



## ▶ D1.1

## Project Management Handbook

Vishal Kapadia ▶ WikiRate e.V. ▶ 4/4/2016

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**Abstract**

This handbook provides all the information that is needed to facilitate the administrative and financial management of the project, the monitoring of the overall progress and the communication between project partners and the Commission.

This document is intended to be a living document that will be updated according to the needs during the life of the Project.

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## Author list

Organization	Name	Contact information
<b>WikiRate e.V.</b>	Vishal Kapadia	vishal@wikirate.org
<b>CERTH</b>	Sotiris Diplaris	diplaris@iti.gr

## Executive Summary

The present document intends to be a guideline for all the partners of ‘ChainReact’. Its goal is to make explicit the project management organization, as it appears in the contract and its annex - Description of Work (DoW), the basic information allowing the financial follow-up and the rules to ensure a high quality production.

This guide deals with all practical aspects of the management of the project, namely: the implemented project organization, with the names of the responsible partners for the different work packages and tasks, and the different management bodies. It presents the basic management information: all participants are bound to use the same templates for the project documents, use a standard numbering scheme for file numbering. Some guidelines are given to the authors of documents and the wiki platform set-up by the Project.

Finally, it intends to set-up the rules and procedures to achieve deliverables and deliveries of high quality.

The document will be updated according to the needs during the life of the project.

## Abbreviations and Acronyms

<b>AB</b>	Advisory Board
<b>BIC</b>	Bank Identifier Code
<b>CA</b>	Consortium Agreement
<b>DoW</b>	Description of Work
<b>GA</b>	Grant Agreement
<b>GPF</b>	Grant Agreement Preparation Forms
<b>IBAN</b>	International Bank Account Number
<b>PC</b>	Project Coordinator
<b>PMB</b>	Project Management Board
<b>ToC</b>	Table of Content

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## 1 Introduction – Project Overview

ChainReact is an effort to make supplier networks transparent, understandable, and responsive, so that companies and their stakeholders can see, react to, and ultimately transform corporate network impacts.

- Identify irresponsible corporate activity
- Connect issues at corporate networks' edges to network drivers
- Incentivize companies to address the issues

To this end, we will create an integrated data network supported by three platform struts:

- A new informer platform (The Whistle) will help advocacy groups manage campaigns to solicit flexible bottom-up reports about corporate behaviour.
- The world's largest open repository of corporate information (OpenCorporates) will be enhanced to connect these reports to major corporate brands through multi-level corporate network mapping.
- An open analysis platform (WikiRate.org) will integrate data from both sources (and others, including direct corporate disclosure) and support their interpretation via collaboratively-developed, dynamic, network-aware CSR metrics.

The **ChainReact** Consortium includes the following 6 partners:

Full Name	Short Name	Country
Centre for Research and Technology Hellas (Coordinator)	CERTH	Greece
The University of Cambridge	Cambridge	United Kingdom
Decko Commons e.V.	Decko Commons	Germany
The WikiRate Project e.V.	WikiRate	Germany
University Warsaw	UniWarsaw	Poland
Chrinon Ltd	OpenCorporates	United Kingdom

Table 1 Consortium partners

## 2 General Project organisation

The ChainReact consortium has been composed in order to include:

- Complementary R&D expertise at the different research areas (Citizen reporting, verification, corporate network mapping, data-mining and filtering, user centric design and development, peer production, online community dynamics) of the project;
- Capabilities in software architecture and data handling for the three main struts of the project (see diagram below)
- Capabilities for engagement of NGOs, academics and other corporate data users
- Externally focused partners for dissemination and exploitation pathways
- Management capabilities to respond to the need of WP and overall project management.

All research teams are part of large and well-known academic organisations with significant research experience. Apart from the work to be carried out for ChainReact they will bring to the project a valuable background in research methods and tools relevant to the project’s objectives (verification, privacy, data handling, collaborative editing, data filtering, community engagement and user centric design).

In the following list, the specific expertise and capabilities relating to the contribution of each partner is outlined.

Partner	Specific Expertise and Capabilities	WPs with major roles
Centre for Research and Technology Hellas (Coordinator)	Specialists in data mining and providing data filters which will benefit ChainReact	1, 5
The University of Cambridge	User centric software design and development, sociological research, verification and citizen engagement	2, 4, 7
Decko Commons e.V.	Software architecture and development for online communities - structured platforms for peer production and crowdsourcing	3, 5

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The Wikirate Project e.V.	Dissemination, network engagement, scientific coordination, community maintenance	1, 6, 8
University Warsaw	Communications technologies and the economy, data science, digital humanities, interdisciplinary research	2, 7, 4
Chrinon Ltd	Company related open data, company identifiers, mapping corporate networks	5

Table 2 ChainReact partners' keys capabilities

The next figure presents a diagrammatic description of project partner groupings and interactions.

# ChainReact

consortium roles and data flows

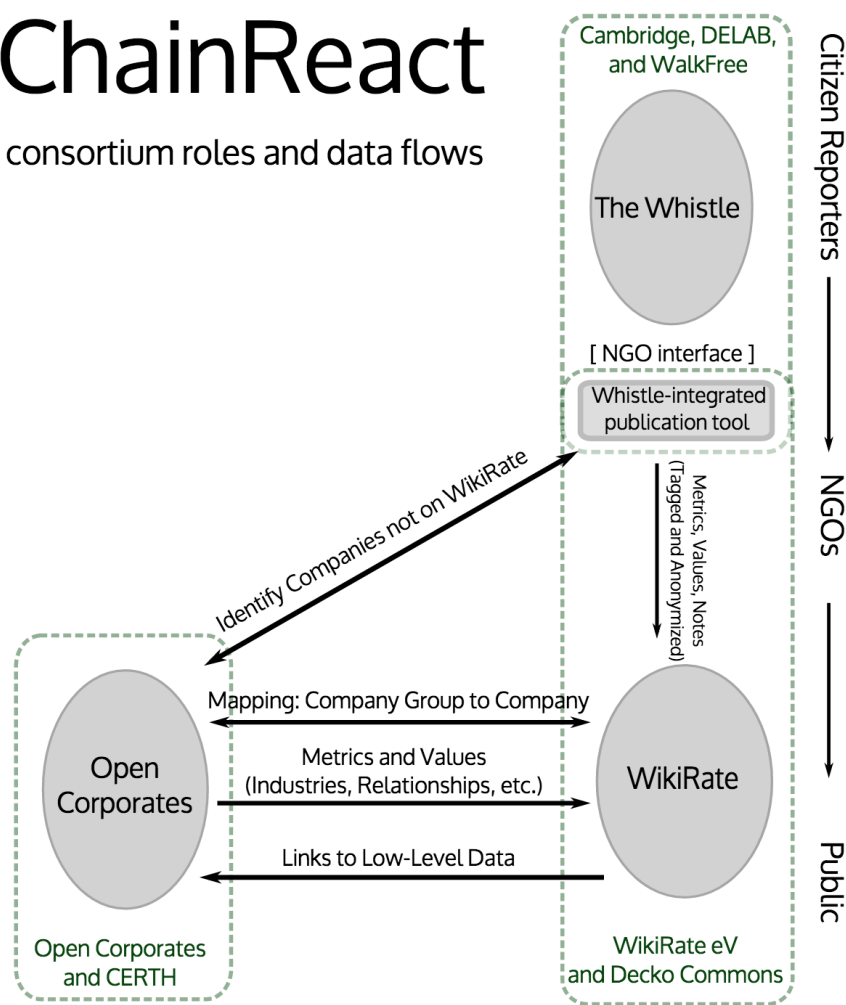


Figure 1: Work overview and partner responsibilities in ChainReact

All partners are in the process of signing a Consortium Agreement (CA) that specifies or supplements between themselves the provisions of the contract and its annexes.

Based on the requirements of ChainReact, several management entities / roles have been identified and their roles are detailed in the DoW:

- Project Coordinator (also the Financial Coordinator)
- Co-coordinator (also responsible for Scientific Coordination)
- WP Leaders (WPL)

There will also be a project management board (PMB), which will be consulted to steer the project, where necessary. This PMB will meet as required, in concert with quarterly meetings. There will also



be a coordination team, outlined below with representatives from CERTH and Wikirate e.V. who will play a mediation role in any conflicts which may arise during the project term.

## 2.1 Project Coordination

The project coordination role is split between Wikirate e.V. and CERTH. CERTH is the financial coordinator, and the official coordinator in relation to the European Commission. Wikirate e.V. is responsible for the coordination of the project in administrative, contractual and technical terms.

Wikirate e.V. is also the scientific coordinator, but such efforts are captured under the relevant WPs, not under WP1.

### Coordinator’s address:

Centre for research and technology Hellas  
(CERTH)  
Informatics and Telematics Institute  
6th km Charilaou-Thermi Road  
GR57001 Thermi-Thessaloniki  
Greece

### Co-coordinator’s address:

The Wikirate Project e.V.  
Brunnenstrasse 37  
10115 Berlin  
Germany

In the following table the main contact persons in administrative and technical affairs are listed:

Contact person	Telephone	Fax	Email Address	Responsibility
<b>Yiannis Kompatsiaris</b>	+302311257774	+30 231047412 8	ikom@iti.gr	Project Coordinator (PC)
<b>Philipp Hirche</b>	+447449728395	NA	philipp@wikirate.org	Project co-coordinator
<b>Vishal Kapadia</b>	+49175 709 6827	NA	vishal@wikirate.org	Scientific coordinator; Quality management
<b>Sotiris Diplaris</b>	+30 2311257778	+30 231047412 8	diplaris@iti.gr	Project Assistant in administration and financial issues

Table 3 Administrative and technical affairs main contacts

## 2.2 WP Leaders

Work package	Title	WP Leader
WP1	Project Management	CERTH
WP2	Research Informing Design	Cambridge
WP3	TalkFree (the Whistle) Design and Development	Decko Commons
WP4	Soliciting TalkFree Reports	Cambridge
WP5	Corporate Network Mapping – Design and Development	Decko Commons
WP6	Soliciting Disclosures for Corporate Network Maps	WikiRate
WP7	Evaluation	UniWarsaw
WP8	Dissemination and Exploitation	Wikirate e.V.

Table 4 WP leaders

## 2.3 Project Management Board (PMB)

Complete Rules are defined in the Consortium Agreement [1].  
The list of authorized representatives has been defined as follows:

Partner	Representative	Deputy
Wikirate e.V.	Philipp Hirche	Vishal Kapadia
Cambridge	Ella MacPherson	Richard Mills
Decko Commons	Ethan McCutchen	Philipp Kühl
CERTH	Yiannis Kompatsiaris	Sotiris Diplaris

<b>Open Corporates</b>	Chris Taggart	Seb Bacon
<b>UniWarsaw</b>	Lukasz Jonak	Renata Wloch

Table 5 PMB members

## 2.4 Coordination team

Contact Person	Partner	Contact
<b>Vishal Kapadia</b>	WikiRate	vishal@wikirate.org
<b>Philipp Hirche</b>	WikiRate	philipp@wikirate.org
<b>Yiannis Kompatsiaris</b>	CERTH	ikom@iti.gr
<b>Sotiris Diplaris</b>	CERTH	diplaris@iti.gr

Table 6 Coordination members

## 2.5 Management of Intellectual Property rights

All aspects concerning intellectual property rights and management of knowledge are settled in the Consortium Agreement. And expanded upon in D8.8.3.

The procedures set out are designed to minimise the chances of conflicts. Nevertheless, should any conflict arise, the first step towards resolution would be for the Coordination team as defined above, to discuss the problem with the involved parts in order to seek amicable settlement. If a resolution is not achieved, then a majority vote of the PMB will settle the issue.

Any conflicts that cannot be resolved through the principles above will be handled according to the dispute resolution provisions made in the CA. However, before using these procedures, the Project Co-ordination team members will make the best effort to resolve conflicts amicably.

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## 2.6 Consortium Meetings

Project meetings are important, in order to make necessary decisions regarding the project directions.

D3.1 Specification of quarterly priorities – The Whistle (previously called TalkFree) and D5.1 Specification of priorities – wikirate.org, outline internal meeting schedules alongside agile developments and operational objectives.

The project-meeting schedule is outlined but subject to change. Meeting frequency depends on the project needs and focus is also subject to change based on project needs. Therefore, the date and location of each meeting is decided during the previous one. Of course except for plenary meetings, WP (or smaller group) meetings can be arranged if the WP leader or task leader considers that this is necessary.

The following types of meetings are applicable in ChainReact:

Type of meeting	Freq.	Purpose	Participants	Venue
Kick-off meeting	1	To launch the project and refine plans and arrangements for the initial implementation phase. Where appropriate, to meet and exchange non-confidential information with representatives of Support Projects	Consortium members, Project Officer, where appropriate unit management	Cambridge
Review meeting	Every 18 months	To evaluate intermediate and final results. To assess quality, impact and effectiveness of project work.	Co-ordinator and relevant workpackage leaders, Project Officer, Peer Reviewers	Brussels or suitable project site, to be decided in agreement with the Project Officer
In person consortium meetings	2 per calendar year	To set strategy and goals in accordance with the schedules set out in D3.1 and D5.1 (subject to change based on project needs)	Workpackage leaders	Alternating locations

Type of meeting	Freq.	Purpose	Participants	Venue
Project Management Board (PMB) meeting	As required, in connection with consortium meetings	The PMB has responsibility for monitoring the overall technical progress and direction of the project, the R&D performance of the project and monitor accomplishment of the technical & business objectives. It is also responsible for the resources used and the costs incurred, risk evaluation and watch for Ethical Assessment.	One person per partner organization	In connection with Consortium meetings

Table 7 Meetings types

Issues regarding governance structure, voting, agenda etc. can be found in the Consortium Agreement.

Also, whenever is needed, online conferences between project or WP members will take place. These online conferences are performed in order to discuss and resolve issues when communication through email is not adequate.

## 3 Information Management

### 3.1 Collaborative Tool

Decko is a wiki platform created by Decko Commons, a ChainReact Consortium partner.

Decko supports simple WYSIWYG editing and simple re-use of information via transclusion, making administrative data both easy to use and easy to maintain. Unlike most content management systems, Decko supports true application-based file permission checking, as opposed to relegating this task to the webserver, which enhances security and simplifies data maintenance.

Decko is implemented in Ruby and is distributed under the terms of the GNU General Public License, making it free and open source software. A Decko website has been created at [docs.chainreact.org](http://docs.chainreact.org). Wiki functionalities allow not only file and document uploading and sharing, but also creation and editing of living documents that are documents that can be accessed and edited simultaneously from multiple users.

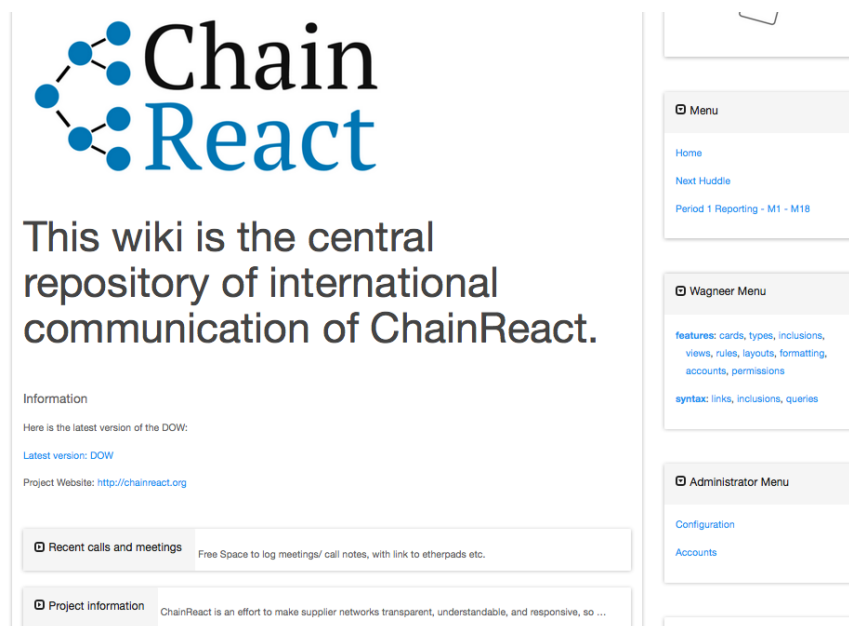


Figure 2 ChainReact's project-wiki home page

In the wiki there is information about project administrative issues such as contract documents, effort tables, management entities and boards etc. Furthermore, the project reporting (Section 5.2) is performed through the wiki.

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Besides the administrative and managerial part, wiki is also used for the actual project work. Conversations can be held on the docs site as well as organisation and logging what materials go into huddles and come out of huddles. Additionally marketing materials, strategy frameworks and action oriented proposals can be commented upon and shared within this space.

Through the wiki tool, any consortium member can easily create a new subpage and any other member can edit, comment or add content to it. Decko also supports file upload, a feature, which is used for big documents, specific template documents (e.g. deliverables) or other file types (such as excel sheets, images etc).

Finally, publication and dissemination activities as well as meeting information (presentations, minutes) are also stored in the wiki tool.

The collaborative tool is administrated by Ethan McCutchen ([ethan@grasscommons.org](mailto:ethan@grasscommons.org)), one of the platform's primary developers. The webmaster will be Vishal Kapadia of Wikirate e.V.

## 3.2 Document Templates

In order to achieve uniformity in the presentation of ChainReact's deliverables, internal documents and presentations, the Coordination team has provided separate templates for each type of document. The following templates are available in the project wiki:

- Templates for document deliverables in MS Word
- Template for documents other than deliverables in MS Word
- Template for MS Powerpoint presentations
- Template for pre and post huddle summaries

## 3.3 File naming and numbering

All created files should be uploaded to the project-wiki server. Although they will be linked to the wiki's web pages, it would be useful to follow rules regarding their naming. This way the document retrieval would be much easier since its content could be identified directly from its file name without having to download and open them.

Using the Media Files utility of the wiki, the full list of all the uploaded files in the wiki site are shown.



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In order to avoid mailboxes overload, the documents should not be distributed via email but they should be uploaded to the wiki and then the list (or the related partners) should be notified via email (including the url of the uploaded document).

In general, each document name consists of fields describing its attributes. These fields are:

<Deliverable>\_<Title>\_<YYYYMMDD>\_<version>\_<partner short name>;

For files other than deliverables the first field should describe the file type either with short hand agreed on the project-wiki (e.g. D1.2 for Deliverable 1.2) or with suitable indication of file type.

An example follows:

D1.2\_Project Management Handbook\_20131128\_v1.0\_WikiRate.docx

### 3.4 Actions and open issues logging

During the Consortium meetings minutes are kept online using a collaborative tool, namely Etherpad<sup>1</sup>. After the meeting, minutes from all sessions are recorded in the suitable minutes template format (see Section 3.2).

Tickets can be logged for developmental or operational action items, which will be prioritized and dealt with by the WP leaders. Anyone in the project team can add a ticket, and there will always be an owner of a ticket, where progress can be documented.

‘Conversations’ on the wiki will allow people to take questions/ ideas from huddles and flesh out proposals that may relate to wide issues e.g. mockups, architectural design, messaging improvements or project management orientations.

### 3.5 Mailing lists

The main email list of the project is the Consortium group list: ‘consortium@chainreact.org’.

Furthermore, there are other less broad lists related to specific consortium members. These lists are:

- **Work package leaders List:** ‘wpleaders@chainreact.org’. This list contains the emails of the Work package leaders namely two emails (one regular and one deputy) per each work package.

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<sup>1</sup> <http://etherpad.com/>

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- **PMB List:** ‘pmb@chainreact.org’. This list contains the emails of the PMB members namely two emails (one regular and one deputy) per each partner.
  - **Financial list:** ‘financial@chainreact.org’. This list contains the emails of the member of each partner responsible for financial reporting.
  - **Development list:** ‘dev@chainreact.org’. This list contains the emails of the project members who’s roles correspond with development

The subscribed emails of all the email lists above are listed in the project wiki. The lists are administrated by Vishal Kapadia (of Wikirate e.V.).

Note that these emails should not be posted elsewhere than the project partners in order to avoid spam attacks. If someone wishes to send an email to many recipients, including the lists above (e.g. a call for papers), he should add ChainReact emails to the bcc recipients.

## 3.6 Alignment of Partners

This next section details the processes and controls around deliverable submission, as well as alignment of all partners through ‘huddles’.

### 3.6.1 Preparation and submission of deliverables

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WP Deliverables should be submitted to the scientific coordinator in a timely manner to be reviewed in advance of the final submission deadline. There should be ample time for revisions to be carried out by the project partner, where required before final submission via the project coordinator. This should occur 3-4 working days before the deadline for submission.

WP deliverables should be submitted with reference to the templates provided on the project wiki page. WP leaders should take ultimate responsibility for preparation and submission of reports; where the deliverable is of another type (for example an implementation on the website) the WP leader should be responsible for ensuring that the deliverable is complete.

Progress on deliverables will be summarised to the commission in the quarterly and annual progress reports. In advance of these reports a progress update on each task and deliverable should be given to the scientific coordinator in the run up to the quarterly meeting. These updates and deliverables should be sent to the scientific coordinator at least 3-4 working days in advance of a meeting, such

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that the meeting can be structured accordingly. A template for the progress updates will be developed and improved over time in order to streamline the progress report drafting.

### 3.6.2 Huddles: Regular meetings to align objectives

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Every quarter the consortium will meet either online or offline. This meeting will be referred to as a 'huddle'. Summaries from all partners pre-huddle will help to tailor the more focused aspects of the huddle sessions.

All huddles will have themes: these themes will be visible on the project wiki and should correspond to a larger picture challenge, which all partners should be thinking about how to address.

During the huddles, all notes will be logged in an Etherpad. All project participants can add to these living documents and after the huddle these comments should be summarised.

The outcome of huddles should be in setting development, community and research priorities for the project moving forward; as well as bringing together parties to discuss about overlapping work segments.

### 3.6.3 Coordination tools

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Due to the need for collaboration in this project and the remoteness of teams we have put an emphasis on the project management tools, which project partners will use to stay in touch.

All project partners will share skype and google hangout details via our project-wiki; in addition to phone numbers. This will allow for greater interaction; where project partners are expected to be online during the course of the day; lowering the barrier to communication where a small step from an email to a text or video chat can easily be achieved.

Slack will be used for asynchronous communication – to ensure that people can be in touch as required and can collaborate in virtual groups as required.

Work Package progress will be tracked by the Work Package leader through the docs site, email, [Slack](#) and Skype.

As mentioned previously Etherpad will be used for video meeting notes, whilst the project-wiki will host all important and useful files.

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### 3.6.4 Integrative work

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Due to the iterative nature of development of the 3 struts of ChainReact partners should look to reach out to each other wherever necessary to coordinate on interdependent tasks and deliverables. Whilst some frameworks are in place already to ensure such collaboration (e.g. huddles) the WP leaders should look to instigate contact with other task leaders where appropriate, with the scientific coordinator informed of collaborations.

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### 3.6.5 Reporting

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Templates will be provided by WP1 for all requested reporting.

Answers to questions related to reporting and financial issues are to be found under following link:

[http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/amga/h2020-amga\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf)

#### Quarterly Management Report

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To ensure a proper follow-up of the consortium level of expenses and to ensure quality follow-up of deadlines, quarterly reporting will be performed internally using the wiki and reports will be submitted to the Commission.

The Quarterly Management Report should be limited to following sections:

- The project activity report in term of key results achieved by the project during the past quarter (WP Level): the Status of deliverables and the list of main/key achievements of the activities which are detailed in each WP description of the DoW have to be detailed. Issues or Deviations from intended plan have to be clearly stated.
- Expenses: Human resources (a table and graph presenting the human resources expenses); Issues or Deviations from intended plan have to be clearly stated.
- Miscellaneous:
  - Meetings attended (where, when)
  - Publications/Presentation (title, where, author(s))

#### Periodic reports

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As defined in Article 4 of the GA, the project is bound to submit following reports within 60 days following the end of the respective periods identified as follows:

ChainReact is divided into reporting periods of the following duration:

- 
- **P1:** from month 1 to month 18, i.e. from 01 January 2016 till 30 June 2017
  - **P2:** from month 19 to month 36 i.e. from 01 July 2017 till 31<sup>st</sup> December 2018

The Periodic report comprises:

- An overview, including a publishable summary of the progress of work towards the objectives of the project, including achievements and attainment of any milestones and deliverables identified in Annex I.
- An explanation of the use of the resources,
- A Financial Statement accompanied, when appropriate, by audit certificates;

Linked with the annual report, the partners have to declare yearly their expenses on the SYGMA tool through the Participant Web portal.

The coordinator will provide in due time precise instructions and deadlines.

A Cost Financial Statement (CFS) is mandatory for the final claim in the form of reimbursement of costs for beneficiaries whose the overall amount of the EU contribution is equal or superior to EUR 325,000. The CFS for the respective partner is submitted along with the project final financial report.

This certificate must be submitted following the template provided in Annex 5 and Annex 6 of the GA. This model is compulsory.

[http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tpl-annex5-cfs\\_en.odt](http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tpl-annex5-cfs_en.odt)

[http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tpl-annex6-comuc\\_en.odt](http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tpl-annex6-comuc_en.odt)

The CFS must certify all eligible costs and is itself considered as an eligible cost.

#### Final Report

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In addition to the Periodic report, the consortium shall submit a final report to the Commission within 60 days after the end of the project. The report shall comprise:

- A final publishable summary report covering results, conclusions and socioeconomic impact of the project.
- A report covering the wider societal implications of the project, including gender equality actions, ethical issues, efforts to involve other actors and spread awareness as well as the plan for the use and dissemination of foreground.