



H2020 5Growth Project
Grant No. 856709

D6.1: Project Handbook

Abstract

This handbook details management bodies, documents, and procedures which are described in the Project, Grant Agreement and Consortium Agreement. It also includes the Quality Plan to be followed by the project to ensure timely delivery of all results to the European Commission.



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Disclaimer

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1. Introduction

The aim of this document is to set-up and explicitly describe the different management procedures to be applied during the project lifetime. All these contents largely defined also in their legal terms in the Consortium Agreement signed by all the 5Growth partners. Summary guidelines are reported in this document for a quicker operative consultation by project participants. Following this idea, this document starts by describing the different Management Bodies and the organization of the Management Team in Section 2. The Project Board includes a representative of each partner on the consortium and takes all the rest of decisions.

Once the key management and organizational bodies are presented, this deliverable tackles the different procedures required for the organization of meetings and audio-conferences in Section 3, defining the mechanisms to be followed while organizing a project meeting.

During the physical meetings and specific audio-conferences, there may be some situations when a voting is required to decide on a certain matter. This document explains in Section 4 the different voting rules and mechanisms for the decision process.

Following with the different rules that apply to the work of partners in 5Growth, Section 5 specifies the obligations on the communication and dissemination of results, including the different rules for the approval of scientific contributions to public dissemination venues.

Section 6 specifies the different management reports due during the lifetime of the project. This section is complemented by Annex I, Annex II and Annex III, which include the templates to be followed for technical deliverables and quarterly management reports, and the style guide for all project documents, respectively.

Finally, considering the Management of Risks and Contingency Plan sketched in Section 7, Section 8 presents the Quality Plan for the project. The Quality Plan will be enforced by the mechanisms defined in the whole Project Handbook, effectively making this document the set of rules to be followed in order to ensure the quality across the project activities. To maintain always the highest levels of quality in the execution of this project, we will periodically review internally the Quality Plan (therefore this complete document) and update it if needed.

2. Management Bodies and Organization

The management bodies employed in 5Growth include persons, committees and other entities that are responsible for making management decisions, implementing management actions, and their interrelation.

The management bodies include:

TABLE 1: MANAGEMENT BODIES

Management Body	Responsible person
Project Coordinator (PC)	Carlos J. Bernardos (UC3M)
Technical Manager (TM)	Xi Li (NEC)
Innovation Manager (IM)	Paola Iovanna (TEI)
Project Board (PB)	one representative per partner
Work Package Leaders (WPL)	WP1 - Óscar Lozano (INNO) WP2 - Andrés García-Saavedra (NEC) WP3 - Manuel Lorenzo (ERC) WP4 - Diego López (TID) WP5 - Josep Manges-Bafalluy (CTTC) WP6 - Carlos J. Bernardos (UC3M)
ICT-17 liaisons	5G EVE – Manuel Lorenzo (ERC) 5G-VINNI – Diego López (TID)
Project Management Team (PMT)	PC+TM+IM+WPL+ICT-17 Liaisons

Their detailed role and duties are described in the next subsection.

2.1. Project Coordinator (PC)

The Coordinator is the Legal Entity acting as the intermediary between the Parties and the Funding Authority. The Project Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement (GA) and in the Consortium Agreement.

The PC is in charge of the overall administrative management of the project, being the single point of contact with the European Commission (EC). In particular, he is responsible for the execution of the administrative and financial activities of the GA. He is also in charge of ensuring effective communication, collaboration and cooperation within the Consortium by defining document, reporting and control procedures, in collaboration with the Technical Manager (TM). In summary, the PC is the legal, contractual, financial and administrative manager of the project.

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations;
- keeping the address list of Members and other contact persons updated and available;
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority;

- transmitting documents and information connected with the Action to any other Parties concerned;
- administering the financial contribution of the Funding Authority and fulfilling the financial tasks described in Section 7.3; and,
- providing, upon request, the Parties with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

If one or more of the Parties is late in submission of any project deliverable, the Coordinator may nevertheless submit the other Parties' Action deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.

If the Coordinator fails in its coordination tasks, the PB – Project Board may propose to the Funding Authority to change the Coordinator.

The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the Consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement

The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Grant Agreement.

2.2. Technical Manager (TM)

The TM oversees the overall technical management of the project. She is responsible for the correct execution of the technical activities of the contract. Her tasks include in particular the leading of the Technical Management Team, ensuring timely release, technical high quality and accuracy of technical deliverables.

2.3. Innovation Manager (IM)

The Innovation Manager has the technical skills to very closely understand, and contribute to, the most advanced research tasks. Indeed, the Innovation Manager will assist and advise the PMT in best responding to emerging market opportunities. In turns, by thoroughly following the evolution of the sector, the new emerging technologies and products, and the mutating needs, the Innovation Manager will help bringing all this inside the project, and will assist the project in identifying changes in strategies and re-planning of technical activities to best fit the evolving sector.

2.4. Project Board (PB) and Partner Representative (PR)

The Project Board is the ultimate decision-making Consortium Body and shall consist of one Partner Representative appointed by each Party and chaired by the Coordinator.

Its purpose is to set and review the project direction, ensure that the project fulfils its commitments and meets the stated objectives, continuously evaluate the project performance and results, and to

supervise and coordinate the technical work performed by all consortium partners. Among others, the PB has the following duties: Subsection title

- i. tracks the progress and results of the project, assuring they meet the contractual obligations,
- ii. identifies risks and defining contingency plans,
- iii. financial monitoring to obtain a timely and complete control of the financial situation of the project and
- iv. proposes changes to CA and contracts.

The PB will meet periodically at the project scheduled events in face-to-face meetings.

The PB – Project Board shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, all proposals made by the PMT – Project Management Team shall also be considered and decided upon by the PB – Project Board.

The following decisions can only be taken by the Project Board:

- decide upon any proposal made by the Project Management Team for the allocation of the Action's budget in accordance with the GA, and review and propose budget reallocations to the Parties;
- proposals to the Parties for the review and/or amendment of the terms of the GA;
- decide upon material changes to the Action Plan;
- decide upon proposals from the Project Management Team for the plan for use and the Dissemination of Results;
- proposal to the Parties for modifications or withdrawals to Attachment 1A (Background included, as applicable);
- addition to Attachment 3 (List of third parties for simplified transfer according to Section 8.3.2 of this CA);
- proposals to the Parties for the accession of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party;
- proposals to the Parties for the withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal;
- identification of a substantial breach by a Party of its obligations under this CA or the GA;
- declaration, remedies and termination of a Defaulting Party;
- proposals to the Funding Authority for a change of the Coordinator if made a Defaulting Party;
- proposals to the Funding Authority for suspension or termination of all or part of the Action; and
- the appointment – if necessary, of any vacancy to the Project Management Team.

In the case of abolished tasks as a result of a decision of the PB – Project Board, the PMT – Project Management Team shall advise the PB – Project Board on ways to rearrange tasks and budgets of

the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

2.5. Project Management Team (PMT)

The Project Management Team is the supervisory Consortium Body for the implementation and for the daily management of the Action, and shall report to and be accountable to the Project Board.

The Project Management Team is responsible for the daily management of 5Growth. In detail the PMT has to monitor the overall project progress (objectives, schedule, milestones, etc.) and to find proper solutions in conformance with the decisions of the PB, in case of deviations from project plan. Activities of the Project Management Team will address the following issues:

- i. Coordination, monitoring and control of the progress of the work in the project,
- ii. Launch or stop of tasks within defined WP structure,
- iii. Technical management of the project,
- iv. Analyses and solutions on technical issues,
- v. Technological roadmaps, and,
- vi. Approval of the deliverables.

The Project Management Team is composed of the PC, the TM, the IM, the Work Package Leaders and the ICT-17 liaisons. Any additional member of the consortium may be appointed, if needed, to form part of the PMT by the Project Coordinator. The PMT shall meet on a per-need basis as determined by the Project Coordinator. The default is weekly phone calls and on request (in accordance with the CA rules). Physical meetings will take place co-located with project periodic meetings.

2.6. Work Package Leaders (WPLs)

Each work package is led by the Work Package Leader (WPL), who is responsible for making the day-to-day technical and management decisions that solely affect their work package. The WP leader' responsibilities include:

- i. leading and coordinating the task activities involved in the WP through the Task Leaders,
- ii. initial quality checking of the WP work and deliverables,
- iii. handling resource/skills balance within the WP subject to agreement of the PB to changes,
- iv. participating in the PMT,
- v. highlighting to the PMT of potential threats to the technical success of the project; and,
- vi. reporting progress to the PB and raise amendments, issues and red flags to the TM if needed.

The following table presents the different WP leaders and emails:

TABLE 2: WP LEADERS AND EMAILS

WP#	WP Leader name (PARTNER)	E-mail
1	WP1 - Óscar Lozano (INNO)	olazaro@innovalia.org
2	WP2 - Andrés García-Saavedra (NEC)	andres.garcia.saavedra@neclab.eu
3	WP3 - Manuel Lorenzo (ERC)	manuel.lorenzo@ericsson.com
4	WP4 - Diego López (TID)	diego.r.lopez@telefonica.com
5	WP5 - Josep Mangues-Bafalluy (CTTC)	josep.mangues@cttc.cat
6	WP6 – Carlos J. Bernardos (UC3M)	cjbc@it.uc3m.es

2.7. Task Leaders (TLs)

Each Task is led by the Task Leader (TL), who is responsible for the activities performed in his/her task coordinating the technical work, and making the day-to-day technical decisions that solely affect his/her Task. It should be stressed that task leadership is partner-based.

TLs should report (internally) to the WPL every month (at least, although a more dynamic communication process will be encouraged) on the progress of their task.

3. Management Information and Procedures

The large size of 5Growth requires specific mechanisms to assure the coordination among the partners and the consecution of the objectives. The management will be based on the following recurring events;

- **Plenary meetings**, face to face meetings regularly held with a 4-month period, for a total of about 8 meetings throughout the whole 30-month project duration. Plenary meetings are dedicated to discussing the advances in all the project work-packages and to transfer knowledge and achievements across work-packages. Whenever more extensive per-WP discussion is needed, separate per-WP sessions will be deployed. The current methodology for the meetings followed in 5G-Crosshaul will be used since it has proven to be very efficient.
- **5G PPP integration meetings**: Following the past experience gained in 5G-Crosshaul and 5G-TRANSFORMER we have allocated resources to attend the Steering Board, Technology Board and Technical Working Groups. We have planned resources and travel budget for this activity based on current experience from 5G-Crosshaul and 5G-TRANSFORMER.
- **Weekly Project Management Team phone call**: The TM will schedule a regular phone call, to be held in a fixed date. The PMT conference call will be organised and chaired by the PC to review the status of each work-package one-by-one, the global project status and to discuss possible issues. Ad-hoc calls to address any relevant issue will be allocated whenever is needed upon request from any member of the PMT.

Efficient communication flows between participants will be guaranteed by the mechanisms described above and also by the communication facilities defined below. A further source of internal project

monitoring and synchronization are the quarterly management reports (QMR) to be delivered by each project partner to the coordinator 15 days after the end of each three-month period.

3.1. Representation in Meetings

Any Party, which is a member of a Consortium Body, (hereinafter referred to as "Member"):

- should be represented at any meeting of such Consortium Body;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- and shall participate in a cooperative manner in the meetings.

3.2. Preparation and Organisation of Meetings

Technical meetings will be held every 3 to 6 months and convene by the PC of the project. Technical meeting venues and dates will be decided on each physical meeting (always having the next two physical meetings agreed), hence no special deadlines or actions are required to convene them. For the PB meetings, due to the need of the presence of a representative of each partner we have set up some rules on timing requirements to convene them. These rules are described in the following sections.

3.2.1. Convening Meetings

TABLE 3: CONVENING MEETINGS

	Ordinary meeting	Extraordinary meeting
PB – Project Board	At least once a year	At any time upon written request of the 1/3 of the Members of the PB – Project Board

3.2.2. Notice of a meeting

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

TABLE 4: NOTICE OF A MEETING

	Ordinary meeting	Extraordinary meeting
PB – Project Board	45 calendar days	15 calendar days

3.2.3. Sending the agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated below.

TABLE 5: SENDING THE AGENDA

	Ordinary meeting	Extraordinary meeting
PB – Project Board	21 calendar days	10 calendar days

3.2.4. Adding agenda items

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

TABLE 6: ADDING AGENDA ITEMS

	Ordinary meeting	Extraordinary meeting
PB – Project Board	14 calendar days	7 calendar days

During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda, only if all Members of Consortium Body are present or represented at the meeting.

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document which is then agreed by the defined majority of all Members of the Consortium Body. Such document shall include the deadline for responses.

Meetings of each Consortium Body may also be held by teleconference or other telecommunication means.

4. Decision Process

Decisions will only be binding once the relevant part of the Minutes has been accepted according to Section 6.3.1.2 of the Consortium Agreement (CA).

4.1. Voting Rules and Quorum

A Consortium Body shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members are present or represented.

Each Member of a Consortium Body present or represented in the meeting shall have one vote.

Defaulting Parties may not vote. Defaulting Partner is defined in the CA.

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast in the first ballot. In a second ballot and any subsequent ballots which may be necessary, a simple majority of the votes cast shall be required.

4.2. Veto Rights

A Party which can show that its own work, time for performance, costs, liabilities, Intellectual Property Rights, Access Rights, Share or legitimate interests would be adversely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.

A Party may veto such decision within 15 calendar days after the draft minutes of the meeting have been sent. In case of exercise of veto, the Members of the related Consortium Body shall make good faith efforts to resolve the matter which occasioned the veto to the general satisfaction of all its Members.

A Party may not veto decisions relating to it being in substantial breach of its obligations or to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the Consortium or the consequences of them.

4.3. Minutes of Meetings

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The chairperson shall send the draft minutes to all Members within 10 calendar days counting from the date on which the meeting was held.

Each Member of a Consortium Body that has attended the meeting, shall have the right to request that a factual inaccuracy be corrected. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes. The Coordinator shall provide authenticated duplicates of the minutes to all Parties.

5. Communication and Document Management Facilities

The project has set up the following mailing lists (@5growth.eu):

- 5growth-all
- 5growth-admin
- 5growth-legal
- 5growth-pmt
- 5growth-pb
- 5growth-wp1
- 5growth-wp2
- 5growth-wp3

- 5growth-wp4
- 5growth-wp5
- 5growth-wp6
- 5growth-social

The global mailing list will be used for issues affecting several WPs and for other issues requiring global communication. This mailing list was composed by all the members of the consortium. Concerning the technical mailing list per WP, for such a big project as 5Growth, where each WP can be understood as a subproject, we advocate the use of separate mailing lists per WP. Although the use of a single list for all WPs improves the interaction between the different researchers working on each WP, we think that due to its dimension, the project needs an approach limiting the amount of emails received by each researcher. Additionally, there are list devoted to admin, legal, PMT, PB, and social networks.

All technical mailing lists involve the TM, and will be open to any other additional employee the project partners will wish to include.

All the information related to the project, including all draft deliverables, the final deliverables, the shared documentation, the source code, the meeting reports, the updated project time-table, and so on, will be normalised in a common format according to defined templates to maintain homogeneity in the project, and will be stored in a common central facility. To keep control and confidentiality of the storage, the project will not adopt common cloud-based public services (e.g., Dropbox, GoogleDrive, etc) but will deploy its own storage facility, in the form of an SVN server, inside the coordinator's premises. Access will be restricted to the project members (eventually with further access control restrictions for documentation strictly restricted to the PB). Centralized maintenance and housekeeping of all the project documentation will be guaranteed by the Project Coordinator, and by the WP leader for the internal WP documentation. Documents will be organized in sub-folders related to project activities or information, as well as dedicated folders for work-packages and task.

The choice of SVN will also provide a convenient platform for collaborative software development over the same storage facility. The deliverables will be managed and released under the responsibility of the editor, after a well-defined review procedure.

5.1. Obligation to Disseminate Results

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — 'disseminate' its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

This does not change the obligation to protect results, the confidentiality obligations, the security obligations or the obligations to protect personal data, all of which still apply.

During the Action and for the period of time as stated in Section 8.4.1 of this CA, the Dissemination of Results by one or several Parties including but not restricted to publications of whatever form (excluding patent applications(s) and other registrations of IPRs), shall be governed by the procedure of Article 29.1 of the Grant Agreement subject to the following provisions:

Prior written notice of the final version of any planned publication shall be given to the other Parties at least forty-five (45) days before the planned publication submission date. Any objection to the planned publication shall be made in writing to all Parties within thirty (30) days after receipt of the written notice. If no objection is made within the time limit stated above, the publication is permitted.

An objection to a planned publication by a Party is justified if any of the following applies:

- the protection of the objecting Party's Results or Background is adversely affected;
- the proposed publication includes Confidential Information of the objecting Party;
- the objecting Party's legitimate academic or commercial interests would be significantly harmed.

Any and all objection(s) shall include, to the extent possible, a precise request for necessary modifications.

If an objection has been raised on one or more of the above-mentioned grounds, the objecting Party and the publishing Party shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting Confidential Information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion within 90 days following the objection.

The objecting Party can request a publication delay of not more than 90 calendar days from the time it raises such an objection.

If a beneficiary intends not to protect its results, it may — under certain conditions— need to formally notify the Commission before dissemination takes place.

5.2. Open Access to Scientific Publications

Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.

In particular, it must:

- i. as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;

Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

- ii. ensure open access to the deposited publication — via the repository — at the latest:

- a) on publication, if an electronic version is available for free via the publisher, or
- b) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.
- iii. ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- the terms “European Union (EU)” and “Horizon 2020”;
- the name of the action, acronym and grant number;
- the publication date, and length of embargo period if applicable, and
- a persistent identifier.

5.3. Information on EU funding — Obligation and right to use the EU emblem

Unless the Commission requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- i. display the EU emblem and
- ii. include the following text:

“This work has been partially funded by the EU H2020 5Growth Project (grant no. 856709).”

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Commission.

This does not however give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means. Disclaimer excluding Commission responsibility

Any dissemination of results must indicate that it reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains.

6. Reports

The action is divided into the following ‘reporting periods’ (RP):

RP1: from month 1 to month 18.

RP2: from month 19 to month 30. Periodic Reports

6.1. Periodic Reports

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

The periodic report must include the following:

(a) 'Periodic technical report' containing:

- an explanation of the work carried out by the beneficiaries;
- 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 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';
- a summary for publication by the Commission;
- 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;

(b) 'Periodic financial report' containing:

- an 'individual financial statement' from each beneficiary and from each linked third party, for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs) for each budget category. The beneficiaries and linked third parties must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget. Amounts which are not declared in the individual financial statement will not be taken into account by the Commission.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

The individual financial statements of the last reporting period must also detail the receipts of the action.

Each beneficiary and each linked third party must certify that:

- the information provided is full, reliable and true;
- the costs declared are eligible;
- the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and
- for the last reporting period: that all the receipts have been declared;
- an explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary and from each linked third party, for the reporting period concerned;

- a 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

6.2. Quarterly Management Reports

In addition to the reports defined in the contract with the EC, the Coordinator will collect from partners, and integrate supplementary quarterly management reports (QMR), to be submitted by each project partner to the coordinator 15 days after the end of each three-month period. These reports will be delivered to the EU Project Officer, and will at least include:

- management data for the considered quarter (persons-month spent per each active WP, major travels and other resources deployed),
- predicted management data for the next quarter,
- report on the technical work and related accomplishments carried out in the quarter,
- dissemination accomplishments,
- major issues or problems encountered and/or foreseen in the next quarter. Quarterly Reports.

7. Management of Risks and Contingency Plans

There are a number of contingencies that can negatively impact on the ambitious 5Growth roadmap. Table 7a presents the critical risks for the implementation of the project. The likelihood and the severity of each risk is assessed as low (L), medium (M), or high (H) and tailored counter-measures are proposed. 5Growth has conceived a number of structural mechanisms to reduce the probability of these events and to contain their effects in case they cannot be avoided.

TABLE 7: CRITICAL RISKS FOR IMPLEMENTATION

Description of risk	Like./Sev.	WP (s)	Proposed risk-mitigation measures
Miss coordination and communication	L/H	WP6	Insistence on effective communication among the entire consortium ecosystem, i.e., project coordinators, WP and task leaders, especially during the most critical stages of the project
Lack of commitment	L/H	WP6	The WP and/or the task leaders should trigger a warning and request the immediate intervention of the project coordinator for corrective actions implementation.
Partners withdrawal	L/H	WP6	Propose a redistribution of the workload and the budget among the other partners involved in those activities. Alternatively, if the expertise of the withdrawing partner is too specific and unique among the consortium ecosystem,

Description of risk	Like./Sev.	WP (s)	Proposed risk-mitigation measures
			the possibility of bringing a new partner aboard may be considered.
Underestimated budget	L/M	All	Redefinition of the objectives, in order to reduce the ambition and the scope of the project. When dealing with critical and too impactful activities, it could be necessary to assign extra resources into the project, agreed between the partners involved, and internally funded by the responsible partner.
Departure of key technical personal	M/M	All	On project planning, every partner should try to avoid dependency on a single expert by assigning team members with similar competences. Insistence on well documented work to mitigate the impact of eventual departures and facilitate replacements.
Problems with the integration due to misalignment with the requirements	M/H	WP3	The partners involved in the developments should work on setting up a corrective plan to perform countermeasures to make a smooth integration between the different components possible.
Problems with the deployment due to unforeseen technical constraints	M/M	WP3	The partners involved in the pilots' deployment – infrastructure owners and the technology providers – should work together to constantly monitor the progress, M/MaWP3nticipating possible constraints and managing their resolution.
Problems with the desirable interoperability between different components	L/M	WP3 WP4	Enforce the integration of the envisioned 5G architectural components in an agnostic multi-provider environment. Maximize the use of standards and open source solutions.
Absence of an available 5G Endto-End connectivity platform developed under ICT-17 initiatives for the implementation of the envisioned trials, and lack of coverage at pilot sites, impacting in the deployment,	L/H	WP4	Ensure, in the proposal stage, that the 5Growth ecosystem can count with the commitment of the identified ICT-17 projects, to achieve an agreement on accessing their platforms, and keep an active coordination with these consortiums. The partners among the 5Growth consortium also taking part of the identified ICT-17 initiatives will play a key role on this matter, as they are essential to promote a bridge

Description of risk	Like./Sev.	WP (s)	Proposed risk-mitigation measures
testing, validation and demonstrations phases			collaboration beneficial to all parties involved.
Difficulty on assessing too generic KPIs based on the outcomes from the verticals	M/M	WP4	To define KPIs linked to assessable and tangible goals within the pilots' technical and business environment, in order to avoid failure in the validation of exoteric KPIs.
Absence of proper standards or unconsolidated versions	L/M	WP1 WP2 WP3 WP4	A strong involvement of the project partners on standardization could benefit from an early detection of potential gaps, allowing the implementation of a mitigation plan. Focus on functionalities and services with a higher likelihood to be target by upcoming standardization processes.
Insufficient impact on standardization	L/L	WP5	Intensify the efforts to take part as active organizations involved in standards developing initiatives.
Inappropriate or not impactful dissemination and exploitation	L/H	WP5	Propose an innovation management process to constantly monitor the impact of these activities and, in case a deficiency or a nonconformity is detected, work on the redefinition of guidelines and strategies to implement corrective actions.

8. Quality Plan

The quality management of the project will be led by the PC, TM and IM, who will be responsible for the review and assessment of the project progress according to:

- correspondence of the solutions to the objectives;
- accuracy and quality of the deliverables, and
- adherence to time and cost constraints planned for the project.

The Quality Plan will be updated every six months, if necessary. All the Project Handbook is a Quality Plan itself.

The principal objective of the plan is to ensure the quality across the different activities of the project, including the responsibilities within the team to achieve and maintain the quality, the monitoring and control procedures, the reporting procedures and the document procedures standards and control.

The PC, in close cooperation with the TM, will provide overall monitoring and coordination of each activity and milestone from a time perspective, paying special attention to the impact if any of changes in the schedule on other related items. In parallel, the IM will check that all possible mechanisms to increase the impact of the project are taken, and will advertise partners of potential impacts identified during the project lifetime.

Finally, two deliverable reviewers will be identified for each deliverable, which will be subject to an internal approval procedure prior to release (and public dissemination, in case of public deliverables). Quality control metrics will be defined to measure the progress of the work being achieved. Each Work-Package Leader will be responsible for assuring the quality of their deliverables and for adopting the most appropriate quality-assurance measures to contribute to the fulfilment of the WP targets.

9. Annex 1. Template for Deliverables



H2020 5Growth Project
Grant No. 856709

Dx.y: Document Title

Document Properties

Document Number:
Document Title:
Document Responsible:
Document Editor:
Editorial Team:	
Target Dissemination Level:
Status of the Document:
Version:	0

Production Properties:

Reviewers:
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Document history

Revision	Date	Issued by	Description

Disclaimer:

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For the avoidance of all doubts, the European Commission has no liability in respect of this document, which is merely representing the authors view.



List of Tables

List of Figures

List of Acronyms

Executive Summary

1. Introduction

1.1. Section Title

.....

1.1.1. Subsection Title

TABLE 1: CAPTION EXAMPLE

Example			
Text			



FIGURE 1: CAPTION EXAMPLE



10. Annex 2. Template for Quarterly Management Reports



H2020 5Growth Project
Grant No. 856709

QMR Template

Document Properties

Document Number:
Document Title:	QMR TEMPLATE
Document Responsible:
Document Editor:
Authors:
Target Dissemination Level:
Status of the Document:	Preparation
Version:	0

Production Properties:

Reviewers:
------------	-------

Document History:

Revision	Date	Issued by	Description
0			

Disclaimer:

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How to fill out the individual sections:**For All:**

- **Fill out for each Task where you are involved:**
 - **Any particular achievements (finished algorithm description, simulation development, particular problems which were solved, etc.),**
 - **Achieved Milestones (with reference to the “Description of Work”), or**
 - **Work items you were involved with (developing a specific algorithm/simulation code/..., preparing presentations/meetings/..., and also definition of requirements/architecture/...)**
 - **In all the cases, include always a reference to a document (Audio conference minutes, deliverable, internal report, submitted paper...)**
 - **Highlight important outputs, especially in the summary (publications, patents, standardisation proposal, workshops...)**
- **List the individual persons which were involved in this task,**
- **List the amount of man months that you are claiming.**
- **Regarding the travel reporting; only travels that are charged to the project must be included.**

For Task Leaders:

- **Trigger input from all partners that are involved in your task,**
- **Fill in the table under “Summary” which gives a short impression whether you are on-track or not, whether there deviations or not, ... Note: Deviations are not a problem as long as we keep track of them and adjust the project plan accordingly in time! The more details you provide us with your report, the better we can adjust the project plan, report to the EC, and get feedback from the PO with respect to proposed deviations.**
- **Harmonize the input from you partners based on the discussion etc. that you had during the reporting period.**

For Work Package Leaders:

- **Trigger input from all tasks and monitor the progress,**
- **Review deviations and find solutions for the next steps (together with the TLs),**
- **Provide one paragraph with a summary for the reporting period,**
- **Harmonize the input from all tasks.**

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1. Executive Summary

(Responsible: UC3M)

.....

2. Technical Progress and Achievements

2.1. WP1: Business Validation

2.1.1. Summary

(Resp: WPLLeader)

.....

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
Task 1.1	Green				
Task 1.2	Green				
Task 1.3	Not started yet				

2.1.2. Task 1.1: Analysis of vertical industries' requirements and business model definition

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.1.3. Task 1.2: Techno-economic analysis and business model validation

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.1.4. Task 1.3: Business models SLA elicitation and business layer modelling

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.2. WP2: Vertical oriented system design and implementation towards field trials

2.2.1. Summary

(Resp: WPLeader)

.....

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
Task 2.1	Green				
Task 2.2	Green				
Task 2.3	Green				
Task 2.4	Green				

2.2.2. Task 2.1: 5G End-to-End Service Platform

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.2.3. Task 2.2: Enhanced and automated vertical support

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.2.4. Task 2.3: Telemetry monitoring, analytics and orchestration

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.2.5. Task 2.4: Closed-loop automation, SLA modelling and control for vertical service lifecycle management

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3. WP3: Integration and deployment on End-to-End connectivity platforms and vertical sites

2.3.1. Summary

(Resp: WPLLeader)

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
Task 3.1	Green				
Task 3.2	Green				
Task 3.3	Green				
Task 3.4	Green				

Task 3.5 **Green**

Task 3.6 **Green**

2.3.2. Task 3.1: ICT-17 facilities gap analysis

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3.3. Task 3.2: Platform implementation and deployment in ICT-17 and vertical premises

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3.4. Task 3.3: Integration with vertical systems and execution of the I4.0 INNOVALIA Pilot

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3.5. Task 3.4: Integration with vertical systems and execution of I4.0 COMAU Pilot

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3.6. Task 3.5: Integration with vertical systems and execution of Transportation EFACEC_S Pilot

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.3.7. Task 3.6: Integration with vertical systems and execution of Energy EFACEC_E Pilot

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.4. WP4: Validation and Technical Evaluation

2.4.1. Summary

(Resp: WPLLeader)

.....

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
Task 4.1	Green				
Task 4.2	Green				
Task 4.3	Green				
Task 4.4	Green				
Task 4.5	Green				
Task 4.6	Green				

2.4.2. Task 4.1: Service KPI identification and core KPI characterization

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones	Involved persons

Work items in progress

Name

2.4.3. Task 4.2: Verification methodology and tooling

(Resp: each partner fills in its information in a row)

Partner

**Achievements
Milestones
Work items in progress**

Involved persons

Name

2.4.4. Task 4.3: Verification and validation campaigns of I4.0 INNOVALIA Pilot

(Resp: each partner fills in its information in a row)

Partner

**Achievements
Milestones
Work items in progress**

Involved persons

Name

2.4.5. Task 4.4: Verification and validation campaigns of I4.0 COMAU Pilot

(Resp: each partner fills in its information in a row)

Partner

**Achievements
Milestones
Work items in progress**

Involved persons

Name

2.4.6. Task 4.5: Verification and validation campaigns of Transportation EFACEC_S Pilot

(Resp: each partner fills in its information in a row)

Partner

**Achievements
Milestones
Work items in progress**

Involved persons

Name

2.4.7. Task 4.6: Verification and validation campaigns of Energy EFACEC_E Pilot

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.5. WP5: Communication, Dissemination, and Exploitation

2.5.1. Summary

(Resp: WPLeader)

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
Task 5.1	Green				
Task 5.2	Green				

2.5.2. Task 5.1: Communication activities

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.5.3. Task 5.2: Dissemination and Exploitation

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.6. WP6: Project Management

2.6.1. Summary

(Resp: WPLeader)

Task	Status	Variance	Cause/Wayforward	Expected deadlines	Affected partners
------	--------	----------	------------------	--------------------	-------------------

Task 6.1 **Green**

Task 6.2 **Green**

Task 6.3 **Green**

2.6.2. Task 6.1: Project administrative, financial, and legal management

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.6.3. Task 6.2: Technical coordination, Innovation and Quality management

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

2.6.4. Task 6.3: Interaction with other projects of the H2020 5G Infrastructure PPP

(Resp: each partner fills in its information in a row)

Partner	Achievements Milestones Work items in progress	Involved persons
Name		

3. Status of Deliverables and Milestones

3.1. Deliverables

(Resp: Editor)

- started, delayed, finished?

Deliverable Progress			
	On Schedule	Delayed	Completed
D1.1			
D1.2			
D1.3			
D2.1			
D2.2			
D2.3			
D2.4			
D3.1			
D3.2			
D3.3			
D3.4			
D3.5			
D3.6			
D4.1			
D4.2			
D4.3			
D4.4			
D5.1			
D5.2			
D5.3			
D5.4			
D5.5			
D5.6			
D5.7			
D6.1			
D6.2			
D6.3			

3.1.1. Corrective Actions in Case of Delay

(Resp: Editor)

.....

3.2. Milestones

(Resp: Editor)

- started, delayed, finished?

Milestones Progress			
	On Schedule	Delayed	Completed
M1			
M2			
M3			
M4			
M5			
M6			
M7			
M8			
M9			
M10			
M11			
M12			
M13			
M14			
M15			
M16			
M17			
M18			
M19			
M20			
M21			

3.2.1. Corrective Actions in Case of Delay

(Resp: Editor)

.....

4. Dissemination and Exploitation

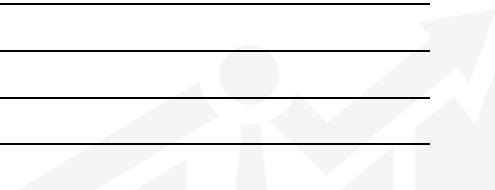
(Resp: Editor)

.....

5. Resources and Expenses

5.1. Figures for this Quarter (Personnel in PMs)

Partner	WP1		WP2		WP3		WP4		WP5		WP6		TOTAL	
	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned
UC3M														
NEC														
ERC														
TEI														
IDG														
IDCC														
TIM														
TID														
ASTI														
ALB														
COMAU														
EFACEC_E														
EFACEC_S														
INNOVALIA														
MIRANTIS														
NXW														
TELCA														
CTTC														
IT														
NKUA														



POLITO
SSSA
TOTAL

5.2. Accumulated (Personnel in PMs)

Partner	WP1		WP2		WP3		WP4		WP5		WP6		TOTAL	
	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned
UC3M														
NEC														
ERC														
TEI														
IDG														
IDCC														
TIM														
TID														
ASTI														
ALB														
COMAU														
EFACEC_E														
EFACEC_S														
INNOVALIA														
MIRANTIS														

NXW

TELCA

CTTC

IT

NKUA

POLITO

SSSA

TOTAL



5.3. Use of resources. Summary (PMs)

WP	Q..		Accumulated	
	Actual	Planned	Actual	Planned
WP1				
WP2				
WP3				
WP4				
WP5				
WP6				
TOTAL				

Partner	Accumulated		
	Actual	Planned	Total Project
UC3M			
NEC			
ERC			
TEI			
IDG			
IDCC			
TIM			
TID			
ASTI			
ALB			
COMAU			
EFACEC_E			
EFACEC_S			
INNOVALIA			
MIRANTIS			
NXW			
TELCA			
CTTC			
IT			
NKUA			
POLITO			
SSSA			
TOTAL			



5.4. Travel and other expenses

TABLE 1: TRAVEL EXPENSES

Partner	Meeting/Conference Title	Attendee(s)	Date and Place	Expenditure (Euro)
TOTAL				€

TABLE 2: OTHER DIRECT COSTS

Partner	Description of cost	Expenditure (Euro)
TOTAL		€

6. Annex. Description of any Problem, Delay or Deviation from the Planned Work Schedule, and the Corrective Actions Taken

(Resp: Editor)

.....

11. Annex 3. Style guide for 5Growth documents

The official font is **Segoe UI**, for titles and text.

Font size

Cover:

Title: 28, all caps | **Style:** Document title
Subtitle: 16 | **Style:** Subtitle

Document:

Title: 18	Style: Summary title	<i>It adds the title to the table of content</i>
Title: 18	Style: Title	<i>It doesn't adds the title to the table of content</i>
Small title: 12	Style: Small title	<i>It doesn't adds the title to the table of content</i>
Title section 1: 18	Style: Heading 1	<i>It adds the section title to the table of content</i>
Title section 1.1: 16	Style: Heading 2	<i>It adds the section title to the table of content</i>
Title section 1.1.1: 14	Style: Heading 3	<i>It adds the section title to the table of content</i>
Title section 1.1.1: 12	Style: Heading 4	<i>It adds the section title to the table of content</i>
Text: 11	Style: Normal	
Caption: 9, all caps	Style: Caption	

Tables

Table style: 5Growth Simple table

Example	Text
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Table style: 5Growth Complex table

Example	Text	
----------------	------	--

Lists

Use the **List style:** 5Growth

