IETS ANNEX MANAGEMENT GUIDELINES

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Preface

These Management Guidelines for Annex Managers were first prepared by the IETS Secretariat in October 2014. They have been produced to assist Annex Managers in the development, operation and completion of Industrial Energy-related Technologies and Systems (IETS) Annexes and new Tasks in long-standing Annexes. It is a complementary document to the Implementing Agreement on Industrial Energy-related Technologies and Systems.

The IETS Annex Management Guidelines are originally based on the input of the IETS ExCo and in complement with the IEA Handbook – Guidance and Tools for IEA Implementing Agreements of 7 October 2011 (currently – in November 2018 – being revised and updated by the IEA Legal Office). The latest version of the IEA Handbook can be found on the IETS website, under the Menu item “About”.

The Annex Management Guidelines’ reference to templates, model letters, model notices etc., is in accordance with the Index of Exhibits in the IEA Handbook and the recently updated template letters from IEA Legal Office “TCP Letter Templates, October 2018” (posted on the IETS website under the Menu item “About”). In some cases, templates are attached as appendices to the Annex Management Guidelines document itself (see 7. Appendices below). For specific editable templates, standard wording and logos, please contact the IETS Secretariat.

The Guidelines can be subject to revision. The first revision/update was performed in November 2018. The changes consist mainly of amendments pertaining to the decision to start new Tasks (led by a Task manager) within long-standing Annexes, rather than starting new Annexes. The work and responsibilities of Annex and Task Managers are described in this new version.

List of Abbreviations

AM  Annex Manager; Person in charge to lead the overall work of the Annex

CERT  Committee on Energy Research and Technology; Expert group with senior experts from IEA member governments that oversees the technology forecasting, analyses and the research, development, demonstration and deployment (RDD&D) strategies of the IEA Secretariat. CERT also provides guidance to its working parties and experts' groups to examine topics that address current energy technology, or technology policy, issues.

EUWP  Working Party on Energy End-Use Technologies; Guides the work of the end-use technology TCPs (to which the IETS belongs), and identifies gaps in technologies and energy end-use systems.

ExCo  Executive Committee (of the IETS TCP)

IEA  International Energy Agency

IA  Implementing Agreement (refers to the actual agreement between contracting parties, otherwise replaced by TCP where all the work is done)

IETS  Industrial Energy-related Technologies and Systems

TM  Task Manager, Person in charge to lead the overall work of the Task.

TCP  Technology Collaboration Programme
1. DEFINING AN ANNEX

An Annex is a collaborative program of research, which is undertaken with the approval of the IETS ExCo. Research teams from a minimum of two countries must formally agree to take part for a project to be acceptable. An Annex will typically have a one-year preparation phase and a three-year operational phase. It will be managed by an Annex Manager who is supported by Task Managers. Participants have to agree to fulfill commitments in terms of both time and the production of Annex products.

Most commonly, Annexes are task-shared in which costs are borne individually by each participating country of an Annex. Preferably, the cost for the Annex Manager is shared.

1.1 LONG-STANDING ANNEXES

After discussions at two ExCo meetings prior to adopting a new IETS strategy plan in 2015, a decision was taken to start long-standing Annexes. Instead of having specific and detailed Annexes that operate under a limited time directly under the IETS TCP, important industry areas/fields can be identified and implemented as an on-going Annex structure. This allows for long term activities in each field and does not require the start-up of a new Annex. The formal procedure within IEA to start a task is easier than to start an Annex.

With the aid of long-standing Annexes, both industry and non-IETS countries can most probably find areas of interest for international cooperation in an easier way. It will also mean improved opportunities for packaging of success stories, incentives for participation in new cooperation activities, and general international information and knowledge transfer activities.

This new approach shall not exclude new, more narrow, annexes to be started in the same way as before. In fact, all possible long-standing annexes, having been discussed so far, have started with a narrow/specified area.

In a long-standing Annex, the main international collaboration work shall be done in Tasks. Work in Tasks, responsibilities of participants and Task manager are defined in the existing IETS template for Annexes and Tasks. This template should be applicable also in long-standing Annexes. In the Tasks, work in different sub-areas of the Annex can be performed in parallel and/or in series.

2. DEVELOPING/INITIATING AN ANNEX

An Annex should be formulated to meet the needs of the IETS Strategic Plan, and the policy objectives of those countries that wish to take part. Typically, an Annex proposal will be formulated as part of a workshop or be proposed by a country delegate or an existing Annex Team. An Annex proposal must be prepared in a way that meets the requirements of the IETS.

2.1 INTRODUCING AN IDEA

An Annex idea should initially be introduced by circulating to the ExCo a short (1 or 2 page) description of the concept. The proposed idea will be discussed at the upcoming ExCo meeting.

The ExCo will review the idea in relation to:
• The IETS work program;
• Country interest;
• Other relevant on-going research (including other IEA TCPs).

It is very important that the proposed concept description contains sufficient information for these issues to be considered. Otherwise, the ExCo can decide not go through with the review.

The description must be submitted to the IETS Secretariat no later than six weeks before the upcoming ExCo meeting. The Secretariat will make a first review to ensure that the required information has been given. It will be distributed to the ExCo no later than four weeks before the upcoming ExCo meeting to give the IETS member country delegates time to consult with experts in their countries before the meeting.

Following this review, the ExCo will make suggestions and either recommend that a full proposal be prepared or that its initiation should be considered through other means such as national research, an activity (e.g. a workshop) or as an ExCo Working Group.

2.2 DEVELOPING AN ANNEX PROPOSAL

An Annex proposal must be presented through a written text, which must conform to the structure as given in IEA Handbook for IA’s, Exhibit F: Annex Outline.

The information is necessary to enable the ExCo to make a decision about approval, and for information purposes.

The proposal must be submitted to the IETS Secretariat no later than six weeks before an upcoming ExCo meeting. The Secretariat will make a first review to ensure that the required information has been given. It will be distributed to the ExCo no later than four weeks before the upcoming ExCo meeting to give the IETS member country delegates time to consult with experts in their countries before the meeting.

2.3 SEEKING APPROVAL FOR AN ANNEX

An Annex proposal is normally reviewed at an ExCo meeting. The ExCo can also decide to organize a written procedure for the approval of an Annex proposal.

Before the meeting, the Annex Manager and country participants are responsible for informing their ExCo delegate about projects and the interest in their countries, since they will ultimately be responsible for the commitments of Annex participants.

On submission, the ExCo will comment on the proposal and can accept or reject it, or ask for more information and review it again at a later stage (for instance through a written procedure).

Once the ExCo approves the Annex, the ExCo should send a copy of the Annex to the IEA Legal Office. The Participants in the TCP who are interested in joining the new Annex send a Notice of Participation to the IEA Executive Director, with a copy to the IETS Secretariat. See IEA Handbook for IA’s, Exhibit J: Model Notice of Participation of a Contracting Party in an Annex.

Participants do not sign the Annex as the Annex is an integral part of the TCP which the Participants already have signed.
2.4 ANNEX SELECTION CRITERIA

In approving new technical work, the ExCo is faced with the difficult task of evaluating many broad ideas. There are other means of international cooperation including workshops and seminars that may be considered as alternatives to Annexes. The ExCo is faced with the dilemma of choosing from many topics and, also, with structuring activities so that they are both relevant and achievable. Therefore, the following selection criteria are used when determining the concepts for new Annexes:

2.4.1 Program Objectives, Strategy, and Policies

A. Why do the research? Is the research consistent with the TCP objectives, current strategy and long range plans?
B. Does the proposed research duplicate or conflict with any other IEA Annexes or other international agreements?
C. Is the research consistent with the IEA image and that of the participating countries? Does it represent the convergence of national interests and priorities of at least two participating countries?
D. Does the proposed Annex have the potential for significant positive impact? Is it consistent with the IEA Program and the participating countries in other Annexes? Will participating countries support the implementation of the research once the Annex is completed?

2.4.2 Research and Development Criteria

A. Is there a probability of technical success? Is there a market for the product(s)? Is it greater than just the sum of the individual national efforts?
B. Is the availability of R&D resources (people, time, travel funds) sufficient to support the Annex?
C. Does the estimated life of the knowledge or technology to be developed match the need? Also, will development time preclude a useful life for the product?
D. What are the benefits to be accrued by the participating countries versus the investments made? Can the costs of launching the Annex be reasonably met?
E. Is the structure, and projected product, compatible with existing R&D within participating countries?

The list presents a wide range of factors that must be considered in Annex selection. Criteria may be added to or subtracted from this list but factors bearing on the ultimate success of the Annex must be examined not only in the selection process but throughout the life of the Annex. This analysis ensures that every factor having a bearing on the impact of the Annex is examined explicitly.

2.5 LONG-STANDING ANNEXES: INITIATION AND DURATION

For starting a long-standing Annex, the same formal procedure as the existing one for starting an IETS Annex is valid.
An Annex shall be in operation until the Executive Committee decides to end the Annex. The procedure for this shall be the same as for the existing procedure for an IETS Annex.

An Annex can be in operation even if there are no ongoing tasks, if the Executive Committee finds it important for the continuity and visibility of IETS and/or if new Tasks can be expected to be started in a near future.

3. PROCEDURES FOR ORGANIZING AND OPERATING AN ANNEX

3.1 START-UP OF AN ANNEX

Following the approval for an Annex to commence, there will normally be a workshop meeting, followed by a 12 month ‘Annex preparation phase’. During this period a complete program of activities, structure and deliverables will be compiled. By the end of this period, country commitments to participation will be required (see 3.2 below).

Subject to ExCo approval, the ‘operating period’, in which the products of the Annex are developed, then follows.

Minimum Number of Participating Countries: The minimum number of countries that can participate in an Annex is two. It however is preferable, at the start of the Annex preparation phase, to have commitment from at least three countries.

Annex Manager: An AM manages the work. The AM is responsible for the overall progression of an Annex and the delivery of Annex products. Individual aspects of the Annex program are usually the responsibility of Task Managers appointed by the AM. For further information, see 5.1 below.

The structure of the work itself will be decided in advance, taking into account the preferences of the participants and the recommendations of the ExCo. Usually, the activity will be divided into Tasks that can either take place sequentially, through the duration of the operating period, or be undertaken in parallel. There can also be a mix of sequential and parallel Tasks. However, a minimum of two countries should be involved in each Task. The procedure for conducting the work should conform to the following guidelines:

- Keep to the objectives;
- Manage resource and ensure that commitments are met;
- Have a clearly defined schedule;
- Identify and achieve milestones;
- Have a dissemination plan;
- Include within the Annex:
  - A database of relevant work in the field (bibliography);
  - Well documented working papers recording results and data;
  - Good quality summary and final reports;
3.2 BECOMING AN ANNEX PARTICIPANT

To participate in an Annex, a Participant must already be a member in the relevant TCP or join the TCP at the same time. Subject to the approval of the IETS and the IEA Secretariat, participation is also open to non-IETS member countries (Sponsors).

The Participants in the TCP, or non-IETS member countries (Sponsors), who are interested in joining the new Annex send a Notice of Participation to the IEA Executive Director, with a copy to the IETS Secretariat. See IEA Handbook for IA’s, Exhibit J: Model Notice of Participation of a Contracting Party in an Annex.

Participants do not sign the Annex as the Annex is an integral part of the TCP which the Participants already have signed.

Only those Participants that have sent a Notice of Participation in that Annex, and have not withdrawn from it, will be subject to those specific rights and obligations in the Annex. Responsibility for individual country participants rests with the relevant country ExCo member.

3.2.1 Long-standing Annexes - Member Participation

All IETS countries are invited to participate in a long-standing Annex. The participation can be for free or connected to a very small fee (if a small part of the Annex Manager work shall be paid by member countries). Participation will be valid for the service life of the Annex, unless a country chooses to withdraw its participation at an earlier stage.

3.3 WITHDRAWING FROM AN ANNEX (AM AND/OR PARTICIPANTS)

Subject to finding an agreed replacement, the AM can withdraw from the agreement by giving 6 months’ notice. Similarly, subject to an agreed re-distribution of workload and resources, participants can withdraw by giving a minimum of 6 months’ notice.

3.4 EXTENDING AND/OR AMENDING AN ANNEX

It may prove to be desirable to extend or amend an Annex to incorporate a related activity.

Amendment and or extension through project overrun is possible subject to:

- The unanimous wishes of the Annex participants;
- That it does not involve the commitment of further resource;
- It does not affect the outcome of the agreed program of work;
- It is approved by the ExCo.

Extension to accommodate additional work is possible subject to:
• The unanimous wishes of the Annex participants;
• The work being insufficiently different to warrant being another Annex;
• The participants finding the extra resource needed;
• Approval by the ExCo.

A written request for an extension of duration of an Annex must be presented to the ExCo no less than four weeks prior to an ExCo Meeting in order for the ExCo to approve of it. The written request must include the following:

• Background for the proposed extension period
• Description of a work plan for the extension period

3.5 MERGER OF ANNEXES

The ExCo representatives of Participants in two or more Annexes may decide, according to the voting procedure in the text of the Annex (or of the relevant TCP), to merge those Annexes. Some ways in which to do this include:

A. maintaining one Annex, terminating the other(s), and incorporating what Participants deem necessary from the latter into the Annex that will be maintained. The term of the Annex resulting from the merger would be the same as that of the Annex which is maintained, unless the relevant Participants decide otherwise (and provided the term in no event exceeds that of the TCP); or

B. terminating all relevant Annexes and establishing a new one. The ExCo approves the new Annex and terminates the others according to the TCP’s voting procedures. The ExCo also votes on the term of the new Annex.

Once the relevant ExCo representatives amend the Annex or create a new Annex, an electronic copy of the Annex text should be sent to the IEA Legal Office

3.6 CLOSING AN ANNEX

The following procedure is undertaken to close (on completion) an Annex:

• The Annex participants agree by simple majority that all activities have been completed. If the original termination date of the Annex has not been reached, unanimous approval is required;
• Prior to closure, the required final report (see 4.4 below) must be approved by the ExCo;
• The AM presents the final report to the ExCo, if relevant including suggestions for further work.
• The ExCo members representing Annex participating countries agree in unanimity the satisfactory completion of the Annex activities.

Notwithstanding the above, the Annex will lapse after 12 months from the planned completion date.
3.7 EVALUATING AN ANNEX

The ExCo has developed criteria for the long-term evaluation of Annexes. This evaluation process is structured to assist the ExCo in determining the worth of the Annex just completed and to provide insight into new Annexes. The criteria include:

A. An examination of the progress made on an Annex versus the original intent.
B. An estimation of the technical caliber of the work performed by the AM and the participating countries.
C. A review of the capability of the AM to conduct an Annex, develop a product, and prepare a viable technology transfer program.
D. A review of the co-operation received by the AM from the participating countries and the value of their contributions to the Annex.
E. An analysis of the technology transfer mechanism used in making the product available to the intended audience, and an analysis of the value of the product to that audience.
F. An estimation of whether the product added to the prestige and image of the IEA Program.

The purpose of such an evaluation is to determine the overall impact of the Annexes and to be used as criteria for amending the selection process for future Annexes.

4. REQUIRED PRODUCTS AND REPORTS

The Annex must commit itself to the production of several reports. All templates can be requested separately from the IETS Secretariat.

The IETS ExCo encourages the Annexes to be active in their information and communication work. To promote the Annex work and attract new partners, the IETS website, Newsletter, and/or selling documents can be used. Contact the IETS Secretariat for further guidance.

Sufficient and updated input from the Annexes is crucial to reach the target audiences and to promote the work and results of the Annexes.

It is expected that the AM

- Ensures that the IETS website is updated by submitting information about events, contact persons, work, reports etc. to the IETS Secretariat.
- Prepares submissions to the IETS Newsletter, or delegates this to a Task Manager or Annex Participant upon own initiative and upon request by the IETS Secretariat.

4.1 DISSEMINATION OF RESULTS

Dissemination of results is seen as a vital activity and each Annex proposal must incorporate a dissemination plan.

Reports and Executive Summaries should be made available through the IETS Secretariat and through any other appropriate outlet. Data on distribution should be maintained to assist in the longer-term evaluation of Annexes.
4.2 INITIAL INFORMATION MATERIAL

4.2.1 Promotional Fact Sheet/Brochure
In conjunction with the IETS Secretariat, an AM must, within a month after receiving ExCo approval, prepare a promotional fact sheet/brochure describing the Annex, including aims and intended products (Appendix A: Template for Annex Promotional Fact Sheet/Brochure). The IETS Secretariat will be responsible for lay-out and production of a pdf-file, provided that the necessary information has been given by the AM.

The same information will be used as Annex description on the IETS website.

4.3 REGULAR UPDATES

4.3.1 Annex Status Reports
The Annex status reports will be prepared twice a year and submitted to the IETS Secretariat one month before the semi-annual ExCo meetings. The reports must consist of two parts:

- an administrative part for the ExCo only, including description of progress, changes in the program plan, unforeseen events, financial situation, listing of participants
- a brief technical part open to all, including activities, accomplishments, reports, events, future actions, contact information

Please use the template in Appendix B: TEMPLATE FOR ANNEX semi-annual status Report.

4.3.2 Contribution to the IETS Annual Report
Before April 1 every year, the AM must prepare a contribution to the IETS Annual Report following Appendix C Template for contribution to the IETS annual report. The IETS Secretariat will actively request the contribution for the Annual Report at the latest in early March.

4.4 TECHNICAL AND FINAL REPORTS
Technical reports are the primary and most visible products of the IETS. They will be effective only if they contain useful information and adhere to high standards regarding content and presentation of material.

For technical reports in general, use the template and standard wording given in Appendix D: Template for the annex final report(s) (technical SYNthesis)

Also, the following guidelines and principles apply for technical reports:

- AM’s and workshop organizers are responsible for the quality of reports;
- Reports should be written for the intended audience;
- Reports should be written in good English;
- Annex Participants must individually contribute and review the technical reporting of an Annex;
Generally report availability is restricted to Annex Participants but Participants can recommend to the ExCo unrestricted distribution;

When reports are unrestricted, publication of reports both nationally and internationally is strongly encouraged;

Dissemination is vital and translations should be considered;

Reports should be disseminated through the IEA, the IETS Secretariat, the IETS website and all other available outlets;

All reports should include an approved ‘Preface’ summarizing the rationale of IETS and listing the participating countries.

The AM is responsible for preparing a production plan for technical reports. All reports that Annex Participants plan to publish must undergo the following procedure:

- Participants agree on reports to be published;
- A distribution decision is made (i.e. restricted/unrestricted);
- AM sends reports to designated reviewers 4 weeks before the ExCo meeting;
- The ExCo approves or recommends changes;
- After approval, English editing and finalizing for publication can take place;
- The approval procedure can be undertaken by written procedure;
- Printing or production costs are to be paid for by the country of the AM;

### 4.4.1 The Final Report (Technical Synthesis)

The AM is responsible for producing a final report highlighting the new developments. This report must be unanimously approved by the Annex experts and formally accepted by the ExCo. The final report will be important when evaluating the Annex and the AM should keep the evaluation criteria (Section 3.7) in mind when presenting the final report to enable the evaluation and maximize the benefit of this evaluation.

The final report must consist of the following (if wanted separate) parts:

**Technical Summary** – will be used in IETS information materials (homepage, Newsletter, reports, etc.). The summary must include background information about the Annex, but should focus on results and accomplishments.

**Technical Scientific Report** – includes complete technical details of the work of the Annex and also a record of the data collected, results and algorithms, etc. Degree of distribution is to be decided by the Annex Participants.

**Administrative report for the ExCo** – includes a progress report, changes in the program plan, unforeseen events, unresolved technical issues, financial statement, listing of reports and participants, and suggestions for further work.

For the final report, please use the template in Appendix D: Template for the annex final report(s) (technical SYnthesis).
5. THE COMMITMENTS OF THE ANNEX/TASK MANAGERS

5.1 THE ROLE OF THE ANNEX MANAGER

The AM is responsible for managing the Annex and should not only have a good technical understanding of the project, but also sound management skills. A strong working knowledge of the IETS and its practices is also an advantage (see also 5.2 below).

The AM has an essential role in managing the work of the Annex and in interacting with the ExCo. In brief the following is expected from the AM:

- Ensuring that each Annex Participant fulfills the agreed commitments;
- Keeping the Annex running to schedule;
- Supervising the production, financing and availability of the Annex products.
- Reporting to the ExCo. Participation at one IETS ExCo meeting annually is required.

Time for management of the Annex must be a priority part of the AM’s task and should be formally included as part of the time allocation. The country/countries funding the AM must provide sufficient funding for the management of the Annex, and the relevant ExCo member should indicate the scale or mechanism of funding being provided.

Ideally the AM should have a good knowledge of English but it is reasonable to expect that some editing for English in reports will be needed.

The role of an Annex Manager is slightly different in a long-standing Annex, see section 5.4 below.

5.2 SELECTING AN ANNEX MANAGER

The need for effective management control is self-evident. Inadequate control results in cost escalation and time overruns. Cost escalation may not only destroy an Annex's viability but, more seriously, may lead to financial demands that are beyond the means of participants. This may lead to incomplete products and may also lead to hesitation with regard to future participation in Annexes.

Since the day-to-day management of the IEA R&D Program is not generally the full-time responsibility of the AM, it is important that their selection be made on the basis of their commitment to the Annex. Above all, the management of IEA R&D Annexes presents challenges that may be more demanding than the AM's normal responsibilities. This is because:

- The Annex is usually an adjunct to the normal routine;
- The AM must work within a structure that is quite unfamiliar and with participants from other countries with very different styles and approaches to research;
- Detached budgetary and project control make it difficult to assess Annex costs and timing.

Therefore, a system of management is required that changes continuously as the Annex advances.

To achieve effective control, it is important that, in selecting an AM, the managerial and technical skills required by the Annex be considered. It is therefore suggested that several criteria be employed when selecting an AM:
• The AM should have experience in technical research and project management. This experience should include the demonstrated ability to produce research products;

• The AM should have strong technical and financial support from its country's research community;

• In order to perform the duties of the AM in a timely fashion, the AM should have a good knowledge of the English language and be in a position to devote the necessary time to the project;

• Ideally, at least 10 years' experience in technical research and project management is recommended;

• The AM should be able to devote at least four months each year to the Annex, if the AM is an individual, or full time to the Annex if a company is employed to serve as AM.

• The ability to write clear, well-organized management and technical reports, or staff assistance with those qualifications.

While it is expected that the ExCo Member of the lead country responsible for preparing the Annex offers a person to serve as AM, other ExCo Members may do so as well. In selecting the AM, the following procedure will be applied:

• The qualifications of a proposed AM are presented to the ExCo Members who will make a preliminary assessment of his or her acceptability;

• The acceptability of the proposed AM will be re-assessed by the ExCo 1/2 to 3/4 of the way through the Annex preparation phase;

• The AM serves at the pleasure of the ExCo, and both the entity and person serving in the position are approved by the ExCo when the Annex is approved.

5.2.1 Special Considerations

In most cases the AM is a Contracting Party (CP) and therefore is legally bound by the Agreement. However, if the AM is not a CP, the AM must make a formal commitment to accept the rights and obligations of the AM as provided in the Agreement and would be treated as a CP for the purpose of the dispute settlement provision. The AM must make this commitment to the ExCo and inform the IEA Executive Director of this commitment by letter.
5.3 REPLACING AN ANNEX MANAGER

An AM who is performing satisfactorily should only be replaced with good cause, as this can be very disruptive to an Annex. Any replacement of the person serving as AM requires ExCo approval.

Procedures to replace an AM are usually only considered for the following reasons:

- Resignation of an AM;
- Unsatisfactory performance.

Once it is clear that a change of AM is likely, the ExCo will need to plan the process of selecting the new AM. This process is covered in the Implementing Agreement. If necessary, the IEA secretariat has also produced guidance on procedures for replacing an Annex Manager.

5.4 ANNEX MANAGER IN LONG-STANDING ANNEXES

A long-standing annex shall have an Annex Manager, being approved by the Executive Committee. The main responsibilities for the Annex Manager shall be:

- To initiate or support initiation of new tasks (see below) in the Annex
- To report to the Executive Committee, in writing, annually about progress and activities in the Annex
- To participate once each year in an Executive Committee meeting for presentation and discussion, preferably in person or through e.g. Skype

For these activities, necessary resources, economically, shall have been formally approved on an annual basis. The funding can come from the Annex Manager’s organization, the host country of the Annex Manager and/or shared by all countries participating in the Annex. To make the principle with Annex Managers in long-standing Annexes viable, a considerable contribution should come from the Annex Manager’s organization. The amount of work for the Annex Manager shall be at least one-two person weeks/year, to be decided for each Annex.

In addition, the Annex Manager can be responsible for or contribute to work with packaging of success stories, general international information and knowledge transfer activities (including support to IEA). Such activities should be performed in cooperation with the IETS secretariat and shall be separately financed.

The Annex Manager of a long-standing Annex can also be a Task Manager. The role, obligations etc. of a TM of a Task within a long-standing Annex are equivalent to those of an Annex Manager, see sections 5.1 – 5.3 above.

The Annex Manager shall be appointed for two years, with possibility for renewal.

5.5 THE COMMITMENTS OF ANNEX PARTICIPANTS AND TASK MANAGERS

Annex participants and Task Managers must agree to a commitment of project time and resource (labor). Participating organizations must make it clear how this commitment will be achieved. In
addition each participating country ExCo representative must also be aware of the commitments being made and be prepared to underwrite them.

Participants must have the funds and the time to attend two working meetings each year of the operating period. They must also undertake and complete all agreed activities.

A Task Manager for each of the foregoing Tasks will:

- Co-ordinate the work performed under that Task;
- Assist the AM in preparing the detailed Program of Work [and Budget];
- Direct technical workshops and provide the AM with written summaries of workshop results;
- Edit technical reports resulting from the Task and organize their publication.

The Task Manager shall be a Participant that provides to the Task a high level of expertise and undertakes substantial research and development in the field of the Task. The Task Managers shall be proposed by the AM, and designated by the ExCo. Changes in the Task Managers may be agreed to by the ExCo, acting by unanimity of the Participants.

**Technical Advisory Committee.** The Participants shall establish a Technical Advisory Committee (the "Technical Advisory Committee") consisting of the Task Managers and the AM or their respective designees. The Technical Advisory Committee shall assist the AM in the coordination of the Annex and advise the AM on the performance of the Annex.
6. THE COMMITMENTS OF THE IETS EXCO AND SECRETARIAT

6.1 THE RESPONSIBILITIES OF THE IETS EXCO

The ExCo is responsible for sanctioning the Annex, approving its products, agreeing any extension periods or amendments, and formalizing the Annex completion and undertaking Annex evaluation.

The ExCo will be responsible for coordination with other IEA Technology Collaboration Programmes and for identifying synergy effects and gaps.

Individual ExCo members are ultimately responsible for the commitments made by Annex participants within their countries.

The ExCo members are responsible for consulting relevant experts in their countries upon the receipt of an idea or proposal for an Annex, in due time before an upcoming ExCo meeting, provided that the concept description follows the IETS template and contains sufficient information to be evaluated.

6.2 THE RESPONSIBILITIES OF THE IETS SECRETARIAT

The Secretariat will distribute the Annex Management Guidelines to the AM and assist the AM in the preparation of the Annex proposal, and will also be responsible for a first review of project ideas/proposals to ensure that the concept descriptions follow the IETS template and contain sufficient information to be evaluated by the ExCo.

The Secretariat will provide the AM with relevant information and communicate decisions from the ExCo meetings.

The Secretariat is responsible for the preparation of the IETS Newsletter and will include information about for instance upcoming events at the request of the AM.

The Secretariat will receive all required reports, proposal and information materials and go through them with the AM before the documents are distributed to the ExCo. This is to ensure that the required information is available.
7. APPENDICES

A. TEMPLATE FOR ANNEX PROMOTIONAL FACT SHEET/BROCHURE

In co-operation with the IETS Secretariat, an Annex Manager must, within a month after receiving the ExCo Annex approval, prepare a promotional fact sheet/brochure describing the Annex. The contents can, in most cases, to a large extent be based on information given in the Annex proposal. The target group is broad and includes researchers, industry representatives and decision makers. The text should be about 1,000 words. Upon receipt of the text, the IETS Secretariat will prepare the lay-out for a pdf-file.

TITLE OF ANNEX

General information
Why is research needed in this field? Description of the challenges (globally, for the industry, energy and environmental aspects)

About the Annex
Objectives
Scope
Technical Sector
Participating Countries

Planned activities
Overall description of work
Description of sub-tasks or activities
Work plan including anticipated progress (duration of Annex)

Deliverables
Expected results
Implementation of results
Audience, beneficiaries

Contact Details/More Information
Annex Manager
Homepage
Other
B. TEMPLATE FOR ANNEX SEMI-ANNUAL STATUS REPORT

These Annex status reports will be prepared twice a year and submitted to the IETS Secretariat six weeks before the semi-annual ExCo meetings.

The report consists of two parts:
- an administrative part, for the ExCo only
- a brief technical part, for the ExCo and the IETS homepage/Newsletter

ANNEX NAME

Semi-annual Status Report [date]
Prepared by [Name] [Organisation] [Country] [Role in Annex]

Part 1: Administrative Report
• Description of progress: Specifying milestones as identified in the work plan
• Changes in the work plan: Progress, tasks, resources
• Unforeseen events
• Financial statement
• Changes regarding participants

Part 2: Brief Technical Report
• Description of completed and ongoing activities
• Accomplishments and preliminary results
• Reports and events from the last six months
• Future actions
• Participants and contact information
C. TEMPLATE FOR CONTRIBUTION TO THE IETS ANNUAL REPORT

ANNEX NAME

Responsible author: [Name], [Organisation]

Annex members: [Country A], [Country B], etc.

Time Schedule: [date, month, year] - [date, month, year]

Background

Short description of the context of the Annex, why the area is of importance and what the goals of the Annex are.

Description

- Scope
- Tasks
- Main deliverables
- Duration

Activities during [valid year]

- Activities, meetings and workshops: Submit short descriptions of events, including e.g. main conclusions, participants, etc.
- Reports (and their availability)

Planned work for [the coming year]

- Work planned
- Further work needed
- Meetings

Contact Details (name, affiliation, e-mail address)

- Annex Manager
- Sub-task Leaders
- Secretariat (if there is an assigned resource for administration and/or communication)
D. TEMPLATE FOR THE ANNEX FINAL REPORT(S)  
(TECHNICAL SYNTHESIS)

The final report must consist of three parts; a technical summary, a technical scientific report, and final administrative report for the IETS ExCo (see below). These can either be presented together in one single report, or separately as three. The template for the final report(s) includes instructions on standard wording and for the graphical lay-out (see below). The Annex shall also provide a separate Executive Summary (see below), aimed at stakeholders with a general interest in the Annex work and results.

PART 1: TECHNICAL SUMMARY

Descriptions of the IEA and IETS objectives and work
Standard wording (an up-to-date text can be found on the IETS webpage, or requested from the IETS Secretariat).

General information (briefly)
Why is research needed in this field? Description of the challenges (globally, for the industry, energy and environmental aspects)

About the Annex (briefly)
- Objectives
- Scope
- Technical Sector
- Participating Countries

Results and accomplishments (main part)
- Results (summary): New methodologies, technologies, systems, etc.
- Information sharing: Networks, events, publications

Further work
- Remaining challenges
- Possible continuation of the Annex work (activities, projects, etc.)

Contact information
- Annex Manager
- Sub-task Leaders
- Country Representatives
- Annex homepage
- IETS homepage

PART 2: TECHNICAL SCIENTIFIC REPORT

Annex description
- Background information, intention and objectives
- Summary of work-plan
- Participation details
- Funding details
Technical summary of Annex results including:
- Results of individual Tasks
- Comparison with original objectives
- Lessons learnt
- Value and applicability for industry
- Suggestions for further work

List of Annex products and their availability

Contact information
- Annex Manager
- Sub-task Leaders
- Country Representatives
- Annex Homepage
- IETS Homepage

PART 3: FINAL ADMINISTRATIVE REPORT FOR THE IETS EXCO
- Progress report for the entire period
- Changes in the work-plan
- Unforeseen events
- Financial statement
- Changes regarding participants
- Unresolved technical issues
- Suggestions for further work

STANDARD WORDNING FOR TECHNICAL REPORTS

Standard wording and logos can be requested from the IETS Secretariat.

Front Cover
The front cover should incorporate:

1. The IETS Logo
2. The Words ‘International Energy Agency’
3. The Words ‘Industrial Energy-related Technologies and Systems’
4. The Annex Number and Name
5. Report Title

NB: The words ‘International Energy Agency’ must not be used without reference to the title of the TCP (i.e. ”Industrial Energy-related Technologies and Systems”).
Title Page, Inside Front or Back Cover
Information should include:

- Identification of IEA Program and Annex; e.g., “This report documents results of co-operative work performed under the IEA Program for Industrial Energy-related Technologies and Systems, Annex [No]: [Name of Annex]”
- Report Number
- Principal Authors
- Publishing Group
- Distribution Classification
- Order Information (how to obtain additional copies and cost)

Preface (Following Title Page)
Preface is required which covers:

- Standard wording about the International Energy Agency;
- Standard wording about the IETS and the IETS Executive Committee;
- A list of current and past IETS Annexes;
- An Annex description;
- A list of countries participating in the Annex

EXECUTIVE SUMMARY

The Executive Summary shall have the following contents, written in an easy to follow language and manner. (If applicable, add subheadings.) Template is available from the IETS Secretariat.

Introduction

- Background
- Describe briefly the background to the annex/task.
- Purpose and objectives
- Describe briefly the purpose and objectives of the annex/task.

Main findings

Describe the results of the annex/task in a concise and accessible way. Feel free to include pictures, charts and/or lists.

Implications

What are/would be the implications of your research to industry and/or society?

Conclusions and recommendations

Conclusions and recommendations should be clearly and easily understandable described, preferably directed to different stakeholder groups.

Participants

List participation countries and groups/organizations.

Contact information

Contact details for Annex and Task Managers.

Further reading and references
List relevant references and publications, websites etc. of interest.