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Project full title:	Remote Sensing Science Center for Cultural Heritage
Project acronym:	ATHENA
Work Package	WP1
Deliverable	D1.3 (Project structure and document handling)



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Summary

The specific deliverable aims to present the overall structure of the ATHENA project, as well as the different committees that are formed for the needs of the project. In addition the current report address some topics related with the file sharing between the partners as these might be occurred during the dissemination and training activities.

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1. Introduction

This deliverable describes the establishment of the project structures, the corresponding composition of the related bodies and the main roles assigned for the ATHENA project. In addition, it details the organization of the internal communication among participants for file sharing. 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.

The partners, having considerable experience in the field concerned, have submitted a proposal for the Project to the Funding Authority as part of Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020). The proposal relates to work programme H2020 2014-15 under “Spreading Excellence and Widening Participation”, call: H2020-TWINN-2015: Twinning (Coordination and Support Action). The proposal was funded under the Grant Agreement No 691936 (acronym: 'ATHENA').

2. Project 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 (CA). The ATHENA Consortium Agreement is laying down the rules for the participation and dissemination in “Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)” (DESCA standard model). All partners have prior to the project signed the CA.

2.1 Consortium

ATHENA partners are committed to the management of the project. The Consortium is composed of 3 partners with different and complementary competences, which will guarantee the high quality of the outputs of ATHENA project. The list of the partners involved in project and Acronyms used into the Consortium are:

- Cyprus University of Technology, Cyprus (CUT), Coordinator
- National Research Council, Italy (CNR)
- German Aerospace Center, Germany (DLR)

Their logos to be used in any dissemination activities are found in the Appendix section.

2.2 General Principles for the management

Each partner undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time, all of its obligations under the Grant Agreement and the Consortium Agreement of the ATHENA project.

In addition each partner undertakes to notify promptly, in accordance with the governance structure of the ATHENA Project, any significant information, fact, problem or delay likely to affect the Project. Each partner shall promptly provide all information reasonably required by a Consortium Body or by the Coordinator to carry out its tasks.

Finally each partner shall take reasonable measures to ensure the accuracy and the quality of any information or materials it supplies to the other partners. For more information please refer to the Grant Agreement and the Consortium Agreement of the ATHENA project.

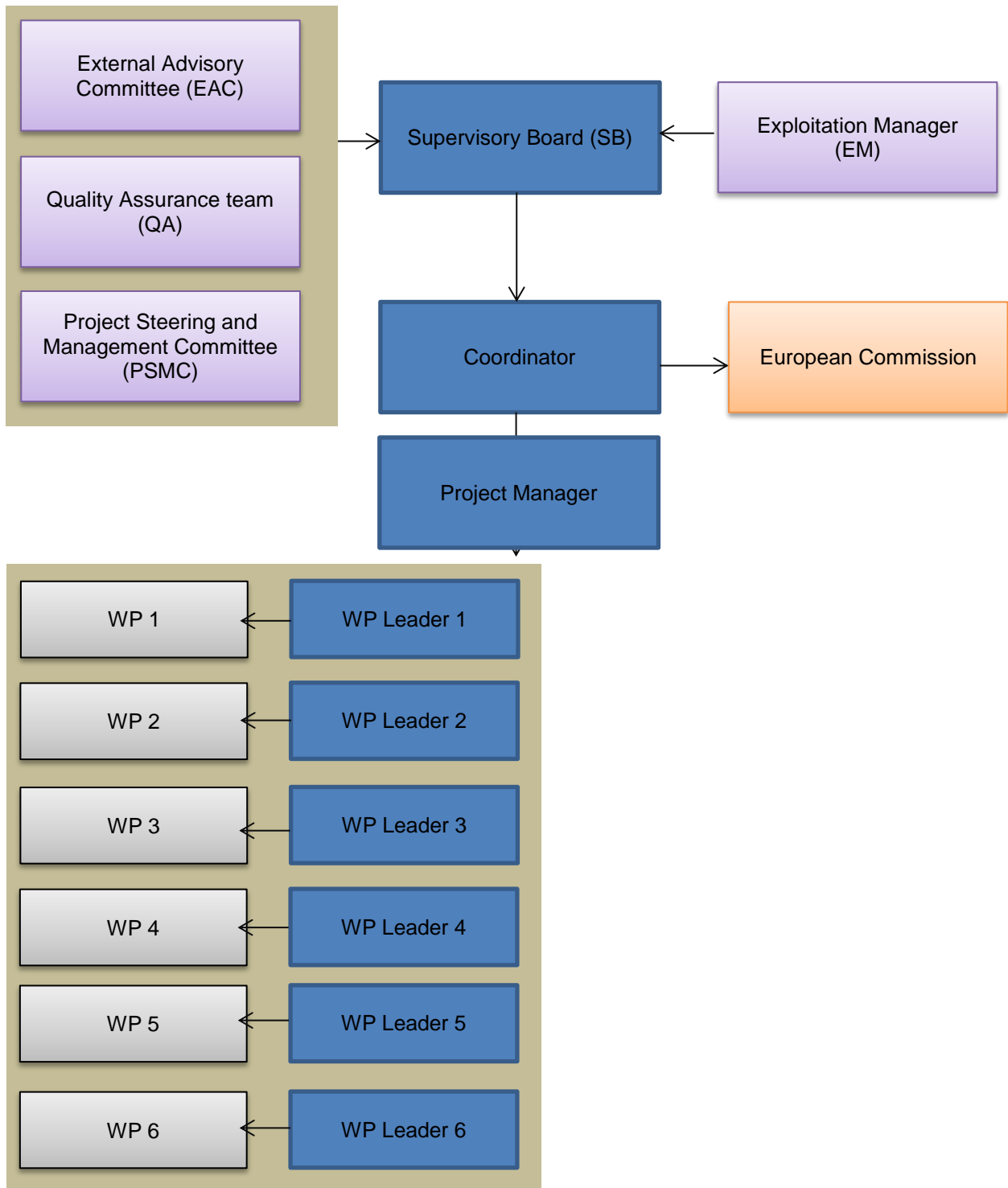
2.3 General Structure of the ATHENA project

The organizational structure of the ATHENA Consortium is comprised by the following Consortium bodies:

<p>Supervisory Board (SB)</p>	<p>The overall management of the project will be accomplished by the Supervisory Board (SB) that will be established during the first month of the project. One member from each partner will be part of this board. SB will be in charge of project management so as to ensure the adequacy of the results with respect to the network objectives and the time schedule.</p> <p>The board will guarantee that an adequate scientific and technological training is accomplished, appropriate to the project. Task leaders will attend the SB meeting. Each institution of the SB will have one vote.</p>
<p>Project Coordinator (PC)</p>	<p>The Project Coordinator will be Prof Diofantos Hadjimitsis of CUT and will also chair the SB. The PC has the overall responsibility for management and represents the Consortium to the Commission.</p>

	The Project Coordinator through the Project Officer will catalogue all risk assessments for the project and incorporate them within the regular project activity reports.
Work Package Leaders (WPL)	The WPLs will be responsible for the operational management of the individual WPs and will report monthly or more frequently as required to the STD on progress and issues. Each WPL will have responsibility for the timely completion of the tasks of their WP and will liaise with the task leaders (TLs) as frequently as required to ensure the deliverables from each Task are achieved in a timely manner.
Quality Assurance team (QA)	Quality Assurance (QA) team will be formed for ensuring the effective and systematic communication and collaboration between all project partners as well as to establish and implement a QA procedure, ensuring the delivery of high quality deliverables. In addition it will undertake a risk assessment of the project activities, manage and monitor the project progress in order to ensure successful implementation within the time and resource constraints of the program. In addition, QA will establish efficient management boards and will organize meetings necessary for the best execution of the WPs. Finally QA will ensure effective communication with and timely reporting to the European Commission Officers
Project Steering and Management Committee (PSMC)	The Project Steering and Management Committee (PSMC) has responsibility for the overall strategy of the project and its successful implementation. In case of serious problems, the PSMC will advise the Supervisory Board will convene to determine the best contingency plan
Exploitation Manager (EM)	An Exploitation Agreement will be prepared by the Exploitation Manager (EM) to define the mechanisms for protecting the Foreground IP. The EM will work closely with the partners to identify all potential regularity barriers and the best route for marketing the project products. Any innovation-related activities will be led by the EM and will include a dissemination website as well as a range of dissemination activities, including seminars, public lectures and outreach activities to the public.
External Advisory Committee (EAC)	The External Advisory Committee (EAC) has already been set up so as to guarantee and monitor the scientific quality of the project and the deliverables. EAC will also advice the Coordinator and SB in cases of conflict when votes of SB are equal.

The workflow of the above bodies is indicated in the following diagram.



2.3.1 Supervisory Board

The SB shall monitor the effective and efficient implementation of the Project. The Supervisory Board of the ATHENA project consists of:

- The Project Coordinator
- One senior member from each partner organization;
- One or more other members from Parties (with no power of vote in decision making)

As agreed between all partners during the kickoff of the ATHENA one member from each partner, specifically:

- ***Diofantos Hadjimitsis (CUT)*** acting also as the coordinator of the project
- ***Rosa Lasaponara (CNR) and***
- ***Gunter Schreier (DLR)***

Will form the SB. Besides the aforementioned members, the SB will be assisted from a second person from each partner, namely ***Athos Agapiou (CUT)***, ***Nicola Masini (CNR)*** and ***Thomas Krauss (DLR)***. These persons forming the supporting group will have no voting rights within the SB, but may represent the SB member in case of his/her absence.

Each SB Member shall be deemed to be duly authorised to deliberate, negotiate and decide for the following:

- Support the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables
- Prepare the content and timing of press releases and joint publications by the consortium or proposed by the Funding Authority
- Monitor progress against objectives, milestones and timelines
- Consider and advise on the resolution of major technical or commercial issues if and when they arise
- Consider and comment on reports before they are submitted to the EC.
- Review IP agreements and other agreements between consortium and external parties
- Review and advise on external engagement and marketing and commercialisation strategies.

- Regularly review and update the exploitation strategy.

The Project Coordinator shall chair all meetings of the SB, unless decided otherwise in a meeting of the SB.

2.3.2 Project Coordinator

The Project Coordinator (PC), **Prof. Diofantos G. Hadjimitsis**, Head of Civil Engineering Department and Geomatics of the CUT (CEG/CUT) will be leading the WP1 (Management). This WP will be running throughout the project lifetime so as to ensure the efficient implementation of the project.

The Coordinator will act as the intermediary between the partners and the Funding Authority and shall perform all tasks assigned to it as described in the Grant Agreement of the ATHENA project. In particular, the Coordinator is responsible among other for the following tasks:

- Monitoring compliance by the partners with their obligations
- Keeping the address list of Members and other contact persons updated and available
- Collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority
- Transmitting documents and information connected with the Project to any other partners concerned
- Administering the financial contribution of the Funding Authority and fulfilling the financial tasks of the project.
- Providing, upon request, the partners 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 partners to present claims.

2.3.3 Work Package Leaders

The Work Package Leaders (WPL) will be responsible for the operational management of the individual WPs. Each WPL will have responsibility for the timely completion of the tasks of their WP and will liaise with the task leaders (TLs) as frequently as required to ensure the deliverables from each Task are achieved in a timely manner.

Below the overall WPL as well TLs of the ATHENA project is presented:

Work Package	Description	Work Package Leader	Duration
WP1	Project Management	CUT	M1 - M36
WP2	International RS research applied on CH, innovation agenda and best practices assessment	CNR	M1 - M9
WP3	Evaluation of gap and capacity development	DLR	M4 - M12
WP4	Training and knowledge transfer	DLR	M2 - M36
WP5	Promotion of the centre locally and internationally	CUT	M30 - M36
WP6	Dissemination and exploitation	CUT	M1 - M36

Work Package	Task no	Description	Task Leader	Duration
WP1	Task 1.1	Framework Partnership Agreement	CUT	M1 - M36
WP1	Task 1.2	Administrative and financial management	CUT	M1 - M36
WP1	Task 1.3	Project management and coordination	CUT	M1 - M36
WP1	Task 1.4	Risk assessment and contingency planning	CUT	M1 - M36
WP1	Task 1.5	Management of research data generated by the project	CUT	M1 - M36
WP2	Task 2.1	Conduct RS archaeology research assessment	CNR	M1 - M9
WP2	Task 2.2	Establishment of possible Networks	CUT	M1 - M9
WP3	Task 3.1	Cyprus baseline and opportunity assessment	CUT	M4 - M12
WP3	Task 3.2	Gap Analysis	DLR	M4 - M12
WP4	Task 4.1	Summer Schools	CNR & DLR	M2 - M36
WP4	Task 4.2	Workshops	CNR & DLR	M2 - M36

WP4	Task 4.3	Virtual training	CNR & DLR	M2 - M36
WP4	Task 4.4	Short term staff exchanges	CNR & DLR	M2 - M36
WP5	Task 5.1	Local Promotion	CUT	M30 - M36
WP5	Task 5.2	Internationally	CUT	M30 - M36
WP6	Task 6.1	Set-up and maintenance of project's website	CUT	M1 - M36
WP6	Task 6.2	Publications in international scientific journals	CUT	M1 - M36
WP6	Task 6.3	Participation in scientific conferences	CUT	M1 - M36
WP6	Task 6.4	Webinars	CUT	M1 - M36
WP6	Task 6.5	Outreach activities to non-academic audience	CUT	M1 - M36
WP6	Task 6.6	Communication of ATHENA project via the mass media	CUT	M1 - M36
WP6	Task 6.7	Technology Implementation and Business Plan	CUT	M1 - M36
WP6	Task 6.8	Description of the Action	CUT	M1 - M36
WP6	Task 6.9	Report KPI for WIDENING "Evolution of the publications in high impact journals in the relevant research fields"	CUT	M1 - M36

2.3.4 Quality Assurance Team

Quality Assurance (QA) team will ensure the effective and systematic communication and collaboration between all project partners as well as to establish and implement a QA procedure, ensuring the delivery of high quality deliverables.

In addition, the QA team will undertake a risk assessment of the project activities, manage and monitor the project progress in order to ensure successful implementation within the time and resource constraints of the program. The team will establish efficient management boards and will organize meetings necessary for the best execution of the WPs.

The team shall collect information every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the DoA and, if necessary, propose modifications of the DoA to be approved by the SB.

The QA team has been formed during the kickoff of the project. All partners agreed on the establishment of the following as members of the QA team:

- **Prof. Andreas Anayiotos**, Rector of CUT
- **Prof. Diofantos Hadjimitsis**, Vice Rector of CUT and Coordinator of the ATHENA project
- **Ass. Prof. Evangelos Akylas**, from the Department of Civil Engineering and Geomatics in CUT

2.3.5 Project Steering and Management Committee

The Project Steering and Management Committee (PSMC) will have the responsibility for the overall strategy of the project and its successful implementation. In case of serious problems, the PSMC will advise the SB will convene to determine the best contingency plan.

The PSMC has been formed during the kickoff of the project. All partners agreed on the establishment of the following as members of the PSMC team:

- **Athos Agapiou (CUT)**
- **Nicola Masini (CNR)**
- **Thomas Krauss (DLR)**

2.3.6 Exploitation Manager

An Exploitation Agreement will be prepared by the Exploitation Manager (EM) to define the mechanisms for protecting the Foreground IP. The Exploitation Manager (EM) shall:

- Be informed in detail on the progress of the technical developments by the SB
- Report to the Project Coordinator and QA Team
- Evaluate the progress of the work, its implications on the planned communication and dissemination activities, IP generation and protection and commercialization of the technologies developed.

- Review monthly the impact of project modifications on the exploitation plans and, in consultation with the PC, will revise communication, dissemination and exploitation strategies accordingly.
- Agree an initial exploitation strategy in the first 6 months of the project (WP1) and thereafter regularly review and update it.

All partners agreed for **Kyriakos Themistocleous** (CUT) to be the EM of the project and to be supported by DLR team members

2.3.7 External Advisory Committee

The External Advisory Committee (EAC) has already been set up so as to guarantee and monitor the scientific quality of the project and the deliverables. EAC will also advise the Coordinator and SB in cases of conflict when votes of SB are equal. The committee will help the ATHENA partners to achieve the projects' strategic goals.

The EAC is composed by:

- **Prof. Andreas Georgopoulos** from National Technological University of Athens;
- **Dr. Axel G. Posluschny** from Bamberg University and
- **Dr. Armin Schmidt** from GeodataWIZ Ltd

3. Project Meetings

ATHENA consortium meetings have been scheduled for each year, plus the initial kick-off meeting. Continuity in the meetings is considered necessary for a project of this dimension, making easier the interchange of views among partners and the effective coordination among activities. Regular web meetings (e.g. Skype) will therefore complement the actual meetings of the team. Meetings are scheduled as follows:

- **Kick-off meeting:** At the start of the project (Month 1), a kick-off meeting at the CUT's premises will be celebrated with the attendance of all project partners in order to fine tune the work programme according to the terms, time scale and costs definitely stated in the EC contract, approve the quality assurance plan for project management, and outline the roadmap and overall methodology for the whole project duration, as well as a detailed work plan for the first six months.

- **Annual meetings:** These intermediate meetings (Month 12, Month 24, and Month 36) will serve to prepare and assess the internal reporting to control the outcomes and costs incurred by the partners. It will also serve to discuss the technical advances of the different activities and to define the tasks to be done during the second half of the year in order to better prepare the official reporting. Also discussion with all the members of the consortium will undertake, covering important issues such as future collaboration and taking crucial decision regarding the Centre's future steps. During the last meeting the general conclusions and results of the project will be presented.
- **Regular web meetings** (i.e. Bimonthly) will be organised to monitor day to day progress and ensure coordination of sub-tasks.

4. Decision making mechanisms

Decisions will normally be taken by the responsible team members and organization bodies based on the description of work to be performed, as stated in the Grant Agreement of the ATHENA project. The parties shall endeavour to settle their disputes amicably. SB may advice as well as to ask the guidance from the QA and EAC bodies. Further info can be found the CA of the ATHENA project.

5. Document sharing arrangements

The website of the project (www.athena2020.eu) will be used for file sharing between the partners further than regularly emails exchange. The website has both public and partners (intranet) sites. The intranet site includes the document exchange system that allows only to registered users (i.e. partners) to access and upload - modified - delete the deliverables. As discussed in Deliverable 1.2, all reports (deliverables) of the ATHENA may contain three different types of document classes (draft, reviewed; approved). The members involved in each deliverable shall indicate the status of the reports prior to any upload to the system. Once the deliverable is approved this will be uploaded by the coordinator to the EC.

Public documentation (as this is indicated by the project) will be released through the website, while not public documentation will be upoloaded in the intranet section of ATHENA website, limited to the ATHENA project members. In addition, specific sections of public documentation will be retained only for the ATHENA project members, where deemed necessary and upon agreement by all partners.

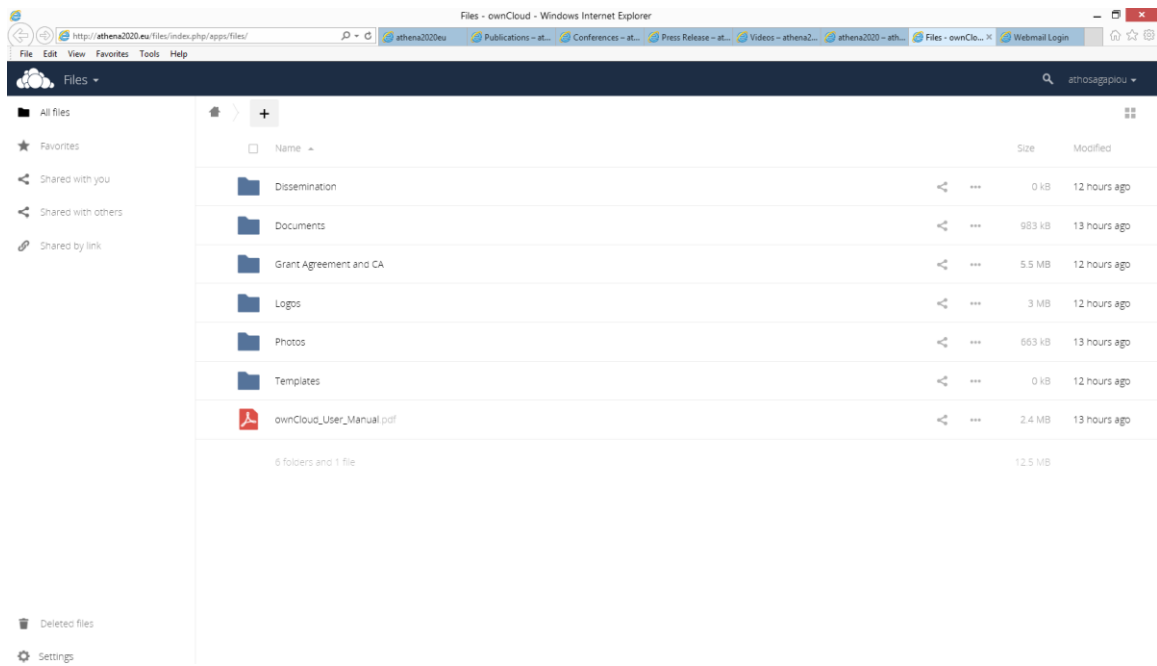


Figure 1: Screenshot form the intranet of the ATHENA project

Appendix

Logos of Partners

- Cyprus University of Technology, Cyprus (CUT), Coordinator



- National Research Council, Italy (CNR)



- German Aerospace Center, Germany (DLR)

