

FORCOAST



Earth Observation Services For Wild Fisheries, Oystergrounds
Restoration And Bivalve Mariculture Along European Coasts

PROJECT DELIVERABLE REPORT

Deliverable Number: 1.1

Deliverable Title: Establishing the Governance
Structure

Author(s): Deltares

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and Coordination



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Deliverable number	1.1
Deliverable title	Establishing the Governance Structure
Description	This deliverable outlines the governance structure that will be implemented in line with the management structure, which defines the roles, responsibilities and activities of the different committees and other decision rules (task 1.1).
Lead beneficiary	Deltares
Lead Author(s)	Sonja Wanke, Daniel Twigt
Contributor(s)	
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Approvals				
	Name	Organisation	Date	Signature (initials)
Coordinator	Ghada El Serafy	Deltares	29 Nov 2019	GES
WP Leaders	Ghada El Serafy	Deltares	29 Nov 2019	GES

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Executive Summary

The Kick-off Meeting, hosted by the Coordinator (Deltares), took place in Scheveningen, The Netherlands, 26-27 November 2019. The meeting was attended by 19 out of the 21 partners, the Project Officer (PO), representatives of the European Commission and an external business advisor. The FORCOAST governance structure was officially established as detailed in the Description of Action (DoA) and was confirmed during the kick-off meeting by all consortium members.

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1 Introduction

During the kick-off meeting, on the first day an overview including objectives, expectations and ambitions was presented. This was followed by an introduction of each partner, on what their expectations are and how they are going to contribute to the project. The remaining afternoon was spent on presenting and discussing each work package, outlining planned activities, possible obstacles and risks, and partners involved. The second day started with the PO describing the EC's expectations and also introduced the consortium to externals from DG MARE, RTD and CIVITTA who will guide the process of turning the FORCOAST project into a viable business. The main focus of the second day was the pilot workshop where user needs and challenges were identified, and existing services presented. Additionally, the roles of the Stakeholder Advisory Board (SAB) were discussed and a first business strategy developed.

A summary including specific action items, the responsible person and the due date for each action of the kick-off meeting will be shared with the consortium. A few decisions, general reporting and administrative items were discussed and agreed on. A summary of both can be found in the two following paragraphs.

1.1 Decisions

- The management structure as described in the Description of Action (DoA) and Consortium Agreement (CA) was confirmed by all partners;
- Establish a Stakeholder Advisory Board (SAB) in order to guide the process of developing the services.

1.2 Consortium Processes

- Deliverables should be submitted to the Coordination Committee Team (CCT) at least one month in advance before the due date;
- Timesheets should be kept by all partners/individuals whose time is charged to the project;
- All partners who are required to perform audits (direct costs over 325k) must do so in advance of reporting to minimise delays.

2 Governance Structure

The FORCOAST governance structure was officially established as detailed in the DoA and was confirmed during the kick-off meeting by all consortium members. The consortium comprises 21 organisations and is led by Deltares. The consortium partners agreed to the governance structure outlined below. This structure, as well as the decision-making procedures, were established according to the following objectives:

- Consideration of the equality and collective responsibility of all participants;
- Efficiency and transparency of the overall management;
- Ensuring of compliance with all relevant regulations of the European Commission (EC);
- Realisation of sound monitoring and professional administration to avoid time and cost escalation;
- Realisation of effective quality management and compliance with the time schedule, including milestones and deliverable;

- Sound innovation conduct following the best available practice and agreed Intellectual Property Right (IPR) plan.

The management bodies, their scope of power, responsibilities and working procedures are described below and will be included in the Consortium Agreement. It will be each partner's responsibility to undertake all reasonable endeavours to perform and fulfil, promptly, actively, and on time, all of its obligations under the Grant Agreement and the Consortium Agreement. The management of the project is fulfilled through a simple and effective configuration, as illustrated in Figure 1.

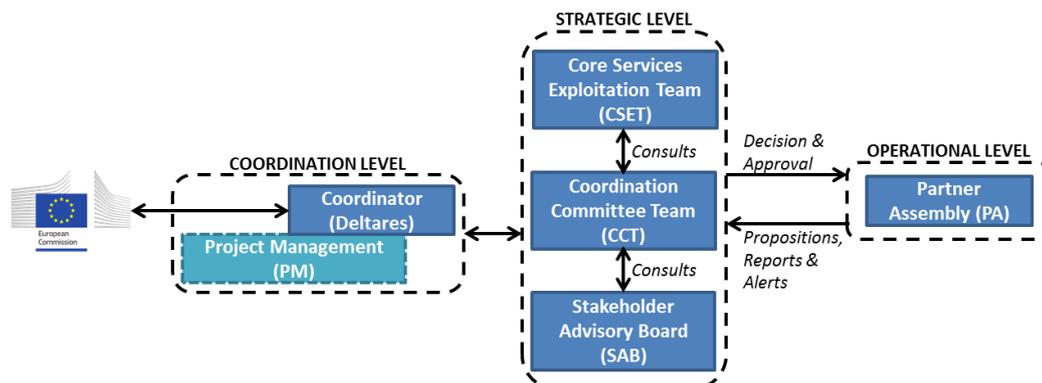


Figure 1: Governance Structure of the FORCOAST Consortium

The governance structure of FORCOAST has three common organizational levels:

1. **Co-ordination level:** the Coordinator, this level will be ensuring the coordination among partners and EC.
2. **Strategic level:** Coordination Committee Team (CCT), Core Services Exploitation Team (CSET), and Stakeholder Advisory Board (SAB); these experts will provide guidance and inputs to the optimization and monitoring of project activities and goals, considering and complementing the innovation in both academia and industry.
3. **Operational level:** Partner Assembly; this level will carry out the project activities and ensure an active dialogue among project partners and local coastal communities.

Coherently with the DESCA model of Consortium Agreement, the organizational structure of FORCOAST Consortium will comprise the following Governing Bodies:

- a) The **Coordination** and project management team, Dr. Ir. Ghada El Serafy (Deltares), will be responsible for the overall project coordination and management and acts as an intermediary between the Consortium and the European Commission, EuroGOOS will assist the Partner Assembly and coordination in all administrative and financial aspects;
- b) The **Coordination Committee Team (CCT)** will comprise all WP Leaders to coordinate and monitor the work plan implementation;
- c) An internal **Core Services Exploitation Team (CSET)**, mainly chaired by Exporsado and widened to include the Marine, Land, climate core service members;
- d) The **Partner Assembly (PA)** acts as the ultimate decision-making body of the Consortium dealing with the scientific and management control of project activities; it is comprised of one member for each partner and chaired by the Coordinator;
- e) The **Scientific coordination** will be led by Dr. Ghada El Serafy (Deltares). She will strategically guide the project choices, including the orientation and focussing of different scientific tasks, including their deviations from the work plan, when necessary. As well as ensuring

interdisciplinary exchange and continuous flow of information between the WPs; and coordinating the relations between the WP Leaders and management of the interdependencies between various tasks.

External to the consortium:

- a) An external **Stakeholder Advisory Board (SAB)** which will provide their expertise and feedback at selected case studies. The SAB will be composed of users at the demonstration site and the local government, managers and cross- sectoral professionals to ensure improved decision-making capacity and the tailored uptake of project resulting methodologies. They will be bringing in strategically relevant knowledge and experience and are willing to collaborate and design the services. They should also be available for testing the service and provide input for improvements. Additionally, they will aid in dissemination activities. During the KO it was decided that SAB members will be selected based on their sector, experience in the field, links to larger networks, potential user, and gender. It is envisioned to have four to five members in the SAB, however, this number is not fixed and can be adjusted depending on the applicants.

Specifically, and by name

- **Project Coordinator:** Ghada El Serafy (Deltares)
- **Project Managers:**
 - o Daniel Twigt (Deltares)
 - o Sonja Wanke (Deltares)
- **Pilot Leaders:**
 - o Pilot 1 (Portugal): IST
 - o Pilot 2 (Spain): AZTI
 - o Pilot 3 (Bulgaria): USOF
 - o Pilot 4 (Belgium): RBINS
 - o Pilot 5 (Ireland): Marine Institute
 - o Pilot 6 (Denmark): DMI
 - o Pilot 7 (Romania): ULiege
 - o Pilot 8 (Italy): CNR
- **Coordination Committee Team:** Work Package Leaders and coordination as shown in Table 1.

Table 1: Work Package Leaders

Work Package	Responsible Organisation
WP1: Project Management and Coordination	Deltares
WP2: User Engagement and Requirements	AZTI
WP3: Service Design	ULiege
WP4: Service Implementation	Deltares
WP5: Service Operationalisation, Demonstration & Validation	Marine Institute
WP6: Innovation Management, Exploitation & Business Planning	EV ILVO
WP7: Marketing & Communication	EuroGOOS & Deltares
WP8: Ethics Requirements	Deltares