

## **EU Framework Program for Research and Innovation (WATER-4a-2014 - H2020)**



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**Applying European market leadership to river basin networks and spreading of innovation on water ICT models, tools and data.**

### **Deliverable D1.1**

***Project management structure and communication channels***

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1.1	26-05-2015	EP_CREAF	Communication channels section
1.2	29-05-2015	LP_CREAF	Final revision
1.3	05-06-2015	LP_CREAF	Last modification in PAB composition

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## 1. Introduction

This deliverable describes the establishment of the management structures, the corresponding composition of the related bodies and the main roles assigned. On the other hand, it details the organization of the internal communication among participants. Both aspects are important in order to guarantee an efficient implementation of the project and to provide structures, mechanisms and protocols for solving possible issues during the project.

## 2. Project Management Structure

This section describes the composition and main roles of the different management structures. This governance structure and the principles of management that underpin the project are formally defined by the Consortium Agreement. The *WaterInnEU Consortium Agreement* is based upon REGULATION (EU) No 1290/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 laying down the rules for the participation and dissemination in “Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)” (DESCA standard model).

### 2.1. Project Technical Board

The Project Technical Board (PTB) consists of all Beneficiaries and it is the ultimate decision-making body of the consortium. It will be responsible for decisions regarding scientific-technical planning and work implementation, and will take the lead on issues of intellectual property and user consultation, including liaisons with the Project Advisory Board. It will also decide upon the allocation of the project’s budget to WP in accordance with the Grant Agreement, and will be empowered to review and change the budget share out. The PTB will also take collective responsibility for monitoring the project progress in the individual work packages through regular PTB meetings, resolving issues with the work package leaders. The PTB will also be responsible for the successful completion of the project and the exploitation of the results.

PTB will consist of all Beneficiaries and each Beneficiary agrees to nominate a representative and a proxy to the PTB with due authorisation to discuss, negotiate and decide on actions proposed by the Project Management Board (PMB), or to accept recommendations made by the bodies within the frame of its responsibilities. The Coordinator will be the chair of the PTB. This means at least one senior member from each participating organization is involved in the basic decision making of WaterInnEU, ensuring that all technical areas of the project are covered. Decisions regarding the project, if necessary, will be made by voting with each participant having a single vote.

Roles developed by the PTB will include the following:

- Ensure that all work meets functional requirements
- Provide strategic technical, financial or exploitation and dissemination guidance
- Changes to Annex I of the EC-GA that affects more than one Work package
- Changes in the budget between beneficiaries share out
- Deciding on the alteration of the Consortium Agreement
- Identify Joint ownership (Article 8.1)
- Change on a Work Package leader
- Entry of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal
- Declaration of a Party to be a Defaulting Party

- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto
- Proposal to the European Commission for suspension of all or part of the Project
- Proposal to the European Commission for termination of the Project and the Consortium Agreement

## 2.2. Project Management Board

The Project Management Board (PMB) is composed by one representative of the core Work Package Leaders Beneficiaries and the coordinator. The PMB will be responsible for the day-to-day management of the project, also the PMB is the supervisory body for the execution of the Project which shall report to and be accountable to the Project Technical Board.

The coordinator will be the chair of the PMB and it will be assisted by a Finance Department that will keep fully auditable accounts, managing the invoices, expenses, salary payments and timesheets in accordance with the audit requirements.

Roles developed by the PMB will include the following:

- PTB meetings dates and places
- PTB meetings preparations
- Setting PTB extraordinary meetings
- Request for guidance from the Project Advisory Board (PAB) to the PTB
- Approve deliverables and reports to the European Commission
- Agree on press releases and joint publications by the Beneficiaries with regard to the Project
- Decide on the plan for using and disseminating knowledge
- Risk detection and mitigation strategies and countermeasures
- Changes to Annex I of the EC-GA that affect one Work package
- Additions of Third Parties

## 2.3. Project Advisory Board

The Project Advisory Board (PAB) is a panel of experts, from a range of public and private bodies which will be set up to provide the PTB with input and advice. The PTB, assisted by the PMB, will have the responsibility for communicating with the PAB, sending regular email updates on progress. Funding has been requested to support the attendance of a subset of PAB members at project workshop, where the user and technical requirements will be reviewed. Other face to face meetings will be set up by the PTB in days close to relevant water meetings. Also, we will meet by Internet with a forum in which PAB members can provide their comments to the project team and with personal ad-hoc advice if required.

PAB is mostly formed by water experts, FP7 previous funded projects and water managers. The current composition is:

**Dr. Cesar Carmona-Moreno** is a Senior Researcher in the Water Resources Unit of the Institute for Environment and Sustainability Global Environment Monitoring - Joint Research Centre, Ispra (Italy). He is the leader of the Water4Dev Project Research and very interesting related platforms as aquaKnow.

**Ms. Danka Thalmeinerova** is the Senior Knowledge Management Officer at the Global Water Partnership Organisation. She is a water expert who worked with the Slovak Ministry of Environment. She participated in projects related to EU approximation, water policy and legislative development, IPPC implementation, international treaty implementation and water pricing.

**Dr. David Arctur** is a Research Scientist at the Center for Research in Water Resources, Cockrell School of Engineering College of Engineering in The University of Texas at Austin. He is working to advance international water resources data exchange and cross-domain interoperability, through NSF and NASA funded projects. He has the title of Research/Academic Advocate for Open Geospatial Consortium (OGC), representing a community outreach and liaison role to stimulate greater use of OGC and related standards in geosciences research.

**Mr. Liviu Nicolae Popescu** is the chair of Global Water Partnership Romania and his water fields related experience is wider, e.g. nearly 38 years within the Research and Development Institute for Water Management in Bucharest.

**Dr. Raymond Feron** is the Programme Director of Digital Delta Initiative, partnership between research, public and government, from Rijkswaterstaat, Dutch Ministry of Infrastructure and the Environment. He is involved in many ICT water related projects in Big Data, citizen's observatories, data sharing, etc.

**Mr. Fernando Pereira** is the Engineer leader of several projects from the Flanders Hydraulics Research. His main expertise is in the implementation of the Water Framework Directive (WFD) and the research of the hydrological models, especially in flooding scenarios.

### 3. Communication channels

This section describes the organization of the internal communication among the participants. The information flow among the Consortium members will be based on the following tools:

- The project website: [www.waterinneu.org](http://www.waterinneu.org). This website will be divided in public and internal (intranet) and will be maintained by the PMB.
- A Wiki style site for collaborating on content and "live" documents ([twiki.waterinneu.org](http://twiki.waterinneu.org)).
- A document site for publishing and archiving all the project documentation generated (a personalised portal in the Digital Repository of the Autonomous University of Barcelona).
- A number of email lists (one for each Board and one for each WP as well as a "global" list).
- Video and telephone conferences.
- Face-to-face meetings.

The internal management of the Work Packages will be led by the work package leaders. In each work package the work package leader will be responsible for the organization of work within that WP and for the timely solution of any problems that may arise. Each WP leader will establish a Task Group formed by the task leaders and other people directly involved in the Task. This group may be dynamic and will meet when needed to review and progress the work. All leaders of the WPs will report to the Project Management Board with updates on the status of their activities.

The PTB will have responsibility to solve any conflict arisen during the project execution and in case that an agreement will not be achieved. The PMB will propose the measures to be adopted by the PTB.

The formal coordination of the project activities are based on the exchange of information by the following ways:

- Management report. The WP leaders will provide WP reports some days in advance of the delivery date of the Management Report to the Commission. The PMB will then prepare the consolidated Management Report to the Commission.
- Deliverables review. The WP leaders will provide their deliverable review to another two consortium participants (acting as reviewers) one month in advance of the final delivery date. Participants may introduce some changes or comments to the report and give feedback to the WP leader in order to update the report and send it to the whole consortium. When everyone agrees, the PMB will send the final deliverable to the Commission.
- Minutes of meetings. The Minutes of Meetings shall include motion votes and agreed actions and define who is responsible for each action, with a deadline for the execution of the action. They will be distributed to the project team and agreed by all parties. All formal minutes meetings, which include project representation (including Project Management Board meetings, work package and inter-work package meetings, inter-project meetings, internal coordination meetings), will be promptly distributed to all participants by the Coordinator.
- User requirements, technical specifications component design and development documentation. Technical documents that are exchanged at need will be stored on the project intranet website and distributed to all the PTB.
- Informal communications. PMB will archive all email communication related to the project and email list activity.

A document archive will be implemented connected to the project internet site in order to organize the project documents, managed by the PMB. This archive will be accessible by the participants with authorized access. Major results will be available with different types of security depending on the criticality and the IPR of the consortium.

In general all internal information will be exchanged by email. Any telephone calls and agreements, especially with the EU Project Officer will be minuted and/or confirmed in writing with either an email, or if required a more formal document as response, by the PMB.

Planning will normally take place by consensus within the PTB. The agreed planning will be followed by the PMB meetings in cooperation with the WP Leaders. Planning activities involving the interaction with other water projects will be done by the Coordinator as first point of contact that will report to the PMB and who may delegate this responsibility to a team designated by the PMB.

Reporting will be done through Management Reports, which will be submitted by each WP Leader to the PMB based on a template. The Technical Coordinator will consolidate them into an overall periodical Management Report for the Project, which will be submitted to the Consortium internally. If required, use will be made of red/yellow/green flag procedures to ensure that major problem areas are quickly identified and resolved.

Deliverables will be generated by the designated WP groups. Each deliverable will be prepared under the responsibility of the WP Task Leader, who will be responsible for ensuring that a deliverable is prepared correctly and in time. Sufficient time for comments and revision by all interested participants and the consortium shall be allowed (up to a month). After acceptance, copies of the deliverable will be forwarded to the Commission and to the rest of the participants by the PMB.

Definition of Inter-Project Relations: The PMB will participate in consultation meetings and/or domain strategy activities per year, which are expected to be organized by the Commission services, in order to discuss research needs and explore synergies for cooperation with other relevant FP7 projects. Specialists from WaterInnEU will also participate in the presentations and workshops organized by the project line. Technical documentation will be exchanged with other EU projects if useful.



Several kinds of project meetings have been envisaged:

- Kick-off Meeting with all participants (M1).
- PTB board will meet twice a year as a baseline (Progress Meetings). Normally these meetings would include the review of project documentation deliveries, milestones and WP and Task Group activities. Progress Meetings normally coincide with milestones in the project.
- PMB will meet every 3 month and before a PTB meeting.
- A user and stakeholder workshops, once a year, the first one including invitation to PAB.
- Project closure meeting (M24).

Locations of the meetings will be proposed by the Coordinator to the PMB, aiming to minimize travel costs. Meeting locations will be rotating between the premises of the various participants.

Alternatively, face to face meetings may also be collocated with project reviews given to the EU Commission in Brussels or at JRC offices in ISPRA.

Some meetings may be held as teleconferences (such as Skype, GoToMeeting) if this is found satisfactory as a communicating tools; particularly for informal and theme meetings. Every effort will be made to minimise travel and carbon footprint, provided that the needs of the project can be met.

The following will be considered at the WaterInnEU progress meetings:

- Progress of the project in terms of meeting milestones and deliverables;
- Planning for future activities over the coming 6 months;
- Dissemination and user engagement through the PAB;
- Approving the allocations of funding according to the work programme;
- Financial report;
- Knowledge and technology management – assessing the socio-economic impact of the knowledge and technologies generated, and using and disseminating that knowledge as widely as possible within the restrictions of the Consortium Agreement IPR;
- Identification of new opportunities – to include extension of the project, identification of future funding opportunities, and communication with other relevant funded projects or networks as appropriate, particularly EC funded projects;
- Gender equality within the network if detected;
- Ethical issues relating to activities if detected;

The final part of the progress meetings will include PTB formal decision and votes on the matters listed in the Consortium Agreement.

Below, a table with the approximate schedule of the project meetings (note that dates could be significantly different regarding to the project development).

Year	Meeting type	Date
1	Kick-off meeting	M1
	Plenary progress meeting	M4
	Advisory Board, user and stakeholder workshop	M4
2	Plenary progress meeting	M13
	Knowledge sharing workshops	M13
	Plenary progress meeting	M17
	User and stakeholder workshop	M17
	Plenary progress meeting	M20
	Brokering workshop	M20
	Project closure meeting	M24

*Table 1: Agenda for the major WaterInnEU meetings (does not includes official reviews with EC).*