collaborative online platform workfolder of the relevant WP and send an e-mail simultaneously to the WPL, and the Coordinator. No response within 2 weeks means acceptance of the submission.
- All accepted publications related to MSP-REFRAM shall be uploaded in the dedicated “Publications” folder of the collaborative platform.
- “Normal circumstances” exclude cases where a severe external deadline must be respected (e.g. Ph.D. thesis manuscript submission). In this case an advanced version should be sent to the WPL, and Coordinator for formal validation. When available, the final version is to be sent for information.

For articles, the following sentence must be used for acknowledgement of the commission’s support:

The research leading to these results has received funding from the Euratom research and training programme 2014-2018 under grant agreement No 654935.

For presentations to conferences, it is strongly recommended to use the MSP-REFRAM Power Point presentation template (available on the shared workspace). The minimum requirement is to use at least the MSP-REFRAM logo. Moreover, the Euratom logo should be added for acknowledgement of the Euratom support. The following sentence must be indicated for acknowledgement of the Commission support:

“This project has received funding from the from the Euratom research and training programme 2014-2018 under grant agreement No 688993”.

The submitted and final versions of the articles and communications must be uploaded in the collaborative web platform work folder of the relevant WP and then published in the “Publications” folder. All partners are requested to use the following format for the document name:

Year of publication-authors-journal/conference

The following publications are provided as example:

- 2015-Roelofs-Shams-Pacio-Di Piazza-Planquart-VanTichelen-NURETH16.pdf
- 2016-Batta-Class-NED.pdf

All partners shall take appropriate measures to engage with the public and the media about the project and to highlight the Community financial support.

Any publicity, including at a conference or seminar or any type of information or promotional material, must specify that the project has received Community research funding and display the European emblem with appropriate prominence.



ANNEXES

Annex 1 – Contact information of members

Contact information for the coordinator, project management office, WP leaders, beneficiaries' main scientific correspondents and members of the Governing Board

This information will necessarily evolve; future versions will be placed on the collaborative web-based document management tool.

Function	Organisation	First Name	Surname	Mail
Project Leader	CEA	Stéphane	Bourg	stephane.bourg@cea.fr
PMO	LGI	Anaïs	Baudrier	anais.baudrier@lgi-consulting.com
	LGI	Bastien	Duplantier	bastien.duplantier@lgi-consulting.com

WP leaders

	Organisation	First Name	Surname	Mail
WP1	AMPHOS 21	Jordi	BRUNO	jordi.bruno@amphos21.com ;
WP2	GTK	Jason	YANG	jason.yang@gtk.fi ;
WP3	MEFOS	Lena	SUNDQVIST ÖQVIST	lena.sundqvist@swerea.se ;
WP4	IMN	Witold	KURLAK	witoldk@imn.gliwice.pl ;
WP5	VTT	Päivi	KIVIKYTÖ-REPONEN	paivi.kivikyto-reponen@vtt.fi ;
WP6	IDENER	Marta	MACIAS ARAGONES	marta.macias@idener.es ;
WP7	ICCRAM	Santiago	CUESTA-LOPEZ	scuesta@ubu.es ;
WP8	CEA	Stéphane	BOURG	stephane.bourg@cea.fr ;
PMO	LGI	Anaïs	BAUDRIER	anais.baudrier@lgi-consulting.com

Beneficiaries' main scientific contacts

	Organisation	First Name	Surname	Mail
1	CEA	Stéphane	BOURG	stephane.bourg@cea.fr ;
2	AMPHOS 21	Jordi	BRUNO	jordi.bruno@amphos21.com ;
3	BRGM	Patrick	D'Hugues	p.dhugues@brgm.fr ;
4	CARTIF	Pedro	ACEBES	pedace@cartif.es ;
5	CHALMERS	Christian	EKBERG	che@chalmers.se ;
6	E-MINES	Michel	BONNEMAISON	m.bonnemaison@variscan.fr ;
7	ERAMET	Marion	LENOIR	marion.lenoir@erametgroup.com ;
8	GTK	Jason	YANG	jason.yang@gtk.fi ;
9	ICCRAM	Santiago	CUESTA	scuesta@ubu.es ;
10	IDENER	Marta	MACIAS ARAGONES	marta.macias@idener.es ;

11	IMN	Andrzej	CHMIELARZ	andrzejch@imn.gliwice.pl;
12	ADE	Jorge	IZQUIERDO ZUBIATE	izqzubjo@jcyl.es;
13	UNIKL	Bart	HANS-JOERG	bart@mv.uni-kl.de;
14	LUT	Antti	HÄKKINEN	antti.hakkinen@lut.fi;
15	LGC	Florent	BOURGEOIS	florent.bourgeois@inp-toulouse.fr;
16	MEFOS	Lena	SUNDQVIST ÖQVIST	lena.sundqvist@swerea.se;
17	NTUA	Ioannis	PASPALIARIS	paspali@metal.ntua.gr;
18	TU Delft	Yongxiang	YANG	y.yang@tudelft.nl;
19	VTT	Päivi	KIVIKYTÖ-REPONEN	paivi.kivikyto-reponen@vtt.fi;
20	LGI	Bastien	DUPLANTIER	bastien.duplantier@lgi-consulting.com;
21	PROMETIA	Stéphane	BOURG	stephane.bourg@cea.fr;

Members of the Governing Board

	Organisation	First Name	Surname	Mail
1	CEA			
2	AMPHOS 21	Jordi	BRUNO	jordi.bruno@amphos21.com;
3	BRGM	Patrick	D'HUGUES	p.dhugues@brgm.fr;
4	CARTIF	Pedro	Acebes	pedace@cartif.es;
5	CHALMERS	Christian	EKBERG	che@chalmers.se;
6	E-MINES	Michel	BONNEMAISON	m.bonnemaison@variscan.fr;
7	ERAMET			
8	GTK	Pekka	NURMI	pekka.nurmi@gtk.fi;
9	ICCRAM	Santiago	CUESTA-LOPEZ	scuesta@ubu.es;
10	IDENER	Marta	MACIAS ARAGONES	marta.macias@idener.es;
11	IMN	Andrzej	CHMIELARZ	andrzejch@imn.gliwice.pl;
12	ADE	Jorge	IZQUIERDO ZUBIATE	izqzubjo@jcyl.es;
13	UNIKL	Hans-Jörg	BART	bart@mv.uni-kl.de;
14	LUT	Tuomo	SAINIO	tuomo.sainio@lut.fi;
15	LGC	Florent	BOURGEOIS	florent.bourgeois@inp-toulouse.fr;
16	MEFOS	Lena	SUNDQVIST ÖQVIST	lena.sundqvist@swerea.se;
17	NTUA	Ioannis	PASPALIARIS	paspali@metal.ntua.gr;
18	TU Delft	Yongxiang	YANG	y.yang@tudelft.nl;
19	VTT	Päivi	KIVIKYTÖ-REPONEN	paivi.kivikyto-reponen@vtt.fi;
20	LGI	Bastien	DUPLANTIER	bastien.duplantier@lgi-consulting.com;
21	PROMETIA	Christophe	POINSSOT	christophe.poinssot@cea.fr;