

**Pegaso Project**

People for Ecosystem-based Governance  
in Assessing Sustainable development of  
Ocean and coast

Founded by the European Union  
within FP7 – ENV.2009.2.2.1.4  
Integrated Coastal Zone Management

**Specific Programme FP7**

Collaborative Projects  
Large scale integrating Project

Grant agreement n°: 244170

D1.1A

# Project Management Plan

## 1.2

Dissemination level*	✓ PU	PP	RE	CO
Project acronym / number	PEGASO	244170		
Project title	People for Ecosystem-based Governance in Assessing Sustainable development of Ocean and coast.			

\*PU: Public; PP: Restricted to other programme participants (including the Commission Services);  
RE: Restricted to a group specified by the Consortium (including the Commission Services);  
CO: Confidential, only for members of the Consortium (including the Commission Services).

### Authorisation

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## Document Information

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## Executive Summary

The Pegaso project management plan (PMP) describes the project management organisation and processes, which are meant to facilitate teamwork within the consortium and assure the quality of the work carried out. The PMP proposals will ease the collaborative work of the partners, and it may therefore be considered key for the overall success of the Pegaso project. In addition, it will ensure that the consortium meets all the requirements related to the contract with the European Commission (EC).

The project management process includes four main deliverables to be set out before the kick off meeting and reviewed iteratively along the work process. These are: 1) the project definition and organisation, 2) the project work plan, 3) the project management processes and 4) the project management tools.

The Pegaso project has focused on this PMP from the beginning of the project, with the whole consortium working on its definition. This deliverable is the result of a ten-month process within the Pegaso team to deliver the following:

- **The Pegaso organisation.**  
Everybody needs to know from the beginning of the project about the consortium bodies, which govern the different aspects of the project and their objectives, functions and responsibilities.
- **The Pegaso work plan.**  
A detailed work plan (subtask level) has been prepared in order to be able to exercise management control over the research project.
- **The Pegaso internal processes.**  
The project management processes describe how the project will be managed effectively to coordinate the different tasks and to communicate results and incidents to the project team.
- **The Pegaso management tools.**  
To facilitate the collaborative work within the Pegaso project, the use of various time and cost-saving tools and standards has been implemented.



# 1. Introduction

## 1.1. Purpose and scope

This document is the Management Plan for the Pegaso project. Its purpose is to establish the project management organisation, processes and standards that will be followed throughout the project life cycle with regards to project management.

The project management plan is a living document that will be updated during the course of the project.

## 1.2. Document overview, how to read the document

The document is composed of 4 sections. Each section can contains a complete description of a set of operations or processes or links to additional internal documents where the topic is developed in more detail.

The sections are organised as follows:

- **Pegaso organisation.**
- **Pegaso work plan.**
- **Pegaso internal processes.**
- **Pegaso management tools.**

## 1.3. Reference documents

### 1.3.1. Internal documents

The following intermediate deliverables are enclosed in this document:

- Pegaso/ID1.1.1a/UAB/101220-L-1.2: [Pegaso work plan](#)
- Pegaso /ID1.1.1b/UAB/101220-L-1.2: [Pegaso Info Database](#)

The following internal documents supplement the information contained in this document:

- Pegaso /D1.1C/UAB/101010-L-1.3\_3: [Pegaso Consortium Agreement](#)
- PG/GN/0001 Pegaso organisation: [Pegaso organisation](#)
- PG/GN/0002 Pegaso contact list: [Pegaso contact list](#)
- PG/GN/0003 Pegaso stake holders: [Pegaso stake holders](#)
- Pegaso visual identity: [PGS-Manual-VI-v1-0\\_English.pdf](#)
- Pegaso intranet handbook: <http://gstgis.com/guidelines.pdf>

### 1.3.2. External documents

This document describes what we will do at internal level but it does not cover the external processes required by the European Commission (EC) according to the Grant Agreement contract.

There are specific instructions and templates available on <http://cordis.europa.eu/fp7>.

The coordinator will guide and inform the consortium on these external processes, on time and with additional documentation and guidelines.



## 1.4. Definitions and/or glossary, acronyms and/or abbreviations

### C

**CA:** Consortium Agreement.

**CASES:** Collaborative Application SitES.

**CPC:** The Champion Participatory Coordinator.

### D

**DIEC:** The Data and Information exchange Coordinator.

**DoW:** Description of Work.

### E

**EC:** European Commission.

**EUC:** End-Users Committee.

### G

**GA:** Grant Agreement.

**GAs:** General Assembly.

### I

**IPR:** Intellectual Property Rights.

### P

**PMP:** Project Management Plan.

### Q

**QA:** Quality Assurance.

### S

**SC:** Steering Committee.

### WP

**WP:** Work Package.



## 2. Pegaso organisation

The Pegaso project is based on the following management structure. This organisation focuses on the complexity of a collaborative research project in an international context:

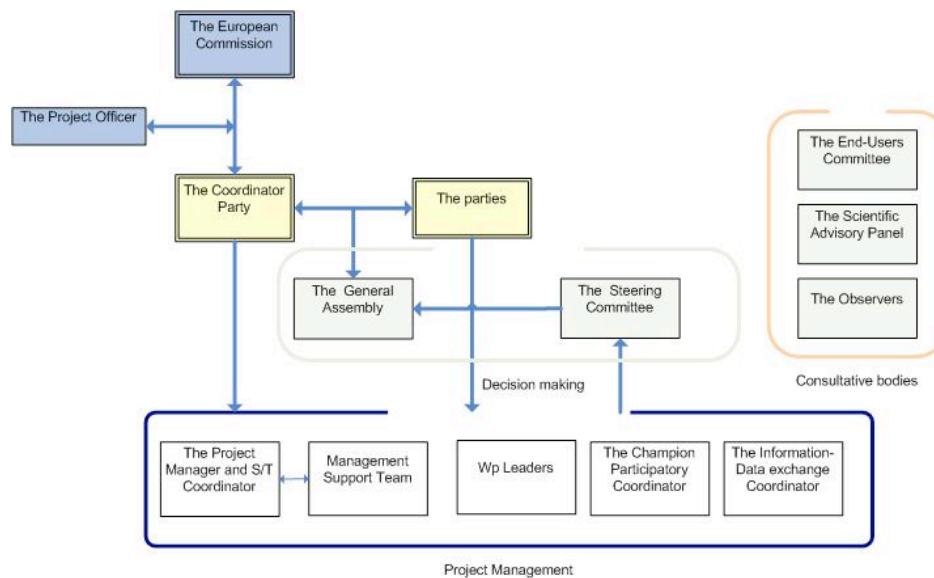


Figure 1: Pegaso organisation

### 2.1. Management responsibilities

#### 2.1.1. The coordinator (UAB)

The coordinator shall be the intermediary between the parties and the European Commission (EC). In addition to their responsibilities as a party, the coordinator shall perform the following tasks:

- Monitoring to ensure that the parties comply with their obligations under the Grant Agreement (GA), the Consortium Agreement (CA) and the Project Management Plan (PMP);
- Receiving the community financial contributions and distributing them in accordance with the CA and the GA;
- Keeping the records and financial accounts relevant for the community financial contributions and informing the Commission of their distribution;
- Being the intermediary for efficient and correct communication between the parties and the European Commission on the progress of the project;
- Collecting information at least every 6 months on the progress of the project, examining that information to assess the compliance of the project with the Annex 1 to the GA, Description of Work (DoW) and, if necessary, proposing modifications of the DoW to the General Assembly (GAs) ;
- Collecting, reviewing to verify consistency and submitting reports and other deliverables (including financial statements and related certifications) to the European Commission;
- Transmitting documents and information connected with the project between the parties concerned;





- Providing the parties, upon request, 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.

### **2.1.2. The project manager and scientific/technical coordinator**

The project manager and scientific/technical coordinator acts as the coordinator's (UAB) representative and will be responsible for the organisational effectiveness of the project together with its scientific content.

The project manager and scientific/technical coordinator will ensure that the necessary management systems are in place. These will include: project coordination and progress monitoring, internal communication, scientific and technical coordination and dissemination.

The project manager and scientific/technical coordinator will:

- Chair the General Assembly (GAs) and the Steering Committee (SC).
- Provide the relevant documentation to support the GAs work.
- Follow up of the working relations with the End-users committee (EUC) and the Scientific Advisory Panel.

The project manager and scientific/technical coordinator is assisted by a management support team to follow up the work for the deliverable process and the execution of the decisions of the GAs. This includes the day-to-day management of the project.

### **2.1.3. The management support team**

The management support team works closely with the project manager and scientific/technical coordinator, and takes responsibility for the administrative and day-to-day management for supporting and carrying out the coordination tasks, including:

- Providing administrative support to the coordinator and assist project partners on specific administrative issues.
- Providing reporting administration, creating templates and instructions for the partners in order to facilitate the gathering of information and reporting input.
- Providing assistance to budget control and financial follow-up, establishing and maintaining financial records.
- Assisting the coordinator in the financial management with the collection of information from the partners, the consolidation of management reports, the monitoring of expenses against budget allocations, the consolidation of financial summary sheets, etc.
- Organizing and updating the Pegaso intranet as an infrastructure to support efficient remote use and collaboration from all partners and information sharing.

### **2.1.4. The work package leaders**

For every work package (WP) a leader (in some cases a co-leader) is appointed, and each leader (and co-leader) is also a member of the Steering Committee (SC).

The WP leader (and co-leader) will lead the WP team, and is responsible for:

- The execution of the overall technical objectives of their WP.

- The management of the WP and coordination of the activities planned in the WP tasks.
- The well-timed production of reports and results (deliverables).

As each WP comprises a number of tasks, each WP leader will be a team-leader, working with the individual and the identified task-leaders.

Each WP team will meet whenever needed. These meetings will allow for technical discussions regarding the work to be carried out, for internal decisions, and for the collection of intermediate documentation.

### **2.1.5. The champion participatory coordinator (CPC)**

The Champion Participatory Coordinator (CPC) is a special figure responsible for coordinating, monitoring and ensuring that the participatory process is properly carried out within the shared ICZM governance platform and across all WPs.

Blue Plan (UNEP / MAP) is in charge of the champion participatory coordinator, who has the role of facilitator and mediator. In general, the champion participatory coordinator has to support the coordination of the project by facilitating links between Pegaso partners (members of the consortium) and end-users; he or she will work closely with the End-Users Committee through a real co-working by interactive participation (see Figure 2).

Firstly, the champion participatory coordinator has an important role in the shared ICZM governance platform to support active interactions between the different committees of this platform. Where some members show less interest in contributing to the platform, the champion participatory coordinator and the data and information exchange coordinator will elaborate an action plan to deal with and solve the problem.

Secondly, the champion participatory coordinator is involved of what happens in the CASES; he or she has to support work in the different Collaborative Application SitES (CASES). The champion participatory coordinator is in charge of the follow-up of participation events, where and when needed. Working closely with the project manager and scientific/technical coordinator, the champion participatory coordinator will travel on CASES and to the different partner locations to follow the development of different WPs tasks and subtasks, the human relationship within the Pegaso teams and the Pegaso procedures and results in situ.

### **2.1.6. The data and information exchange coordinator (DIEC)**

The data and information exchange coordinator (DIEC) is responsible for ensuring and promoting the monitoring of the information and content exchange across the overall project (following a protocol on data exchange protection signed by all partners at the beginning of the project).

Flanders Marine Institute (VLIZ) is in charge of this facilitating role, under the overall coordination of WP3. Activities and commitments of the DIEC are reported to the WP3 leader and the project management (WP1).

The data and information exchange coordinator (DIEC) together with the Champion Participatory Coordinator (CPC) fulfils the function of facilitator of interactions that are planned within the Pegaso project, between partners and across work packages. The DIEC, being hosted by WP3 (Shared Information Infrastructure-SII) is furthermore also facilitator of the exchange of data with external partners and networks. In particular, the DIEC will be responsible for:

- The identification of opportunities for data and information exchange between Pegaso (WP3 as focal point for SII) and external networks (e.g. other current FP7 projects and former FP project networks and EU-wide marine and maritime data gathering initiatives such as SESAME, SEADATANET, EMODNET, THESEUS, MESH, the Coastal Wiki, etc.)
- Facilitating the actual exchange of data and information according to best practices and standards as promoted by the EU and in particular in the framework of the FP7 policies for open access of information, and promoting the application of international standards for metadata exchange.

- Creating and promoting opportunities for data and information exchange between the Pegaso project partners with particular focus on the interactions between WP3 objectives and the data and information handled and gathered in other WP (e.g. stocktaking exercises etc.), particularly WP4, WP2, WP3 and WP5.
- Facilitating involvement on behalf of the CASES (WP5) in the SDI and the SII, looking for opportunities and promoting open access to information by establishing agreements and enhancing working relationships (in close relation with the CPC). The DIEC, together with the CPC, will attend the CASES meetings to follow the development of tasks and subtasks related to the data and information exchange in situ.
- The technical development of the SDI in the different partner locations is the responsibility of the larger WP3 consortium.

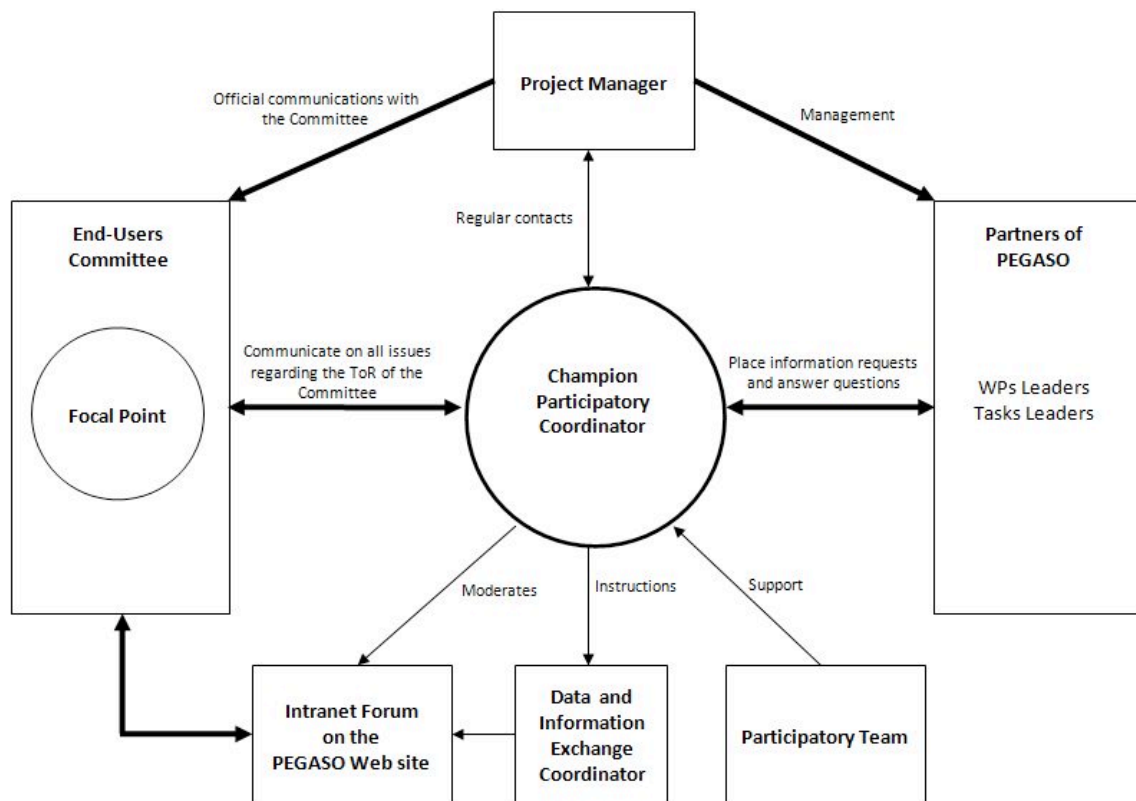


Figure 2: Structure for communication with the End-Users Committee



## 2.2. IPR management

Intellectual Property Rights (IPR) issues are regulated in the Pegaso CA. In the case of conflict, the General Assembly, in accordance with the Consortium Agreement, will make decisions regarding IPR issues.

## 2.3. Decision-making

### 2.3.1. The General Assembly (GAs)

The General Assembly (GAs) is the ultimate decision-making body of the Pegaso consortium and will decide on the content, finances and intellectual property rights and on the evolution of the consortium.

The General Assembly is composed of one representative of each party. Each representative shall have a deputy.

The General Assembly operation procedures are the following:

	Ordinary meeting	Extraordinary meeting
<b>Convening meetings</b>	At least once a year before the closure of each contractual reporting period and during the project meetings across the life of the project. Additional meetings may also be held by teleconference or other telecommunication means.	At any time upon written request of any member.

	Ordinary meeting	Extraordinary meeting
<b>Notice of a meeting</b>	45 calendar days	15 calendar days
<b>Sending the agenda</b>	45 calendar days	15 calendar days
<b>Minutes of meetings</b>	10 calendar days	10 calendar days

Table 1: General Assembly operation procedures

### 2.3.2. The Steering Committee (SC)

The Steering Committee is the supervisory body for the execution of the project, which shall report to and be accountable to the General Assembly.

The Steering Committee comprises the individuals responsible for managing the various aspects of the project both organizational and scientific:

- The project manager and scientific and technical coordinator.
- The work package leaders.
- The champion participatory coordinator (CPC).
- The data and information exchange coordinator (DIEC).

The Steering Committee shall:

- Discuss and propose changes on the strategic direction of the project.
- Monitor the effective and efficient implementation of the project.



- Define, revise and detail the tasks of the project.
- Check the progress of work (including deliverables) and update the work-plan.
- Coordinate the research team.
- Collaborate in the preparation of the project meetings and the progress reports.
- Advise and direct the partners on the developments necessary for the project.

The Steering Committee operation procedures are the following:

	Ordinary meeting	Extraordinary meeting
<b>Convening meetings</b>	At least twice a year across the life of the project, one of them to be hold during the project meetings together with the General Assembly. Additional meetings may also be held by teleconference or other telecommunication means.	At any time upon written request of any member.

	Ordinary meeting	Extraordinary meeting
<b>Notice of a meeting</b>	15 calendar days	10 calendar days
<b>Sending the agenda</b>	10 calendar days	7 calendar days
<b>Minutes of meetings</b>	10 calendar days	10 calendar days

Table 2: Steering Committee operation procedures

## 2.4. Consultative bodies

### 2.4.1. The End-User Committee (EUC)

The Pegaso project aims at building a shared ICZM governance platform as a way to bridge the gap between scientists and end-user communities, by providing expertise and guidance, as well as methods and lessons learned, to end-users in order to facilitate decision making for ICZM.

Considering the complexity of the Pegaso project and its relevance to support the Mediterranean ICZM Protocol, it is important to involve an End-Users Committee in the implementation of the project: in the shared ICZM governance platform as well as in the CASES.

The End-Users Committee is a consultative panel that brings together various stakeholders who are interested by the tools, results and outcomes of the project. “End-users” are defined as persons who use the results and products of the project: they can belong to different communities such as scientists, politicians, managers and planners, technicians, civil servants, stakeholders in general and representative persons of the civil society or economic sectors.

One of the main challenges of the Pegaso project is to integrate two essential components:

- developing tools and methods (Pegaso toolbox).
- testing and implementing the toolbox in the CASES.

The End-Users Committee will be invited to give advices on the practical implementation of tools (demonstration) for a practical, pragmatic and realistic approach in the context of the CASES.



In the framework of the ICZM governance platform, the functions of the End-Users Committee are:

- To help in identifying most important topics and risks to be considered both at sea and on the coast.
- To respond to consultative papers, to give advices on user needs, to help understanding of the requirements for tools to be produced by the project.
- To give their opinion about the “Pegaso toolbox”, particularly for the implementation in the CASES.
- To facilitate stocktaking and collecting available data.
- To participate in the shared ICZM governance platform developed as the core of the project.

The expected contributions of the End-Users Committee are:

- Attending meetings and interactive sessions on Intranet forum: to raise issues for discussion at the project meetings and Intranet forum.
- Assessment of tools: to help adapting the developed tools to the specific needs of the end-users.
- Review of relevant draft deliverables of the project: to give feedback on the perception of usefulness of the project’s results.

The Focal Point of the End-Users Committee has been nominated after the kick-off meeting of the Pegaso project (Venice, April 2010); he attended to the Inception CASES Workshop (Alexandria, October 2010). The Focal Point of the End-Users Committee can be invited at the General Assemblies and Steering Committee meetings.

The main functions of the Focal Point are:

- To assume the role of the spokesperson for the End-Users Committee.
- To support commitment and motivation of the members of the End-Users Committee: suggesting and encouraging discussion, particularly in the Intranet forum.
- To collaborate with the participatory team and the project manager for all communications in relation to the above tasks.
- To distribute related information to all the members of the End-Users Committee, to collect and/or synthesize their feedback in compliance with agreed deadlines.

#### **2.4.2. The Scientific Advisory Panel**

The Scientific Advisory Panel is a consultative panel of experts who have agreed to advice on different aspects of the project acting as academic and technical evaluators of the project work. The Scientific Advisory Panel is composed of technical and research external experts of high international expertise and relevance appointed by the project.

The Scientific Advisory Panel shall:

- Follow up of the scientific aspects for the project (methodological line, strategic scientific processes, consultation of other experts when needed).
- Create a link between the project and the scientific world community.
- Advise on the quality of the deliverables.

#### **2.4.3. The Pegaso observers**

Pegaso observers will support the network of Pegaso and enlarge it with other relative projects, initiatives or interested institutions.



More detailed information on the members and on the functioning of the different consortium bodies is available in the following internal documents in the Pegaso intranet:

- Pegaso /D1.1C/UAB/101010-L-1.3\_3: [Pegaso Consortium Agreement](#)
- PG/GN/0001 Pegaso organisation: [Pegaso organisation](#)
- PG/GN/0002 Pegaso contact list: [Pegaso contact list](#)
- PG/GN/0003 Pegaso stake holders: [Pegaso stake holders](#)

Path in the Pegaso intranet:  
GENERAL/Contact Lists

## 2.5. Pegaso calendar

The Pegaso tentative main events are the following as described in the project Description of Work (DoW):

Date	Month	Main events	EC reports
February 2010	M1	Project begins	
April 2010	M3	KO in Venice (1 <sup>st</sup> PM Meeting)	
February 2011	M13	1 <sup>st</sup> virtual conference VIC	
July 2011	M18		First EU reporting
October 2011	M21	2nd PM Meeting in the Danube Delta	
October- November 2011	M21-22	Tour of PM, PC and DM in CASES	
July 2012	M30	2nd virtual conference VIC	
January 2013	M36		Second EU reporting
February 2013	M37	3rd PM Meeting in Rabat	
February-March 2013	M37-38	Tour of PM, PC and DM in CASES	
September 2013	M44	3rd virtual conference VIC	
January 2014	M47	7th PM Meeting Final Conference in Istanbul	
February 2014	M48		Third EU Reporting

Table 3: Pegaso calendar

The Management Support Team and the WP leaders will keep the PEGASO calendar always updated in the Pegaso intranet:

[http://gstgis.com/liferay/en\\_GB/home](http://gstgis.com/liferay/en_GB/home)



### 3. Pegaso work plan

The Pegaso activities are organized in seven work packages as described in the project Description of Work (DoW):

Work package No	Work package title	Type of activity	Lead beneficiary No	Person-months	Start month	End month
1	Project Management	MGT	1	60.75	1	48
2	Shared ICZM governance Platform for Mediterranean and Black Sea basins	RTD	7	125.5	1	48
3	Enabling a shared information infrastructure for Mediterranean and Black Sea basins	RTD	2	181.4	1	48
4	Multi-scale tools, methods and models	RTD	4	246.95	1	48
5	Applications at various scales and Integrated Regional Assessment for Mediterranean and Black Sea basins	RTD	11	238.6	1	48
6	Building and enhancing capacity through training and foster knowledge exchange	RTD	9	96.5	1	48
7	Dissemination	OTHER	15	119.25	1	48

Table 4: Pegaso work plan

#### 3.1. ID1.1.1 Pegaso work plan and info data base

A more detailed work plan has been developed in order to be able to exercise management control over the research project:

- Pegaso/ID1.1.1a/UAB/101220-L-1.2: [Pegaso work plan](#)

All the information related to the Pegaso organisation and the Pegaso work plan is available in an interactive data base:

- Pegaso /ID1.1.1b/UAB/101220-L-1.2: [Pegaso Info Database](#)





## 4. Pegaso internal processes

Throughout the project, the internal processes described below will be established. It is expected that the management team will complement the information below with several internal procedures if necessary.

### 4.1. Work plan internal monitoring

The work plan internal monitoring will be based on the following internal processes:

- Progress Reporting.
- Progress Meetings.
- Performance indicators reporting.

#### 4.1.1. Progress reporting

As the European Commission contractual reporting covers relatively long periods, additional internal reporting has been established for the Pegaso project.

The Internal Progress Reports will be produced on a regular basis:

- **Biannual Progress Reports (BPR)** every six months, summarizing the advancement and status of work for the period.

The progress of the project will be reported at WP leader level, through iterative processes with the task leaders and the respective partners.

The biannual progress reporting will be used to track the project progress and identify rapidly problems and risks, in order to enforce pro-active management.

- **Biannual Resources Reports (BRR)** every six months, summarizing the progress of the use of the resources (budget and staff effort) for the period.

The resource consumption will be reported at partner level.

The actual costs will be compared to the budget plan and the resource consumption will thereby be controlled.

The BRR template will contain tables for collecting the data on PM and EURO spent by the partner over the last 6 month period. The management support team will copy these figures into a budget follow-up file for each period and consolidate the figures at the integrated project level.

The coordinator (UAB) will provide the consortium with updated information before each internal reporting period starts and will post on the intranet a reminder together with the necessary instructions and templates:

- [PGS 03\\_1 Consortium progress report Eligible costs.zip](#)
- [PGS 03\\_2 Consortium progress report Time sheet.xls](#)
- [PGS\\_BiannualProgressReport\\_type-Arial.dot](#)
- [PGS\\_BiannualProgressReport\\_type-Helvetica.dot](#)



The coordinator will make the consolidated BPR and BRR available to the consortium, not later than thirty working days after the established deadline to collect the data:

Internal report	Period covered	Deadline for collecting the data	First draft	Consolidated report
BR 01	February to July	30 <sup>th</sup> September	15 <sup>th</sup> October	31 <sup>st</sup> October
BR 02	August to January	28 <sup>th</sup> February	15 <sup>th</sup> March	30 <sup>th</sup> April

#### 4.1.2. Incidents and corrective actions

An incident is something currently happening that is having a negative impact on the project and requires resolution for the project to proceed successfully. Incident management is the process of identifying, analyzing, responding to, and tracking incidents affecting the project.

The scheduled preparation and delivery of the internal reports do not prevent the immediate reporting of any problem or abnormal circumstances detected during the course of the project by the WP leaders, and potentially affecting the achievement of the project's objectives.

In the case where deviation from the plans and/or a reported risk or problem might have a significant impact on the project performance, the General Assembly will decide on corrective measures to be implemented.

#### 4.1.3. Project meetings

Different types of meeting will be held during the project. Periodic progress meetings are:

- General project meetings will be held at least once a year.
- General Assembly meetings will be held at least once a year, ideally in connection to a General Project meeting. The GAs will additionally meet whenever necessary using the available intranet tools.
- Steering Committee meetings will be held at least twice a year, one of them ideally in connection with a General Project meeting. The SC will additionally meet whenever necessary using the available intranet tools.
- Other project meetings will be held throughout the project, often in connection to another event, such as a planned workshop.
- Technical/working meetings with no specific meeting schedule:
  - Work package team meetings: the participants work on the distribution of tasks within a WP, solutions to specific technical problems, etc.
  - Coordination between WP.
  - Ad hoc case meetings.
  - Dissemination events: conferences, workshops, etc.
  - Capacity-building meetings (training, round trips, etc.)

##### 4.1.3.1. Meeting principles

An updated list of the project meetings will be always available on the intranet calendar of the project.

Meeting preparations and logistics are under the responsibility of the hosting partner organisation, in collaboration with the management support team. All meeting information will be circulated to the partners by email, and it will also be made available on the project intranet.

The hosting organisation will cover the following expenses:

- Conference room rent and facilities.
- Catering during the day.



Each partner will be responsible for the travel expenses and for the accommodation during the meeting.

Participants in meetings should be directly concerned with the subject of the meeting.

Where appropriate, small working meetings will be selected rather than large ones.

Meeting dates should be selected in an ad hoc way but sufficiently in advance to ensure the possibility for all participants to attend the meeting. If possible, meetings with different purposes should be combined to save both travel time and money.

A detailed description of the travel information should be provided (address, details of transport, schematic map of the meeting location, telephone contact), as well as a recommendation of hotels by the hosting party.

The power point presentations and the minutes summarising the results including the agreed action plan will document each of the meetings. The minutes and the action plan are produced by the host partner and revised by the management support team.

Particular attention must be given to the follow-up of the meeting: the host partner will distribute the minutes quickly and check that decisions are respected and actions carried out.

#### **4.1.3.2. Responsibilities of the meeting participants**

Participants will contribute to the definition of meeting objectives and the preparation of decisions.

Each participant to a meeting should contribute to the meeting preparation and follow-up by providing:

- Working documents: normally discussion papers which list the main subjects to be discussed during a meeting. Ideally, these papers should be distributed in advance and not during the meeting itself, in order for the partners to prepare for the meeting;
- Contributions to the agenda;
- Preparation of power point presentations.

#### **4.1.3.3. Minutes of the meeting**

The minutes of each meeting will be drafted by the host partner and distributed to the participant partners following the Pegaso minutes template available on the project intranet:

- [PGS Minute type-Arial.dot](#)
- [PGS Minute type-Helvetica.dot](#)

Draft minutes must be circulated to the participants within ten (10) calendar days after a meeting for comment. The minutes shall be considered to be agreed by the participants if within fifteen (15) calendar days from receipt, there are no recorded objections to the host partner. Final minutes including the action plan should be drafted by the host participant to the management team in order to post it on the intranet.

An important part of the minutes is the action plan. Updated versions will be circulated whenever necessary, and the latest version will always be available on the project intranet.

#### **4.1.4. Performance indicators reporting**

The project work plan (see Pegaso/ID1.1.1a/UAB/101220-L-1.2: [Pegaso work plan](#)) contains detailed task and subtask descriptions indicating the planned activities, responsibilities, partner contributions, expected products and milestones. The work package leaders through Biannual Progress Reports (BPR) will provide feedback on progress. This information will serve as general indicator for monitoring of the overall progress of the project.



The work plan identifies activities at the work package and tasks level, but in technical meetings at WP and SC level, more detailed decisions will be taken on who is doing what and when. At each meeting an Action Plan should be drawn up within the minutes and this will serve as indicator for the monitoring of the work progress.

All partners will report budget expenditure biannually through the Biannual Financial Reports (BFR). If there is significant deviation, the resource consumption should be compared to the activities reported by that partner at the work package level and the reasons for this deviation, and any possible problems and/or risk should then be looked at and reported.

Project deliverables represent documentation of the project results. Therefore, deliverables are indicators of the project progress. The Pegaso consortium has defined a list of deliverables that are contractually bound to be submitted to the EC. These deliverables are listed in section B1.3.4 "List of deliverables" of the DoW.

The progress of the project should also be monitored according to higher-level criteria, in order to ensure that the results meet the expectations. Measurable performance indicators have been defined in the work plan (see paragraph 4) and will be monitored biannually in the work progress reporting.

## 4.2. Quality control

The PEGASO project has defined the following quality assurance activities:

Process quality assurance to ensure quality in project management and consequently, of all deliverables (see section 4.1).

Product quality control to ensure the quality of the final deliverables.

### 4.2.1. Deliverable management process

The deliverable management process identifies the procedures used to coordinate the review and approval of the contractual deliverables.

The partner responsible for the production of a deliverable is defined in the deliverables list of the DoW.

Normally, the WP leader acts as the "Deliverable responsible".

Before launching the production of the deliverable, the deliverable responsible should define the document structure, the contributions expected from each partner, the quality check criteria, the relevant reviewers and the timetable for the deliverable development in a preliminary document named Deliverable Plan:

- [PGS\\_DeliverablePlan\\_type-Helvetica.dot](#)
- [PGS\\_DeliverablePlan\\_type-Arial.dot](#)

Each BPR will include the Deliverable Plans for the next period.

Upon receipt of the inputs from the different contributors, the deliverable responsible should merge them into a single document. This first draft should then be circulated to the appointed reviewers.

Each reviewer will check the consistency with the plans and give their feedback and/or approval. This iterative procedure will be repeated as necessary, until all involved partners give approval. The deliverable responsible should then prepare a final draft. For all this process deliverable templates available in the Pegaso Intranet should be used:

- [PGS\\_DeliverableTemplate\\_type-Arial.dot](#)
- [PGS\\_DeliverableTemplate\\_type-Helvetica.dot](#)



The final version is consolidated by the management support team to take care of the final formatting if needed, and of the logistics to produce the required number of copies and send them to the EC and to the Pegaso web portal.

When many contributors from various European countries work on the same document or deliverable, the style and vocabulary of the final document might be very heterogeneous. A careful final revision and English check is expected, in particular for deliverables, which will be submitted to the EC.

The Coastal wiki should be designed as a tool for dissemination and publication of the deliverables of the project see paragraph (5.2.1.). The deliverable responsible (WP or task leader) should prepare an article or an abstract and upload it on the Coastal Wiki to inform about the project deliverables and for discussion by the wiki members.

Formal acceptance of the deliverable by the Commission corresponds to the terms of the contract within 45 days after submission, pending a final approval at a project review or audit. If deliverables are not accepted, the consortium might be asked to perform additional work and the payment of Financial Statements could be delayed. It is therefore in the interest of all to produce deliverables of high quality and in the required format.

### 4.3. Document management

During the lifetime of the Pegaso project, many documents will be produced. The management support team and the WP leaders administer the project repository in the project intranet. For internal information exchange and for the delivery of documents released to the EC and the reviewers, the partners will use the project intranet document management tools:

- <http://gstgis.com/liferay/document-manager>

Some simple rules should be followed in order to facilitate the management of information produced within the project, and to ensure consistent document presentation and management.

The official Pegaso language for all the EC documents must be English. A short summary of the documents should be prepared in French to facilitate the work of the End Users.

Even if a document contains contributions from many partners, the record of the contribution of each partner will be kept but, each document will have a sole person Responsible.

In order to standardise the project documents layout, templates for the Pegaso project are prepared by the management support team and made available on the project intranet.

The templates for format are mandatory:

- [PGS General Doc type-Arial.dot](#)
- [PGS General Doc type-Helvetica.dot](#)
- [PGS Letter type-Arial.dot](#)
- [PGS Letter type-Helvetica.dot](#)
- [PGS Presentation type-Arial.pot](#)
- [PGS Presentation type-Calibri.pot](#)
- [PGS Presentation type-Helvetica.pot](#)

The way texts are composed is the key to ensuring typographic coherence. Below are some basic rules and some examples of incorrect use that should be avoided:

- In general, paragraphs will be aligned to the left and the last words of its lines won't be separated by scripts.
- The name Pegaso should always be written as shown in this sentence.



- TRY NOT TO WRITE IN CAPITAL LETTERS. And don't underline words (unless they are web links).
- Avoid punctuation in acronyms (e.g. E.U.).

Each project document is associated with a "version number" (x.y), which uniquely identifies it. At creation, editors produce an initial draft 1.0, and subsequent revised versions (version 1.1 then version 1.2) following project internal review. Once the editors consider that the draft is sufficiently stable, the latest version 1.y is presented for approval.

The edition value indicates Release and that the document is presented 1/y for the first time for review 2/y or greater for the 2nd time for review. The revision number is incremented every time a small change is introduced and reset to zero every time the "major" field is incremented.

Last versions will always be uploaded to the intranet in .pdf format.

There are two options for management of changes depending on the type of the document and the number of reviewers:

Creating an appropriate auxiliary document by using the Pegaso template and sending it to the responsible editor. The editor receives the comments and includes or rejects them.

- [PGS ChangeRequest type-Arial.dot](#)
- [PGS ChangeRequest type-Helvetica.dot](#)

Editing content in a collaborative space using the Pegaso document manager (<http://gstgis.com/liferay/document-manager>). With multiple authors collaborating on the content, ensure that only one person modifies it at a time by checking it. This creates a working copy and locks the original. When you check it in, the updated item overwrites the original item with the working copy and unlocks it.

To ensure document compatibility, the following file formats should be used:

- WORD version Microsoft Office 97-2003 (.doc) for documents;
- EXCEL version Microsoft Office 97-2003 (.xls) for spreadsheets;
- PowerPoint version Microsoft Office 97-2003 (.ppt) for overhead slides;
- PDF for consolidated final versions of project documents (.pdf).

The PEGASO partners will use a standard document format and filing codes for all documents produced in the project:

Pegaso/Document type/Partner acronym editor/yymmdd-Document category-0.0

R: Documentation for Review  
A: Documentation submitted for formal Approval  
L: Documentation approved (last version)  
I: Documentation for Information

Ex: Pegaso/D1.A/UAB/110117-L-1.2



## 5. Pegaso management tools

The size of the consortium means there is a complex management structure that requires a set of useful electronic tools whose main purpose is to improve and promote interaction among the partners and to facilitate the consortium management process. The tools generated within the project related to management are part of WP3 tasks, led by UPO, and integrate the first deliverables of their work plan.

The electronic communication and management tools described here include:

- A public website “the Pegaso web portal”.
- A private intranet “the Pegaso content management platform”.

### 5.1. Pegaso Intranet

The Pegaso intranet is the restricted/internal site of the project offering a common space where the project partners can share and exchange information, communicate with each other and work together on the different tasks and project documents. It has been in operation since month 3 of the project offering a common place of interchange and communication.

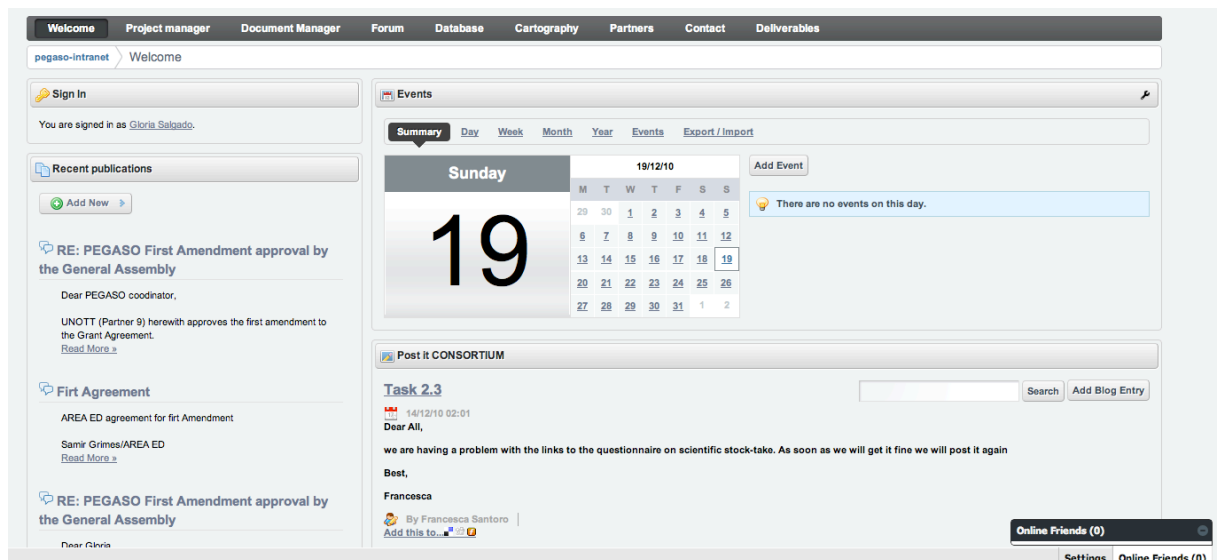


Figure 3: Pegaso Intranet

The intranet is a management platform allocated on the Pegaso web portal <http://www.pegasoproject.eu> that aims to facilitate the communication and interchange of documents between partners and End-users, and to act as a repository for participants’ resources and results (i.e. electronic reports, maps, all new data and applications produced during the project, etc.).

After a review of existing technologies, WP3 has selected a Liferay platform, which is an open-source code. This platform allows the generation of review tools that are useful for monitoring document-tracking changes etc. This platform operates on most Internet browsers including Microsoft products as well as Firefox etc.



### 5.1.1. What to expect

The various tools and sections within the Intranet can be accessed through the top buttons. Different credentials have been produced related to the role of each partner in the consortium in order to facilitate and control the information access.

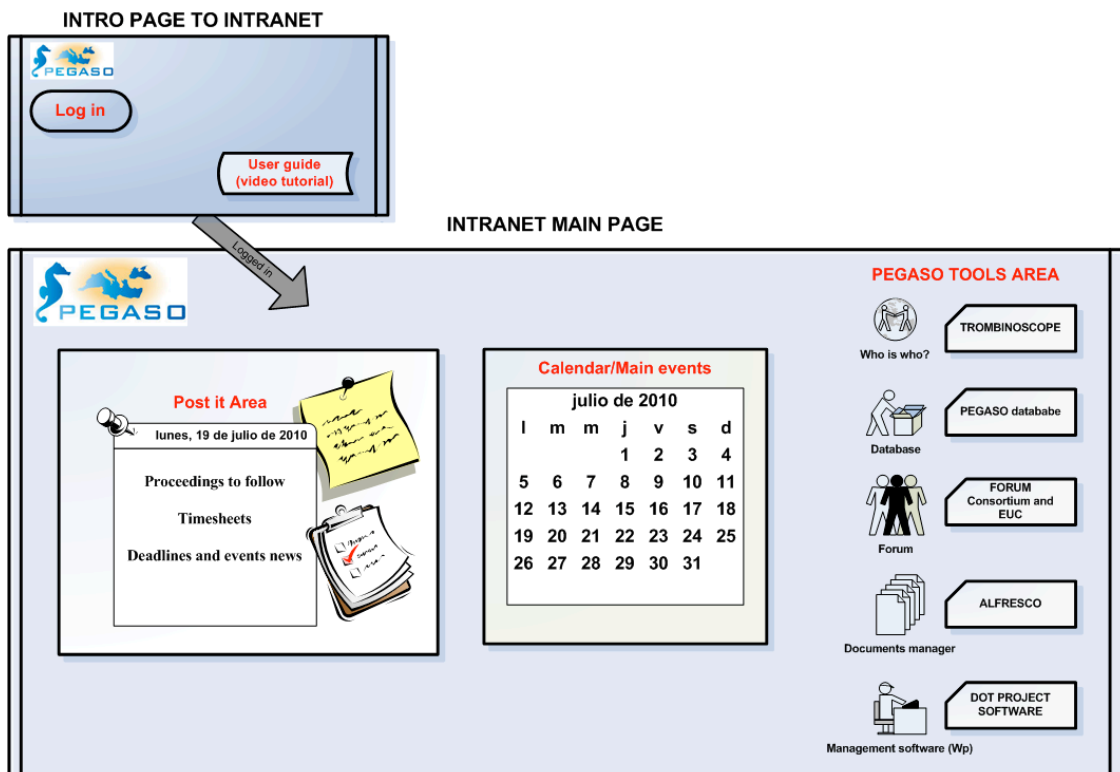


Figure 4: Pegaso Intranet tools

The project management tools to be found on the Pegaso intranet include:

- Post it Area.
- Email alert (RSS channel) ): an email service which alert of every new event created in the intranet.
- Calendar for the main events: showing the main deliverable deadlines, meetings and project events.
- Forum (under different categories) to allow discussions and meetings.
- Document manager.
- Project manager (Dot Project open-source software).
- Pegaso Database: an application containing the whole data of the project (tasks and subtask, partners information and involved, deliverables deadlines, person/month distribution, etc.).
- Trombinoscope: who's who in Pegaso. An interactive map with the location and contact details of each partner and the institution belonging, role in the project and wps involvement.
- Deliverables: a site to upload the main deliverables of the project. From there it will be redirected to the Pegaso web portal to facilitate the dissemination processes.





#### **5.1.1.1. Post it consortium and Events**

This is an information tool updated every time there is something to share within the whole consortium (documents, news or events).

The whole consortium has been subscribed to the RSS Email alert, which means that there will be an automatic email from the intranet whenever there is a new post-it or a new event.

#### **5.1.1.2. Forum**

For specific debates, especially those that need to be tracked, there is a forum tool available in the Pegaso intranet.

The following categories have been created:

- Administrative and financial.
- General Assembly.
- Steering Committee.
- WP leadership (WP leaders and task leaders).
- End User Committee.
- Consortium.

#### **5.1.1.3. Document manager**

The intranet will help to provide a common place where information can be found, reports can be downloaded or commented on and versions tracked. It will include documents in electronic version such as reports, maps for printing or data in any other form. All new data and applications, reports and maps produced during the project can be uploaded in this repository in their different versions.

This platform will therefore contain all the documentation for the project (from bibliography, first draft, milestones and deliverables). Each participant of the consortium will be able to upload and download documents and data following simple rules.

#### **5.1.1.3. Project manager**

Dot Project is a web-based, open-source software, multi-user, multi-language project management application. Basic data elements and management functions include:

- Projects and Tasks.
- To do lists.
- Resources .

Additional features:

- Forums.
- Gantt charts .
- Reporting.
- History of all activities.
- Calendar.

The detailed information on the Pegaso intranet can be found in the intranet handbook:

<http://gstgis.com/guidelines.pdf>



## 5.2. Pegaso Web Portal

The PEGASO Web Portal is the public image of the project ([www.pegasoproject.eu](http://www.pegasoproject.eu)).



Figure 5: PEGASO Web Portal

It is used to share the information (news, events, deliverables) produced throughout the project. It provides complete external visibility and a permanent showcase of the project, since it contains general information on project goals, scope, and focus and work progress as well as on consortium contacts.

The structure and design of the web portal is based on the WP needs. The different sections have been constructed using the feedback from the WP's work and the project achievements:

- Home.
- ICZM governance.
- Geoportal.
- ICZM tools.
- Pilot sites.
- Capacity-building.
- Products.

### 5.2.1. Pegaso Wiki

The PEGASO project will use the coastal Wiki to make the final outputs of the project visible. The coastal Wiki should be designed as a tool for dissemination and to publish the deliverables of the project:

[http://www.pegasoproject.eu/wiki/Main\\_Page](http://www.pegasoproject.eu/wiki/Main_Page)

The Pegaso Wiki is embedded in the Coastal and Marine Wiki ([www.coastalwiki.org](http://www.coastalwiki.org)), which is an Internet encyclopaedia providing up-to-date, high-quality information for coastal and marine professionals, and is continuously improved, complemented and updated by expert users.

The Coastal Wiki was developed within the framework of the European Network for Coastal Research, ENCORA. The main difference between the Coastal and Marine Wiki and the online Wikipedia are the procedures to maintain the quality, consistency and comprehensiveness of the information. This resulted in the requirement of an editing authorisation for contributors. Anonymous contributions are precluded; authors and co-authors of articles or article revisions are explicitly acknowledged. Access to the Coastal and Marine Wiki is free to any coastal and marine stakeholder, but only experts registered in the Wiki Contact Database are entitled to enter new information.

This contact database has been developed in house and is managed at the Flanders Marine Institute. Editing authorisations are granted only to users with a professional background checked by the editorial team. This team also oversees the overall quality of the Coastal and Marine Wiki.

The Coastal and Marine Wiki targets professionals who are either generalist and need to update their knowledge about a broad range of subjects or specialists who need to gain an understanding of other sectors or disciplines in order to work in an integrated manner. Besides the internal linking, similar Wiki Articles can also be grouped together using different categories.

The combination of internal linking and categorisation allows the creation of a web of linked information that can be organised and accessed in several ways. Also FP6-SPICOSA (Science and Policy Integration for Coastal System Assessment), FP6-MarBEF (Marine biodiversity and ecosystem functioning), FP7-THESEUS (Innovative technologies for safer European coasts in a changing climate), three Coastal and Marine European projects, decided to contribute their project results to the Coastal and Marine Wiki. The main outcomes of their research will therefore be reflected in the Coastal and Marine Wiki, enhancing the dissemination of knowledge and integration of their project-specific information.

The Coastal and Marine Wiki is already being used in several research curricula throughout Europe. Currently the Coastal Wiki contains about 1,412 information pages, has 380 registered editors and receives about 28,000 individual visitors and 9,000,000 hits a month.

## 5.3. Pegaso visual identity

The coordination of the Pegaso project is committed to the correct and easy application of the Pegaso visual identity:

— [PGS-Manual-VI-v1-0\\_English.pdf](#)

The logo is the main way to identify Pegaso and it constitutes the true reflection of our project personality, along with the other basic elements. Our logo is dynamic and we rely on the collaboration of all the parties concerned to not let it deteriorate:

— [PGS Logos](#)

The Pegaso visual identity should be seen as a great opportunity for a strong and well-recognised logo in the FP7 project, Pegaso. It will certainly help with the harmonisation of products and deliverables.



## 6. Appendix 1: Internal templates

The following internal templates are available in the Pegaso intranet:

- [PGS General Doc type-Arial.dot](#)
- [PGS General Doc type-Helvetica.dot](#)
- [PGS Letter type-Arial.dot](#)
- [PGS Letter type-Helvetica.dot](#)
- [Pegaso Logos](#)
- [PGS Presentation type-Arial.pot](#)
- [PGS Presentation type-Calibri.pot](#)
- [PGS Presentation type-Helvetica.pot](#)
- [PGS/03 Biannual financial report template package](#)
- [PGS 03\\_2Consortium progress report Timesheet.xls](#)
- [PGS BiannualProgressReport type-Arial.dot](#)
- [PGS BiannualProgressReport type-Helvetica.dot](#)
- [PGS ChangeRequest type-Arial.dot](#)
- [PGS ChangeRequest type-Helvetica.dot](#)
- [PGS DeliverablePlan type-Arial.dot](#)
- [PGS DeliverablePlan type-Helvetica.dot](#)
- [PGS DeliverableTemplate type-Arial.dot](#)
- [PGS DeliverableTemplate type-Helvetica.dot](#)
- [PGS Minute type-Arial.dot](#)
- [PGS Minute type-Helvetica.dot](#)