



D1.1: Project Handbook

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CONTRIBUTORS

<ul style="list-style-type: none"> • Robin Richardson – Main Author • Emily Lumley – Editor • David Wright – Reviewer • Hugh Martin – Reviewer • Peter Coveney – Approver
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1 Executive summary

The Project Handbook (PH) describes the project organisation and internal procedures of the VECMA project with regard to day-to-day communication and progress towards the timely delivery of the deliverables and within budget. It shall be used by all partners for all deliverables to the European Commission and for deliverables between partners.

The Handbook describes the following procedures in the project: documentation management, repository management, project communication mechanisms, project management, tracking system for actions. The documentation management procedure defines the standard rules and procedures with regard to the production of documentation that all partners need to apply throughout the project. It also outlines the procedure for the publication of peer reviewed publications. The generic document template is described.

Dedicated mailing lists are in place to facilitate the communication within the consortium. We organise regular face-to-face consortium meetings annually and teleconferences. The bodies of the Project Management structure are the Work Package Leaders (WPL), the Executive Board (EB), Project Coordinator, Project Manager, Technical Manager, Applications Manager, and the Innovation and Scientific Advisory Board. Access Rights are regulated by Article 11 of the VECMA Consortium Agreement and Art. 25 of the H2020 Grant Agreement. The Project Manager will track the budget and deliverables. It is vital that potential problems are identified early and dealt with. To this end, conflict resolution procedures are in place, as well as procedures for dealing with changes in the consortium. The PH is a work in progress; based on experiences and needs in the consortium, we will continue to adapt and update the document. Best practices will be incorporated and used to constantly improve the management of the project.

The PH shall be used:

1. By all partners;
2. For all deliverables to the European Commission;
3. For deliverables between partners.

The Consortium Partners will supervise and check the work performed by the consortium in accordance with the VECMA Quality Assurance Plan (QAP), which has been formally established in deliverable D1.2.

2 Document Management

In this section, the Document Management in the project is described.

2.1 Introduction

This chapter describes the documentation management procedure in the VECMA project. It defines the standard rules and procedures with regard to the production of documentation that all partners need to apply throughout the project.

The documentation management procedure is to be used:

1. By all partners;
2. For all deliverable documents to European Commission;
3. For documents exchanged between partners.

2.2 Documentation publication rules

- The Project Manager will ensure the adherence to the requirements of the Grant Agreement and acknowledge the financial contribution of the European Commission. All publications and any other dissemination material relating to results of VECMA should include a statement to indicate that this result was generated with the assistance of financial support from the European Union.
- Any dissemination of results (in any form, including electronic) must:
 - Display the EU emblem
 - Include the following acknowledgement: “This (project/work/article) has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 800925 (VECMA project)”.
 - Include the disclaimer: “This (publication/report) reflects only the author's view and the European Commission is not responsible for any use that may be made of the information it contains.”
- Pre-prints of articles shall be placed in the intranet for the whole consortium.
- The document’s owner shall invite and solicit contributions from the whole consortium when applicable.
- The contributors and authors of the publication shall abide by clause 9 of the Consortium Agreement allowing the Consortium to be notified of the planned publication at least 45 days before the intended submission date.
- Any objections on the publication of specific results (i.e. in case such result is susceptible to breach Intellectual Property Rights of another party within the consortium) shall be made to the Coordinator by the party raising the objection.
- The coordinator shall notify the consortium.
- Any objections and resolutions shall be dealt with in accordance with the VECMA consortium agreement.

2.3 Documentation Layout

All partners will use standard document templates in order to apply a consistent look for all project documents. One generic document template will be provided and several specific templates for

particular documents such as deliverables, Periodic Report etc. The templates are available from the VECMA intranet.

The generic document template will follow guidelines given by the EU and contains the following:

1. Layout of the title page
2. Layout of headers and footers
3. Styles that are to be used in the documents

Number of templates:

1. Template for the Periodic Report
2. Template for the deliverables
3. Template for presentations

Document elements:

Each document for reporting and for deliverables shall follow the guidelines given by the European Commission and shall have the following elements:

- Project logo
- Project number
- Project Acronym
- Project title
- Title of Report
- Dissemination level (i.e.: public or confidential)
- Date of preparation
- Authors
- Revision

2.4 File naming conventions

Each document shall be uniquely identifiable together with its version. See the table below for the way to name files. Other document types should also follow this logic.

File naming conventions:

Document Type	IDer	Convention	File Name example
Deliverables	D	VECMA_D[WP#].[D#]_[Short Title]_[lead partner]_[version#]_[YYYYMMDD].	VECMA_D1.1_ProjectHandbook_UCL_v1.0_20180914.doc

		[extension]	
Meeting Minutes	MM	VECMA_MM-[type of meeting, e.g. EB or WPL]-[YYYYMMDD].[extension]	VECMA_MM-WPL-20151001.doc
Presentation	P	VECMA_WP[WP#]-[lead partner] - [ShortTitle] - [version#].[extension]	VECMA_WP3-UvA-XYconference-v1.ppt
Periodic Report	PR	VECMA_PR[period#]-[version#].[extension]	VECMA_PR1-v0.0.doc

2.5 Deliverables

All the deliverables are available in the VECMA intranet repository under WP1-Management/Deliverables. The deliverables are written in the format below:

1. Executive summary
Target Audience: Project Officer, reviewers, consortium
Length: Maximum 1 A4
2. List of contributors, their role, and description of on-going work
3. Main body of the report
Target Audience: reviewers, consortium
Length: Maximum 10 pages A4
4. Conclusions
Target audience: PO, reviewers, consortium
Appendices: contain all the technical details, or a paper, a software manual, or other detailed material
Target Audience: consortium (but also distributed to reviewers and PO)
Length: No limit

By reading the executive summary and main body, reviewers must be able to assess the content of the deliverable and must also be able to assess that the deliverable reflects the contractual obligations as laid down in the DoA. If needed, the reviewer can choose to read the full appendix to assess all details.

2.6 Intranet

The intranet of the project is accessible to the members of the VECMA consortium. Others do not get access.

The public website at www.vecma.eu hosts the public repository intended for the published publications and all other dissemination materials.

3 Project Communication Mechanisms

All partners will inform the Project Manager of changes of their contact details or contact persons, or of changes in any other information needed for executing the project.

3.1 Mailing Lists

Dedicated mailing lists have been set up to support the project communication:

All VECMA partners:	vecma-all@ucl.ac.uk
Work Package 1:	vecma-wp1@ucl.ac.uk
Work Package 2:	vecma-wp2@ucl.ac.uk
Work Package 3:	vecma-wp3@ucl.ac.uk
Work Package 4:	vecma-wp4@ucl.ac.uk
Work Package 5:	vecma-wp5@ucl.ac.uk
Work Package 6:	vecma-wp6@ucl.ac.uk
Work Package Leaders:	vecma-wpl@ucl.ac.uk
Executive Board:	vecma-exec@ucl.ac.uk
General Assembly:	vecma-ga@ucl.ac.uk
Innovation Advisory Board:	vecma-iab@ucl.ac.uk
Scientific Advisory Board:	vecma-sab@ucl.ac.uk

To prevent an avalanche of unsolicited messages, senders are obliged to target their messages carefully to the narrowest audience as reasonably possible.

3.2 VECMA meetings and teleconferences

Within the VECMA project we have the following meetings:

- Kick-off meeting
- Intra-WP meetings (organised by the partners themselves)
- All-Hands Meetings (AHM); run twice a year over 1-2 days, including, once a year a General Assembly meeting and face-to-face innovation and scientific advisory board meeting
- Weekly meetings between the Project Coordinator and Project Manager.
- Monthly telecons of the Executive Board
- Two-Monthly telecons between the Work Package Leaders

3.3 Financing of meetings

The All-Hands Meetings will be run once a year. The location should be within easy reach of an airport. The costs incurred by the beneficiaries for travel and accommodation shall be claimed as part of Other Direct Costs of the beneficiary's budget. UCL will take charge on calling the meeting and will decide on the venue together with the WPL. Once decided, the member of the partner hosting the meeting will work with UCL to manage the logistics. The hosting partner will claim the costs for the meeting rooms, catering (including lunch) and one joint dinner from the €15,000 budget held at UCL for this purpose.

4 Project Management

In this section the Project Management structure of the project is described.

4.1 Project Management structure

The **General Assembly** (GA) is the highest level of management and the board for strategic direction of the project and consists of one representative per Partner in the consortium. The General Assembly is the only body within the project that decides on contractual issues, including the budget, timescales, deliverables, and reallocation of effort. Decisions are taken by a majority vote, with each member of the General Assembly having one vote. The General Assembly will meet face-to-face every year, or more frequently if required. Day-to-day management of VECMA is delegated by the General Assembly to the Executive Board.

The **Executive Board** (EB) ensures efficient daily management of VECMA, timely delivery of the project's deliverables (see Table 5) and realisation of the overall research objectives and milestones. It will also ensure the operation of the overall communication lines inside and outside the Project's remit. The EB consists of the Project Coordinator, the Project Manager, the Technical Manager, and the Applications Manager. The coordinating partner (UCL) will appoint the Project Manager to handle all consortium management issues professionally. The board is responsible for quality assurance of all deliverables from the project, and will implement all required procedures. The EB will meet via teleconference every two weeks throughout the project.

The **Project Coordinator** (Prof. Peter Coveney, UCL, the coordinating partner) will ensure that the project plan is executed in fulfillment of the contract with the European Commission. The Project Coordinator will coordinate research and innovation activities, monitor progress, coordinate reporting to the European Commission, and act as a link between the VECMA project, the Scientific Advisory Board, the Innovation Advisory Board and other related projects, initiatives and commercial bodies. All decisions that are made by the Executive Board will be executed by the Project Coordinator, who can in turn delegate this to the appropriate manager or work package leader. UCL's European Research & Innovation Office (ERIO) will provide support to the Coordinator for legal and financial aspects of the project.

The **Project Manager** (appointed by UCL) will interface with the European Commission and assist the Project Coordinator in all administrative, legal and financial matters to ensure that the project program, milestones, and timescales are carried out efficiently. The Project Manager will control the quality assurance procedures, identify bottlenecks and control the risks in implementation. The Project Manager, in collaboration with the Executive Board, will ensure that all Intellectual Property Rights used or generated by the project are managed in accordance with the Consortium Agreement during the contract preparation phase and the legal requirements of the partners. The Project Manager is responsible for all contractual financial reporting.

The **Technical Manager** (Dr. Derek Groen, Brunel) oversees and coordinates the technical work packages WP2, WP3, and WP5 and represents them in the Executive Board. The Technical Manager organizes a teleconference every two weeks to manage and coordinate in detail the activities in these three work packages, and to ensure the necessary inter work package communication.

The **Applications Manager** (Dr. Olivier Hoenen, IPP) oversees and coordinates the application work packages WP3, WP4, and WP5 and represents them in the Executive Board. The Applications Manager organises a teleconference every two weeks in order to manage and coordinate in detail the research and innovation activities in these two work packages, and to ensure the necessary inter work package communication.

The **Work Package Leaders** will be formally appointed by the General Assembly. By default, the principal investigator of the project partner that leads the work package will be the Work Package Leader, unless (s)he decides otherwise. The Work Package Leader is responsible for all aspects of his/her work package: technical development, timeliness, and interfacing with other Work Packages, the day-to-day coordination of the tasks within their work package, and timely completion of the work package deliverables. Regular teleconferences between all Work Package Leaders will be organised and chaired by the Project Coordinator, supported by the Project Manager.

The **Scientific Advisory Board** (SAB) is a group of 5 individuals external to VECMA, internationally recognised and active in different scientific domains. The SAB will be chaired by Dr. David Coster (MPG) and its members will be nominated as part of Task 1.1, then formally appointed by the General Assembly in the first two months of the project. They will serve the purpose of offering advice and support on a wide range of issues relevant to the project. The SAB will assess the impact of the project outcomes, give advice on project activities regarding research, development, innovation, collaboration, dissemination and exploitation. Members will be appointed for the duration of the project and will meet four times during the project, where possible in person alongside a project AHM.

The **Innovation Advisory Board** (IAB) is a group of 4 individuals, representing Government, NGOs, Industry, and Academia, for the purpose of offering advice and support on a wide range of issues relevant to the innovation activities within the project. This Board will be chaired by Dr. Erwin Raffin (Bull SAS), and will meet once per annum alongside a project AHM. The Innovation Advisory Board will assess the impact of the project activities, and give advice on innovation, collaboration, dissemination and exploitation, from the variety of sectors involved. The members of the IAB will be nominated as part of Task 6.7, then formally appointed by the General Assembly. Innovation Management CBK along with the Project Coordinator will coordinate VECMA's innovation activities. A detailed Innovation Plan

will be provided by partners Bull SAS and CBK in WP6 (D6.2) and executed by all partners. The HPC industry is one of the target audiences for VECMA's contributions to improve innovation capacity. A legal advisor at UCL (the coordinating partner) will bring in knowledge on the legal aspects of knowledge use, exploitation (e.g. patents) and will be available to the consortium for questions of a legal nature. If appropriate an independent third party (for instance a patent office or ethicist) can be consulted.

4.2 List of contacts

An overview about the contact persons and roles in the VECMA project can be found below:

Project Officer

Evangelia Markidou

Reviewers

(not currently known)

Project Coordinator

Peter Coveney

Project Manager

(not currently known)

Technical Manager

Derek Groen

Applications Manager

Olivier Hoenen

General Assembly

Bull	Erwin Raffin
CBK	Hugh Martin
CWI	Daan Crommelin
LRZ	Dieter Kranzlmüller
MPI-IPP	Olivier Hoenen
PSNC	Tomasz Piontek
UBRU	Derek Groen
UCL	Peter Coveney
UvA	Alfons Hoekstra

Work Package Leaders

WP1	UCL	Peter Coveney
WP2	UvA	Alfons Hoekstra
WP3	UBRU	Derek Groen

WP4 MPG Olivier Hoenen
WP5 PSNC Tomasz Piontek
WP6 CBK Hugh Martin

4.3 IPR and access rights

Access Rights are regulated by Article 11 of the VECMA Consortium Agreement and Art 25 of the H2020 Grant Agreement.

For best practice every use by any partner of software or components related to the background knowledge of a partner for the implementation of the technical work in VECMA should be recorded in writing or at least by email exchange between parties.

5 Tracking of Deliverables and of Budget

In this section the tracking of project deliverables and the budget across all partners is described.

5.1 Deliverables

The Project Coordinator and Project Manager will monitor:

- Technical work per WP
- Actions from meetings

The Project Coordinator and Project Manager will monitor the list of staff members working within the consortium. Every partner will communicate the list of staff working for the VECMA Project throughout the lifetime of the Project to the Project Manager. The workforce may change but the current Person Months PM will be strictly adhered to by each of the partners in the WPs they are dealing with.

Tasks attributions to WP leaders will be governed by the WP1 leader and reported as part of the WPL meetings.

5.2 Budget

An internal assessment of the expenditure per partner is reviewed every 12 months; this includes the reporting of person months per WP; reporting of costs and explanation of the use of resources when regarded necessary.

The Project Management (WP1) will have direct communication with the financial and administrative officer at each of the beneficiaries to collect the EC required information and possibly additional information for monitoring expenditure in the course of the project and to prepare periodic reporting.

5.3 Conflict resolution procedures

It is vital that potential problems are identified early and dealt with. Potential problems can be of the following nature:

Technical Problems

Sometimes, as a result of work undertaken in the project, it becomes obvious that for technical reasons the original goal is unachievable to the point it is a waste of effort to continue. A procedure must be followed for the swift continuation of the Project:

- First any technical issues within a work package must be brought to the attention of the Work Package leader.
- If the problem can be solved within the work package such as for example: the technical issues can be fixed by another partner without change of budget, the WP leader will take the final decision and report to the coordinator.
- If necessary the issue shall be escalated to the WPL group, who shall take the final decision. The GA shall be notified.
- Any member of the GA can object to the proposed solution.
- Ultimately any changes in the DoA shall be dealt with and approved by the GA.

Partners

A partner wishing to leave the consortium must inform the Project Coordinator at least 4 months before he wishes to do so. Defaulting partners will be dealt with in accordance with the consortium agreement.

6 Conclusions

This document has set out the practical organisation and procedures of the VECMA project. It is a reference document for the consortium members that they should read and familiarise themselves with. The PH is work in progress; based on experiences and needs in the consortium; the document will be continuously adapted and updated. Best practice will be incorporated and used to constantly improve the management of the project. The most recent version will be available on the intranet, in the WP1 Project Management folder.