



Comprehensive Risk Assessment of Basic Services and Transport Infrastructure

101004830 - CRISIS - UCPM-2020-PP-AG

Cross-Border Multi Hazard Assessment

Project Management Plan

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**Comprehensive Risk Assessment of
Basic Services and Transport Infrastructure (CRISIS)**

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WP-1 | D 1.2

January 25, 2021

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Project Management Plan and Project Management Organization

1.1 Overview

The Project Management Plan (PMP) represents deliverable (D1.2) of the Task 1.2 Financial and administrative management. The primary goal of this task is financing and administrative management, as well as monitoring and mitigation of eventual risks of the project. The coordinator of this task is IZIIS, while all other partners have the role of beneficiaries.

The PMP complements the Consortium Agreement (D1.1) and addresses the following:

- principles, structure and organization of the project governance
- structure and organization of the management (budget control, reporting, decision making processes)
- impact assessment

The PMP realizes:

- monitoring the timely delivery of all deliverables
- monitoring the timely delivery of financial reports
- provide all the required documentation to the EU

It is anticipated to be updated during the project realization to address any essential changes, with first revision after first 3 months of the project.

Project Management Organization (PMO) are establishing to enable effective governance, decision and information flow, as well as planning and monitoring of CRISIS. Decisions will be made at all levels during the project activities.

The PMO is set up hierarchy in four management levels (ML) and two additional bodies (external- EPAC and internal - IRP) (Fig. 1).

Project Management Board (PMB) represents the first management level (ML1).

The PMB is decision-making body responsible for the successful realization of the whole project and consists of seven members i.e. Project Coordinator (PC) and WP Leaders. The Coordinator is the Chairman of the PMB. The list of PMB members is given in the Appendix A of this deliverable.

The duties of PMB are:

- (1) contribute to the achievement of the main objectives of the project, coordinate and control its progress;
- (2) revise the project work plan and schedule, taking into account the recommendations of the EPAC and WP Leaders;
- (3) authorization of the release of deliverables;
- (4) monitor milestones and launch contingency measures, if needed;
- (5) resolve of any administrative or contractual issues within the partnership and with the EC.

The PMB will have two regular annual meetings. The first - kick-off meeting is already realized (the Agenda and the Minutes are given in the Appendix B of this deliverable). The second is coordination meeting anticipated in the 12 month of project duration (MS2).

PMB is the decision-making body within the CRISIS consortium. In case of dispute, decisions by PMB will be taken by voting. Each of the PMB members has one voting right. A decision of the PMB is agreed upon when the majority has been reached. In the case of a tied vote, the PC has the casting vote. On an operational day-to-day basis, the PC is the principal decision-maker in the project (except for decisions reserved to the PMB which are related to their duties as listed above). These decisions will be based on consultation and recommendations from Project Managing Committee and partners.

The fundamental criteria for decision-making are:

- approval for the start of subsequent project phase after successful completion of prerequisite milestones and/or deliverables from the previous phase;
- contingency-measures are prioritized for maintaining the quality of (1) project outcomes, then (2) the timeliness of deliverables and then (3) the budget requirements. Deliverables have been grouped and scheduled strategically to coincide with milestones in the project will enable PMB to make Yes/No decisions.

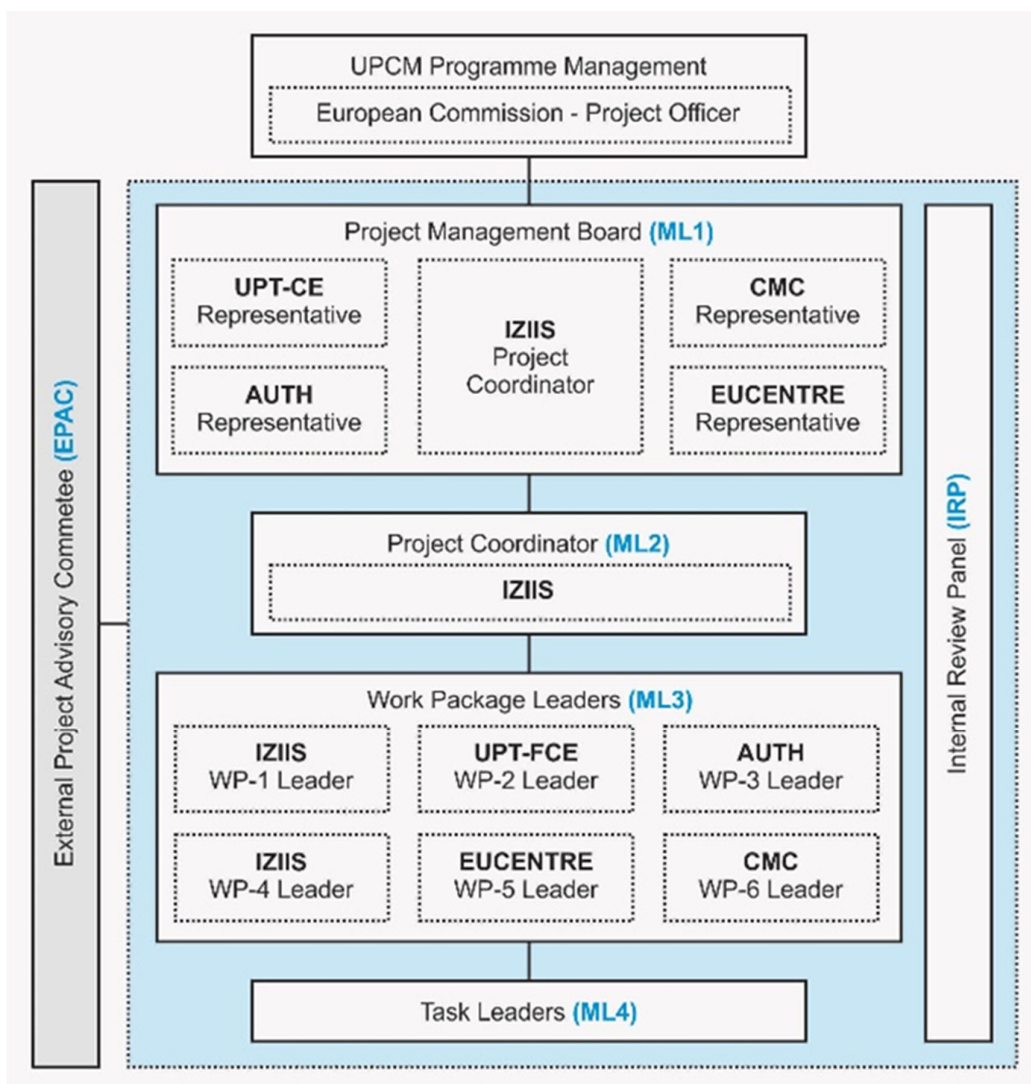


Figure 1. Project Management Organization (PMO)

The Project Coordinator (PC) represent second level of management (ML2). The PC is the authorised representative of the PMB and is responsible for the successful delivery of the project, achievement of the objectives and dissemination and exploitation of the project results.

The duties of the PC are:

- (1) Liaise, communicate and sign the Grant Agreement with the Commission;
- (2) Conclude a Consortium Agreement with the partners, ensure that it is followed and maintain it (through updates, if needed) during the course of the project;
- (3) Receive funds from the Commission and distribute them to the partners;
- (4) Organizing the different management level meetings and kick off meeting;
- (5) Collect periodic reports from partners, via the WP leaders and compile the reports to the Commission;
- (6) Transfer administrative, technical and financial documents and communications from the partners to the Commission and among the partners;
- (7) Ensure that partners nominate their representative (and deputy) to the EPAC and PMB, WP/Task leaders;
- (8) Call, chair, write the minutes of PMB and EPAC meetings; ensure their decisions are implemented;
- (9) Monitor and evaluate progress according to the work plan and schedule, and ensure that milestones and deliverables are achieved (in collaboration with PMB);
- (10) Deal with eventual setbacks by drawing and applying contingency plans in collaboration with WPs and tasks leaders.

The Project Coordinator as responsible of the financial administration and flow of resources to each participant are receiving necessary support from the finance department. They provide that the cost claims and progress of the project in parallel with the budget are as initially planned. If needed, the PC will report to PMB also.

The Project Manager (PM) (authorized by PMB) are assisting the PC in day-to-day running of the project.

Work Package Leaders (WPL) as a third line of management (ML3) are ensure that the actual work defined in the project plan is completed in a timely fashion and within budget; achieving the WP objectives and deliverables.

There are carrying out the following activities:

- (1) develop, at the very beginning of the project, a Work package execution plan, detailing all the activities in the work package, their critical dependencies, resources to be committed and possible limitations;
- (2) ensure successful progress of the activities in the corresponding WP in accordance with the execution plan;
- (3) take the appropriate measures to implement decisions of the PMB, EPAC and IRP regarding the activities in the Work Package and QA/QC;
- (4) report to the PC and PMB on all issues concerning the WP activities;
- (5) present WP progress to the EPAC;
- (6) closely cooperate and coordinate with Task Leaders.

If there is a serious deviation from the work plan they should undertake corrective measures upon approval of the PMB and PC. If these deviations have an impact outside of their work

package, they will raise issues to the PC and PMB via the specified communication channels and implement any contingencies as advised. At the same time, if a Work Package Leader fails to perform the duties listed above, the PC together with the PMB will take corrective actions. The WP Leaders have been nominated as shown in the PMO (Fig. 1). The list of WP leaders is given in the Appendix A of this deliverable.

The fourth line of management level (ML4) are the Task Leaders (TL). They are responsible for the achievement of the task objectives and co-ordination of the task activities and efforts of task members. Task Leaders are/will be appointed by the partner leading the corresponding task and they are reporting to WP Leaders on the task execution and possible deviation. If such should be verified, WP Leaders, together with the Task Leaders, are responsible for elaboration and implementation of the contingency plan.

For enabling QA/QC, a peer review panel named **Internal Review Panel (IRP)** consisting of one representative from each partner are established (The list of IRP members is given in the Appendix C of this deliverable). This panel will assess quality control strategy as well as project deliverables and case study implementation against criteria in the form of checklist.

To established efficient link with the end user outside the project community, the project consortium during kick-off meeting agreed to invite the members of the CRISIS Advisory Committee from representatives of the relevant emergency and disaster management institutions who have expressed support for the project. These institutions include first responders (Italian Department of Civil Protection; Protection and Rescue Directorate, North Macedonia; Civil protection Authority from Greece and Civil Protection Authority from Albania) and representative from DPPI-SEE. In such a way **External Project Advisory Committee (EPAC)** is created (The list of EPAC members is given in the Appendix D of this deliverable). They will communicate their needs to the PMB and enable participation of their representatives in the training events related to the implementation of WBP.

1.2 Management of deliverables and EC reports

The procedure for the collection and approval of deliverables has been agreed among the partners during the kick-off meeting. Since the deliverable dates are the actual deadlines for uploading the deliverables onto the EC portal, the WP leaders will be invited to send/upload their deliverables to Project Coordinator no later than one week before the deadline. As soon as received, the Project Coordinator and the Project Manager will conduct a quick check of compliance, then re-send the deliverables to all partners for their comments. Small amendments will be conducted if necessary and the final upload to the EC portal will be done by the Project Coordinator. If for some reasons the deliverable had to be delayed or significant deficiencies were found, then the final approve should be done by PMB.

Concerning the management of EC reports (this project has on reporting period from month 1 to month 24), the approach will be similar to the one just described. In this case, the Project Coordinator must submit – within 60 days following the end of the reporting period – a final report, which includes the request for payment of the balance. WP leaders (technical report) and financial contacts for each party (financial report) will send/upload their materials to Project Coordinator, no later than two weeks after the end of the reporting period. After a quick check of compliance, the Project Coordinator will send the final technical report to all partners for their comments and uploaded the final version to the EC portal. Each partner is responsible for its own financial report. Final financial report is compilation of financial reports from each partner and will be uploaded by the Project Coordinator.

1.3 Financial management

The financial management of the project will be conducted by the Project Coordinator with support from the University Ss Cyril and Methodious (UKIM) financial department. Moreover, the second one will be involved in pre-financing and final payments to the parties.

The beneficiaries have full responsibility for implementing the action and complying with the financial provisions given in the Grant agreement and Consortium Agreement. Each beneficiary has to prepare individual financial statement with details of all eligible costs for each budget category.

1.4 Risk monitoring

The monitoring of the project risks is under the responsibility of the Project Coordinator and PMB, who will monitoring the risk and suggest and applied appropriate contingency measures, if necessary. Non accomplishment of the set milestones, as control points, each one listed in corresponding WPs will be alert for taking those contingency measures.

The critical implementation risks and mitigation actions were described in the proposal and listed here (Table 1).

Table 1. Critical risks & risk management strategy

Critical risks & risk management strategy			
Risk number	Description of risk	Work package number	Proposed risk-mitigation measures
1	Timely implementation of the project (L)	All	Allocated all required resources before the start of the project; continuous monitoring and on time delivery of foreseen deliverables and milestones
2	Difficulty to acquire a large amount of data on existing basic services and transport infrastructures from the stakeholders, which are reluctant to share their information or non existence of databases (Medium to Low).	WP4	Contact a large number of stakeholders and/or propose a non-disclosure agreement. The confidential information will be used only to draft the guidelines, and they will not be collected in the DB.
3	Failure for future implementation of the WBP by end-users in regional context	All	Benefit from experience of EUCENTRE who have set up, over the years, numerous web-based platforms integrating databases and tools useful to multiple stakeholders as well as of establishment of EPAC.

4	Project Management (L)	All	Four management levels are foreseen. Clear lines of responsibility are defined, yet contingency is embedded in the work management: even though for most tasks there is one partner who is given the primary responsibility, a contingency plan with substitutes is ready to be implemented if the primary responsible partner fails to meet their obligations.
5	Failure to achieve deliverables (Low)	All	Deliverables and milestones are realistic and achievable. The project plan is robust and acceptable tolerances agreed. The capacity of partners and their ability for joint cooperation is evident.
6	IPR conflicts between parties or with third parties (Low)	WP1	IPR issues regarding Ownership of Foreground, Joint Ownership, Access rights, Dissemination and publication will follow rules specifically set out in the Consortium Agreement.
7	Delays in the development and testing of the different versions of the WBP (low probability, eventual high impact)	WP6	The responsible partner, Eucentre, has large experience in the development of this type of product, in several different contexts hence the risk is minimal. Nevertheless, should the realization of the idealized platform be compromised, a more simplified version, less modular, without compromising the project goals, could be foreseen.
8	Difficulties in collection of data from partner countries, due to e.g. privacy/sharing national restrictions (low-medium probability, low-medium impact)	WP2	Two measures can be adopted in this case: (i) recurring to European and international available databases that cover also the partner countries (eventually using proxies); (ii) define multiple accounts at the WBP level, for privacy and confidentiality assurance between the countries and implementation of specific corresponding agreement.

During the project execution, this table could be update in terms of added/deleted risks, their likelihood and severity levels, WPs affected and proposed mitigation measures.

APPENDIX-A: List of PMB members

	Name	Role	Beneficiary
1	Vlatko Sesov	Coordinator	IZIIS
2	Roberta Apostolska	WP1 Leader	IZIIS
3	Neritan Shkodrani	WP2 Leader	UPT
4	Dimitris Pitolakis	WP3 Leader	AUTH
5	Marija Vitanova	WP4 Leader	IZIIS
6	Barbara Borzi	WP5 Leader	EUCENTRE
7	Stevko Stefanovski	WP6 Leader	CMC

APPENDIX-B: Agenda and the Minutes of the kick-off meeting

CRISIS: Comprehensive RiSk assessment of basic services and transport InfraStructure	
Meeting Minutes	Meeting No: O1
	Date: 17.11.2020 (Tuesday)
	Time: 09:30-13:00
	Venue: On-line (MS Teams)

On the request of:	Prof. Dr. Vlatko Sesov	IZIIS
Chaired by:	Prof. Dr. Vlatko Sesov	IZIIS
Minutes prepared by:	Assoc. Prof. Dr. Radmila Salic	IZIIS

Invited		Present	Signature
#	Name Surname	(Y/N)	
1.	Prof. Dr. Vlatko Sesov vlatko@iziis.ukim.edu.mk	IZIIS Y	
2.	Prof. Dr. Roberta Apostolska beti@iziis.ukim.edu.mk	IZIIS Y	
3.	Assoc. Prof. Dr. Radmila Salic r_salic@iziis.ukim.edu.mk	IZIIS Y	
4.	Assoc. Prof. Dr. Marta Stojmanovska marta@iziis.ukim.edu.mk	IZIIS Y	
5.	Asst. Prof. Dr. Marija Vitanova marijaj@iziis.ukim.edu.mk	IZIIS Y	
6.	Assoc. Prof. Dr. Kemal Edip kemal@iziis.ukim.edu.mk	IZIIS Y	
7.	Dr. Stevko Stefanoski stevko.stefanoski@cuk.gov.mk	CMC Y	
8.	Assoc. Prof. Dr. Dimitris Pitolakis dpitolakis@civil.auth.gr	AUTH Y	
9.	Prof. Dr. Kyriazis Pitolakis pitolakis@civil.auth.gr	AUTH Y	
10.	Asst. Prof. Dr. Anastasios Anastasidis anas@civil.auth.gr	AUTH Y	
11.	Dr. Stavroula Fotopoulou sfotopou@civil.auth.gr	AUTH Y	
12.	Dr. Evi Riga eviriga@civil.auth.gr	AUTH Y	
13.	Christos Petridis, M.Sc. cpetridi@civil.auth.gr	AUTH Y	
14.	Assoc. Prof. Dr. Neritan Shkodrani neritans@yahoo.com	UPT-FCE Y	
15.	Asst. Prof. Dr. Markel Baballeku markel.baballeku@fin.edu.al	UPT-FCE Y	
16.	Dr. Barbara Borzi barbara.borzi@eucentre.it	EUCENTRE Y	
17.	Assoc. Prof. Dr. Ricardo Monteiro ricardo.monteiro@eucentre.it	EUCENTRE Y	

A G E N D A

1.	Welcome and opening of the meeting (Vlatko Sesov – IZIIS)
2.	Introduction of participants (All partners)
3.	Aims and goals of the CRISIS project

	(Vlatko Sesov – IZIIS)
4.	Overview of the respective Work Packages (Vlatko Sesov, Radmila Salic, Marta Stojmanovska, Marija Vitanova, Kemal Edip, Roberta Apostolska – IZIIS + partners discussion)
5.	Project deliverables + timeline (Roberta Apostolska – IZIIS)
6.	Procedures within the project. Communication model. Administrative procedures
7.	Open discussion on the Project
8.	Conclusions and closing of the meeting

MINUTES

1. Welcome and opening of the meeting			
Discussions / Conclusions / Decisions	Prof. Dr. Vlatko Sesov has open the meeting and welcome all the participants.		
Tasks	Responsible	Deadline	
1.1.	-	-	-
2. Introduction of participants			
Discussions / Conclusions / Decisions	In the introduction session all the participants have introduce themselves with short information about their current position and expertise.		
Tasks	Responsible	Deadline	
2.1.	-	-	-
3. Aims and goals of the CRISIS project			
Discussions / Conclusions / Decisions	Prof. Vlatko Sesov has presented general information about the CRISIS project, focusing on project aims and goals. The has also presented the general administrative information related to the project.		
Tasks	Responsible	Deadline	
3.1.	-	-	-
4. Overview of the respective Work Packages			
Discussions / Conclusions / Decisions	<p>All the working packages were presented in short administrative form, focusing more on the deadlines and work to be done. WP-1 was presented by V. Sesov, WP-2 by R. Salic, WP-3 by M. Stojmanovska, WP-4 by M. Vitanova, WP-5 by K. Edip and WP-6 by R. Apostolska.</p> <p>For WP-1, presented was general management scheme through the 4 management levels (ML-1 to ML-4), including EPAC and IRP. Discussed were related tasks and deliverables.</p> <p>For WP-2, WP-3, WP-4, WP-5 and WP-6 presented were objectives, tasks, deliverables, participants roles, timeline and milestones.</p> <p>After those presentations there was discussion by several participants.</p> <p>For WP-2, Prof. K. Ptilakis suggest that it is better if already developed hazard models like ESHM20 will be used. For the landslides he also suggests to be looked into SafeLand project. Prof. R. Salic point out that details about the hazard models will be defined and agreed in the frame of WP-2 working group, and she also point out that maybe there will be an option for combination of recently developed hazard models (ESHM2020, BSHAP, EC8... etc.). She also stated that CMC has created extensive database on landslides, on which Dr. S. Stefanoski gives more detailed explanation. On the question of Prof. D. Ptilakis, was confirmed by Prof. R. Salic that the</p>		

	identification of natural and human induced hazards will be in relation to the target exposure (bridges, roads, hospitals, schools...).		
	Prof. V. Sesov once again remind partners to send the names of participants in EPAC committee. He also states that the lead beneficiaries of each WP should start with coordination activities ASAP, especially for WPs which are already started.		
Tasks		Responsible	Deadline
4.1.	Nominations for EPAC Committee	All Partners	ASAP
5.	Project deliverables + timeline		
Discussions / Conclusions / Decisions	Prof. Apostolska in comprehensive way explain the project deliverables timelines and responsibilities.		
Tasks		Responsible	Deadline
5.1.	-	-	-
6.	Procedures within the project. Communication model. Administrative procedures		
Discussions / Conclusions / Decisions	Prof. Sesov has emphasized and discuss several important questions related to this point: <ul style="list-style-type: none"> ○ Nomination of PLSIGN & FSIGN (persons with roles to sign necessary docs in the system) ○ Financial Identification Form (Bank account details) ○ Letter for pre-financing ○ Duration 24 months ○ Communication – emails, project Web site, cloud shared storage ○ Meetings – online (TEAMS, ZOOM,) ○ Eligible costs (GA, Chapter 3, Article 6.....) ○ Table - detailed budget for each partner – framework for all costs ○ Keep tracks of all files (docs, invoices, Article 13 		
Tasks		Responsible	Deadline
6.1.	Financial Identification Form (Bank account details)	All Partners	ASAP
6.2.	Delegates Nomination for External Project Advisory Committee – from each partner (LoS)	All Partners	ASAP
6.3.	Start organizing and execute tasks in each working package	Lead Beneficiaries	ASAP
7.	Open discussion on the Project		
Discussions / Conclusions / Decisions	Prof. D. Pitilakis has request preparation of deliverable report template.		
Tasks		Responsible	Deadline
7.1.	Template for deliverable report	IZIIS	ASAP
8.	Conclusions and closing of the meeting		
Discussions / Conclusions / Decisions	Concluding remarks above were ones again summarized and meeting was officially closed with wishes for successful project implementation and cooperation.		
Tasks		Responsible	Deadline
8.1.	-	-	-

Abbreviations used:

IZIIS	Ss. Cyril and Methodius University, Institute of Earthquake Engineering and Engineering Seismology, Skopje, N. Macedonia
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CMC	Government of Republic of North Macedonia, Crisis Management Centre
AUTH	Aristotle University of Thessaloniki, Greece
UPT-FCE	Polytechnic University of Tirana, Faculty of Civil Engineering, Albania
EUCENTRE	European Centre for Training and Research in Earthquake Engineering, Pavia, Italy
EPAC	External Project Advisory Committee
IRP	Internal Review Panel
PLSIGN	Project Legal Signatory
FSIGN	Financial Signatory
TEAMS	Microsoft Video Communication Platform
ZOOM	Zoom Video Communication Platform
GA	Grant Agreement
LoS	Letter of Support

APPENDIX-C: List of IRP members

	Name	Beneficiary
1	Zoran Rakicevic	IZIIS
2	Saverio Bisoni	EUCENTRE
3	Shkelqim Daja	UPT
4	Some	AUTH
5	Some	CMC

APPENDIX-D: List of EPAC members

	Name	Institution
1	Valentina Atanasovska	Protection and Rescue Directorate, North Macedonia
2	Vlatko Jovanovski	Disaster Preparedness and Prevention Initiative for South Eastern Europe (DPPI-SEE)
3	Prof. Mauro Dolce	Italian Department of Civil Protection
4	None	Civil protection Authority, Greece
5	Fatjona Xhaferi	Civil Protection Authority, Albania