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RECTYRE

USED TYRES VALORISATION AS LIGHTWEIGHT FILLER FOR EMBANKMENTS

D 1.1. Governance structure and communication flows

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EXECUTIVE SUMMARY

This report, the Establishment of Governance Structure and Communication Flows of the RECTYRE project, is aimed to serve as a “project handbook” for the project. It presents the current members of the governance bodies and the main rules to be followed in the project regarding communication, document and presentation formats, performance, use of the project management tool, workflows, etc. This document will be updated during the project as necessary.

The actual submission date corresponds to the date when the deliverable has been sent to the Project Officer, in accordance to the project reporting information from the European Commission which states that deliverables and project reports must be sent 45 calendar days after the end of the reporting period. That is the reason because of the submission date is different to the expected one.

1. INTRODUCTION

This document is the contractual deliverable “D 1.1. Establishment of governance structure and communication flows” of RECTYRE project, and belongs to WP1: Management, where WP leader is ACCIONA.

The objectives of this WP is to ensure a sound coordination and management of the project covering technical, administrative, legal and financial issuer, and the relation with the EC by:

- Creating the necessary governance structure for an effective project direction and management
- Performing the financial and technical coordination
- Establishing adequate communication flows
- Coordinating activities with the EACI
- Promoting gender equality in the project

This document outlines the procedures within the RECTYRE project and aims to establish an effective and common working procedures for:

- Communication
- Document management
- Reporting

2. GOVERNANCE AND MANAGEMENT OF RECTYRE

2.1 Governance structure

In order to obtain an effective and holistic project management, covering the overall day by day among financial, legal, administrative and technical aspects, the follow governance structure has been created taking into account three different committees:

- The Steering Committee
- The Scientific and Technical Committee
- Advisory group with NMS Policy Makers

Additionally, an External Technical Audit will provide the final report evaluation at the end of the project. This document will be focused on the final result of RECTYRE Project.

The main duties for each committee are explained in the following paragraphs. A full description of each committee organization and functions is given at the *Description of Work* document. Representative for each committee are also named in the following section.

2.2 The Steering Committee

Duties

To make the highest decision for the strategic planning and direction of the project

Monitorization and implementation any changes necessary in the consortium agreement

Monitorization of the project progress and revision of the achievements through the milestones

2.3 Steering Committee Organization

The steering committee is chaired by Mr Ignacio Calvo from ACCIONA, acting Mr Faiver Botello form ACCIONA as proxi. All members of RECTYRE have one nominated person at this committee level. The organization is as follows:

Table 1: Steering Committee Members

Steering Committee Members		
Organization	Nominate	Proxi
Acciona	Ignacio Calvo	Faiver Botello
Solintel M&P	Patricia Pineda	Antonio Barona
Mostostal	Jerzy Jurczuk	Pawel Poneta
Construction Cluster of Slovenia (CCS)	Vladimir Gumilar	Andrej Golob
D'Appolonia	Raimondo de Laurentiis	Alessandra Monero

2.4 Scientific and Technical Committee

Duties

Scientific and Technical direction of the project

Assistance to the project coordinator in the coordination of their responsibilities and activities

Scientific and Technical Committee Organization

The steering committee is chaired by Mr Ignacio Calvo from ACCIONA. All members of RECTYRE project have one nominated person at this committee level. The organization is as follows:

Table 2: Scientific and Technical Committee Members

Scientific and Technical Committee Members		
Organization	Nominate	Proxi
Acciona	Faiver Botello	Edith Guedella
Solintel M&P	Patricia Pineda	Antonio Barona
Mostostal	Jerzy Jurczuk	Pawel Poneta
Construction Cluster of Slovenia (CCS)	Vladimir Gumilar	Andrej Golob
D'Appolonia	Raffaella Marconi	Laura Giovanella

2.5 Advisory Group with NMS Policy makers

Duties.

- To assure that the objectives of the project are in line with the needs of the NMS
- To provide information on the NMS transport infrastructure plan

NMS Policy Makers' advisory group organization

The organization of this group is yet to be proposed, and will be confirmed on an updated version of the document.

2.6 External Technical Audit

The External Technical Audit will be performed by an expert of recognized prestigious. They will provide the final report evaluation at the end of the project. This document will be focused on the final result of RECTYRE Project.

2.7 Project organisation

The following picture summarizes the committees named above, and the general organization of the project at the management level.

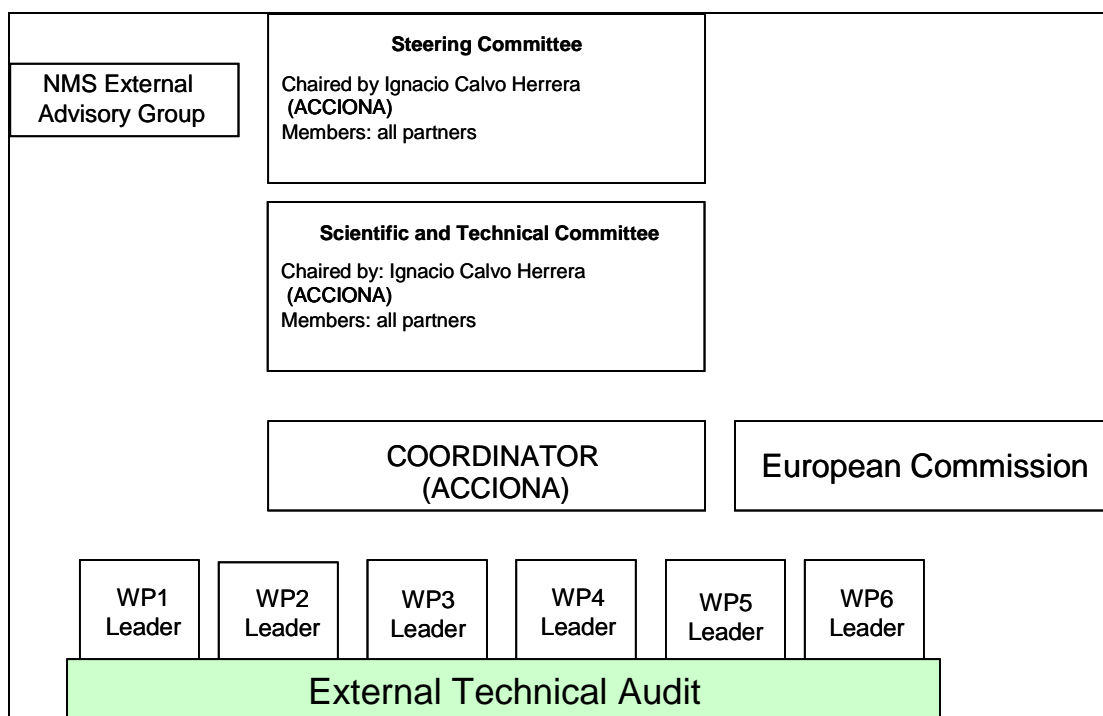


Figure 1. Project organization chart

The role and responsibilities of the day-to-day nominated bodies: project coordinator, work package leaders and task leaders is given below.

2.8 Project coordinator. Role and responsibilities.

The role of Acciona as project coordinator, and as defined in the Description of Work documents is:

- To act as intermediary between the consortium and the EC.
- To receive all payments made by the EC and administer them regarding its allocation between contractors and activities in accordance with this contract and the Consortium Agreement.
- To coordinate the different WP's through the WP's leaders

- To assure the information flow and methods between the co-ordinator and the WP leaders
- To establish the coordination meetings (Scientific and Technical Committee meetings)
- To carry out the day to day communications with the General Assembly
- To submit all the periodic reports (technical and financial) and all supplementary reports (Deliverables)
- Overseeing management of the knowledge and IPR protection
- Overseeing dissemination and exploitation Plans
- Overseeing the promotion of gender equality in the project
- Overseeing science and society issues related to the support activities conducted in the project
- Obtaining audit certificates by each of the participants
- Quality assurance
- Risk Management

2.9 Work Package leaders

The WLs have a coordinative task in the WPs; they do not have decision making authority. WLs are responsible to keep the project coordinator informed of the status of their progress. The key here is that the WLs mainly need to highlight deviations from the previously agreed detailed implementation plan. If any such deviation occurs or is likely to occur, the relevant WL will indicate this. Regularly, the PO provides the coordinator with an update on the status of all WPs. Based on this update, the coordinator can then take appropriate action.

The following table shows the leader of each work package of RECTYRE project:

Table 3: WP Leaders

WP	Organization
1	ACCIONA
2	ACCIONA
3	ACCIONA
4	SOLINTEL M&P
5	MOSTOSTAL
6	ACCIONA

2.10 Task leaders

The task leaders have a coordinative activity at task level. Task leaders are responsible to keep the rest of the project members informed of the status of their progress (through their respective WLs).

3. COMMUNICATION FLOWS

3.1 Communication flow

The communication flow will be bottom-up and top-down through the typical communication methods such as meetings, video conference, e-mail, fax, etc. The consortium will use common word processing (MS Word) for documentation. The official language governing all documents of the project shall be English.

3.2 Project Management tool

In particular, a cooperative working method using the Project Web Site will be established. The system will be organised with a structure in which all participants can leave and download information to and from the different Work packages and tasks according to their role and responsibilities. The web Site will be also used for dissemination purposes.

Therefore, the website will count with a public section, where newsletters, events and related dissemination activities, public results and general information of the project will be published; and it will be created a private area, namely a project management tool.

The project management tool will not only enable Project Manager but also other members included in the consortium to organise themselves efficiently and keep track of project-related tasks and reports establishing a collaborative working environment.

Moreover, it will offer a high level of flexibility when managing users and tasks, enabling partners to manage some specific features like workloads that are the number of hours that need to be done to accomplish a given task; or dependencies between different tasks according to Gantt diagrams.

To ensure a fully coordination between the consortium members, a document management system will be included in the online tool so that users could upload files and share them as well as lock confidential documents protecting them from deletion or modification by other users. Furthermore, a message centre and a discussion forum will improve the communications by permitting users to send messages to a specific partner or a whole project team and create and manage as many discussion topics as necessary.

This tool will also provide a knowledge sharing environment based on the public part of the platform in which the knowledge generated during the project execution could be publicised.

3.3 Common RECTYRE corporate image

All documents will follow the RECTYRE layout & style. ACCIONA, as project coordinator, will provide a template for the different documents that shall be generated during the project, such as:

- Deliverables
- Presentations
- Annual technical report
- Financial report

This document shall serve as a template of the RECTYRE deliverable. Templates for all the documents will be uploaded at the internal area of the website.

3.4 Meetings

Meetings for the different Committees in the project have been planned for the whole project, on the following basis: Kick-off meeting at the beginning of the project and technical progress review and management meetings every six months.

Occasionally, meetings might be held among a shorter number of partners when the technical progress of the project would require it.

ACCIONA, as project coordinator, will hold individual meetings with the rest of partners in the consortium in order to monitor and assure the correct development of the activities, and the accomplishment of the project objectives.

3.5 Progress monitoring

The task leader will carry out monitoring of the progress of each task, by checking the status of the related deliverables. Workpackage leaders will check progress by communication with the task leaders and the relationship among tasks; they will communicate this to the project

coordinator. The project coordinator will monitor overall project progress. Technical meetings will be used to inform all the team leaders of progress.

At each milestone in the project, there will be a review of progress by the steering committee (including a mid-term review of progress at month 18 and a review of progress at the end of the project). Steering Committee meetings will be used also for the above purposes.

3.6 Reporting

The project is divided into 3 reporting periods of the following duration:

- P1: from month 1 to month 6
- P2: from month 6 to month 12
- P3: from month 12 to the last month of the project.

For each reporting period, the activity + management + financial distribution reports will be sent to the EACI, **30 days after** the end of each reporting period at the latest. All the deliverables for the period are also sent at that time.

A common file naming of all the documents will be used for easy traceability of them. Thus, all documents will be named as: **RECTYRE_DX_Nameofdocument_vXX_YYYYMM**.

3.7 Quality Assurance

To ensure the quality of deliverables and the smooth running of the project, there will be a Project Quality Plan. This plan will contain (amongst others) all the procedures with regard to the communication between the partners and the documentation standard of all the deliverables, the full detailed Workplan, and any other relevant standards to conform to.

Quality will be followed through several indicators: planning, milestones, reports and deliverables, and thanks to dedicated templates and methodologies. The Quality Assurance Plan will be agreed between partners. To avoid the negative effects of technical and non-technical risks, a *Project Risk Management Process* will be implemented. Since the control of the project risks is a continuous process, the Project coordinator will be in charge of the continuous follow-up, and a session dedicated to risk will be held during each Steering Committee meeting.