

D.1.1.2 PROJECT MANAGEMENT TOOL IMPLEMENTATION

InnovaMare project

Blue technology - Developing innovative
technologies for sustainability of Adriatic Sea

WP1 - Project management and coordination of
activities

Project References

Call for proposal 2019 Strategic – InnovaMare

Project number: 10248782

Work package: WP1 Project management and coordination of activities

Activity title: A1 Start-up activities

Deliverable title: D.1.1.2. Project management tool implementation

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Deliverable description: D.1.1.2. Project management tool implementation - This web based professional project management tool will be used in order to facilitate the better managing of the project. It will allow the updating of all project activities and to prevent any unwanted deviation from the initial plan. Also will enhance the project management internal procedures by showing the updating of all relevant internal documents related to the project.

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Contents

INTRODUCTION	3
MONDAY.COM.....	3
ADVANTAGES OF PROJECT IMPLEMENTATION THROUGH MONDAY.COM.....	4
THE MAIN MONDAY.COM FEATURES	5
Project implementation using Monday.com	5
The board features	6
Group features	7
Column features and possibilities	7
ACCESSIBILITY IN USE OF MONDAY.COM	11
Roles and permissions	11
Functionalities of Monday.com	13
THE MONDAY.COM AND INNOVAMARE – HOW WE DID IT	14
The Monday.com boards regarding InnovaMare project	14
MONITORING TOOL - BUDGET	21

INTRODUCTION

InnovaMare project will develop and establish cross – border innovation ecosystem model in area of underwater robotics and sensors for purposes of monitoring and prevention of sea pollution with mission oriented on sustainability of Adriatic Sea.

InnovaMare project is aiming to raise collaboration of innovation players and give them mechanism and tools to boost development of new innovative solutions in area of underwater robotics and sensors.

The project involves 14 different institutions and stakeholders. Bearing in mind so many participants from different countries brought us to consider of using available technologies and new solutions that would help us in the implementation of such a complex project with the aim of faster flow of information and joint work on various project activities.

InnovaMare will use a web based professional project management tool in order to facilitate the better managing of the project. It will allow the updating of all project activities and to prevent any unwanted deviation from the initial plan. Also will enhance the project management internal procedures by slowing the updating of all relevant internal documents related to the project.

MONDAY.COM

The Monday.com is a Work Operating System (Work OS) - a project management software, a tool that assists the team in easily managing project implementation. It helps to create workflows, adjust to project partners needs.



Source: Logo of Monday - Monday.com <https://monday.com/why-monday/>

The most important feature of this project management software is that it shapes fast and easy online communication among partners on a project. This way communication is faster and all partners are equally involved. It is one workspace for our project management life cycle. Monday.com is a cloud-based work operating system which can be accessed from any part of the world if you have an internet connection. It is possible to create as a transparent way of communication as possible among all project partners which leads to greater engagement and long-term success. It is a collaboration and communication application for a job that requires teamwork.

ADVANTAGES OF PROJECT IMPLEMENTATION THROUGH MONDAY.COM

The main purpose of Monday.com in this case is helping partners to perform in the best possible way. The biggest advantage of Monday.com is the simplicity of creating the logic of work as well as following all the tasks. All project partners can easily keep track of projects and common operations.

Monday.com will be used for day to day implementation of a project that involves the implementation of activities, management of logistics, internal communication and technical coordination, coordination of partners and their work. It includes managing the activities themselves, providing technical inputs to the project and managing risks, monitoring and reporting. Project partners will communicate through Project management application developed by external expert where they will be able to daily communicate about their activities on project.

Since there are multiple roles in the mandate it is easy to add a member who is not from the same institution. An education is not needed, but given the variety of uses, the creators of Monday.com have created enough articles and videos to guide users step by step to make using the application as easy as possible. The Lead Partner on this project has organized a short educational meeting to present all features to the partners and as well to show in which way it will be used during the project implementation.

The Monday.com provide project partners with advanced scheduling capability, which applies to task and project management.

Furthermore, as a communication tool, Monday.com can replace e-mail communication. Project partners can share files, ideas regarding the assign tasks. It shows our progress/updates and allows us to see each others progress with the activities implementation in a consolidated location.

The Monday.com gives partnership consortium the opportunity to create the workflow by their needs. It is very simple to create our own platform regarding the projects outputs and timeline in order not to be late in producing the deliverable in the project. We can shape it regarding our requirements.

It is easy to create the board and we can add people who participate, in the board, depending on the activities they participate in. This certainly contributes to stronger teamwork and networking as well as much faster communication and information flow. Monday.com is also equipped with searching capabilities and storage.


For each board, we can add columns according to our activities in a way that they are building a process needed to complete that workflow.

Project Overview

Start Here

Hi there! Click here

	Address	Project manager	Status	Permit	Foundations	Drywall	Trench	Framing	Electrical	Roofing	QC	Start
In Construction												
Address / Unit 1	177 Griffin St. Los A...		Started	Done	Done	Done	Done	Done	Planned	Planned	Planned	Jun
Address / Unit 2	97 Old Water St. Lo...		Started	Done	Done	Done	Stuck	Delayed	Planned	Planned	Planned	Jun
Address / Unit 3	124 Glenridge Drive...		Started	Done	Done	Done	Working on it	Working o...	Planned	Planned	Planned	Jun
Address / Unit 4	9500 Theatre St. O...		Started	Done	Done	Done	Done	Working o...	Planned	Planned	Planned	Jun
Done												
Address / Unit 6	9870 Fulton Lane S...		Job completed	Done	Done	Done	Done	Done	Done	Done	Done	Jun
Board summary 0 items												Jun 15

Powered by  **monday.com**

Source: <https://support.monday.com/hc/en-us/articles/360015350000-Construction-Workflow>

THE MAIN MONDAY.COM FEATURES

The main part of Monday.com is organizing our workplace, set our team roles and permissions in order to create better team collaboration and communication regarding the project implementation.

Further in this document we will point out some basic concepts and possibilities when creating workspace, roles and communication in Monday.com.

Project implementation using Monday.com

On the Monday.com's website we can find all the necessary information about getting started with

Monday.com. but there are also a video tutorials. There are a few easy steps on how to start with our work¹:

- Step 1 - Create a board
- Step 2 - Choose a template
- Step 3 - Create your groups
- Step 4 - Add your tasks
- Step 5 - Add your columns
- Step 6 - Start turning things Green

Further in the document we will describe the key terms and possibilities that are needed for better use of Monday.com's available options.

The board features

After approval of our project we were ready to start planning its implementation. In order to do that, we will use Monday.com planning board to map all of the project activities on the project in order to stay on-track and organize every step of the way. It allows us to create a structure depending on our needs looking at automations for dates. It gives us a complete overview of the project budget allocations in one place. We can also view our project timeline by view our board in Timeline View in order to see a Gantt chart layout of our project including milestone events.

Simply said, a board is the place where we group our items in one place. Basically, it is a virtual white board where we online keep track of everything from everyday tasks to month/year long projects.

There are also three types of board:

- main,
- shareable and
- private.

¹ <https://support.monday.com/hc/en-us/articles/115005305649-How-to-get-started-with-monday-com>

The structure of all these three boards is the same. The difference is about their access level. They are made of three components²:

- groups - it helps us organize and segment all the information on our board.
- columns – are part of our board which allows us to add important any necessary information
- items - an individual row in a group. The content is up to you to name/create it. It represents a list of tasks in the projects.

Group features

A group is a color-coded section on our board that contains our items (rows). When creating a board, we need to create our groups. Our board will by default always contain at least one group. A group can be a specific step of a project or whatever we need in the project implementation period.

Monday.com allows us to customize our group: rename it or change its color and also allows us to duplicate a group, collapse it or move it to a different board.

Column features and possibilities

As we already said, columns are part of the foundation of our board. The Monday.com provides countless possibilities of use, through the document we will give the overview of the ones most important for the implementation of our project.³

The People column

This column allows us to assign each task to a specific project partner or more partners to a single item in a single column. It offers us, to visually see who is responsible of some task and give ownership of tasks to our project partner and their institutions team members.

² <https://support.monday.com/hc/en-us/articles/115005317249-What-is-a-Board->

³ <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices-#>

This Month

	Multiple Person	Plan	Draft	Final Proposal
Project Runaway		Done	Done	Done
Project Expertise		Done	In review	Working on it
Project Kitchen Alliance			Stuck	Stuck
+ Create a New Pulse (Row)				

Enter name

- Lisa (CSM)
- Ashley
- Joan
- Invite a new team member by email

Source: <https://support.monday.com/hc/en-us/articles/360002281539-The-People-Column>

The Status column

This column allows us to visually keep track of the progress of our tasks by using color labels of our choice. There are 20 colors available. There is also the possibility to use the status column to prioritize and categorize our tasks. This is the most important column because it gives us possibility to see if the task is completed, is being worked on, or negative such as stuck. This column facilitates control over the implementation of tasks and indicates possible problems and how they can be resolved in time.

This Week

	Owner	Priority	Status	Date
Record Webinar		High	Working on it	Jul 5
Write articles		High	Done	Mar 14
Tag tickets		Medium	Waiting for review	Mar 21
Write new API doc		Medium	Working on it	Jun 30
+ Add				

Source: <https://support.monday.com/hc/en-us/articles/360001269685-The-Status-Column>

The Text column

This column allows us to add any type of text that best suits our needs and that we find necessary and useful for all members of the partnership consortium – such as a phone number or address.

The Date column

The date column allows us to set up due dates for our tasks such as project activities, deliverables or events. We can also choose to add a specific time to our set date – which is very useful if the task needs to be done

by specific hour. It is possible to adjust time format between 12hr or 24hr and Date format between MM/DD/YY or DD/MM/YY. It is important to mention that the status and date column we chose will be dependent on one another. The date icon changes the shape. For example: if our due date is today, the date icon will appear as full. If the date passed already, the item icon will turn red. If our due date is in the upcoming in a few days, our date icon will show as partially full. That gives us visually fast information about the status we are in. Simply said, it helps us keep track of what need to get done.

Storytelling Inc.		Owner	Date	Status
Create copy for Campaign			Dec 18, 2019	Done
Design website			Dec 27, 2019	Done
Update landing page			Dec 16, 2019	Stuck
Make social media plan			Dec 24, 2019	Working on it
+ Add				

Source: <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices->

The Numbers column

By using this column it is easy to track expenses or calculate the total number of hours spent on a project. The Numbers Column allows us to get simple calculations of the sum, average, median, minimum, maximum, or a count of all the numbers in the list.

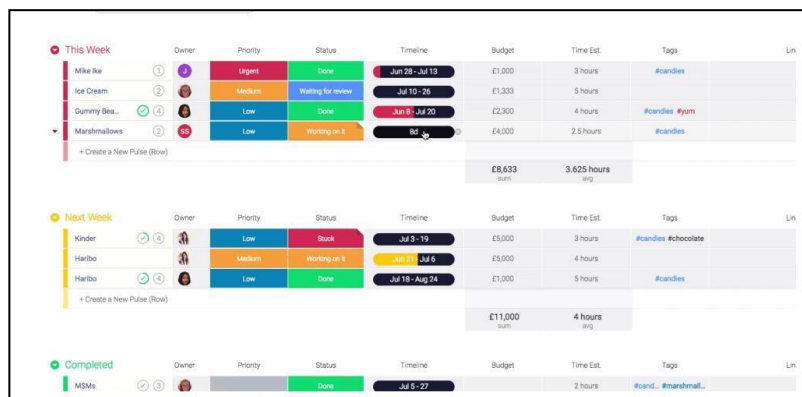
It is important to help our financial manager to keep control on the budget and to know in every moment about how much money can be spent on some activity, equipment or staff salary costs.

Venues		Owner	Status	Best for	Price Quote
Midtown			Waiting for price proposal	Summit	\$15,000
Madison Square Garden			Not relevant	Conference	\$12,000
Radio City			Booked!	Offsite	\$12,500
The bowery Room			Waiting for price proposal	Conference	\$13,000
Apollo Theater			Waiting for price proposal	Wedding	\$10,000
Barclays Center			Not relevant	Birthday	\$20,000
MetLife Stadium			Booked!	Party	\$18,000
+ Add					
					\$100,500 sum

Source: <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices->

The Timeline

Timeline is a version of a Gantt Chart which shows a partners on a project to see their workflow in easy visual way. It allows us to keep in track with all our assignments. Its biggest advantage is that is visually simple to see which activities start at the same time and which ends so we do not miss the deadline. That is why it is very useful for the project coordinators and for the preparation of the project progress report because it clearly shows the duration of each activity as well as the simultaneous overlapping of several activities.

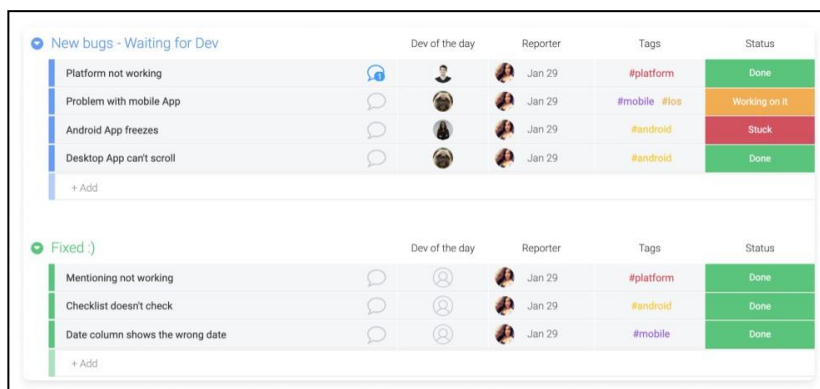


	Owner	Priority	Status	Timeline	Budget	Time Est	Tags	Lin
This Week								
Mike like	1	Urgent	Done	Jun 28 - Jul 13	€1,000	3 hours	#candies	
Ice Cream	2	Medium	Waiting for review	Jul 10 - 26	€1,333	5 hours		
Gummy Bear...	3	Low	Done	Jun 8 - Jul 20	€2,300	4 hours	#candies #yum	
Marshmallows	4	Low	Working on it	Jul 5 - 27	€4,000	2.5 hours	#candies	
					€8,633 sum	3,625 hours avg		
Next Week								
Kinder	5	Low	Stuck	Jul 8 - 19	€5,000	3 hours	#candies #chocolate	
Haribo	6	Medium	Working on it	Jul 15 - Jul 6	€5,000	4 hours		
Haribo	7	Low	Done	Jul 18 - Aug 24	€1,000	5 hours	#candies	
					€11,000 sum	4 hours avg		
Completed								
MDMs	8	Low	Done	Jul 5 - 27		2 hours	#cand... #marshmall...	

Source: <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices->

The Tags column

The Monday.com allows us to list a keywords that will appear next to a hashtag symbol (#) which can help us to group items from different groups or different boards using the same tags.

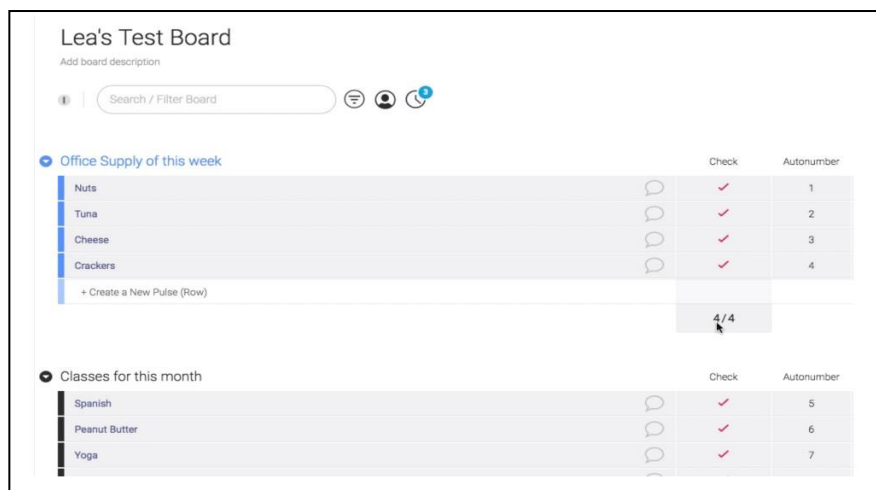


	Dev of the day	Reporter	Tags	Status
New bugs - Waiting for Dev				
Platform not working		Jan 29	#platform	Done
Problem with mobile App		Jan 29	#mobile #ios	Working on it
Android App freezes		Jan 29	#android	Stuck
Desktop App can't scroll		Jan 29	#android	Done
Fixed				
Mentioning not working		Jan 29	#platform	Done
Checklist doesn't check		Jan 29	#android	Done
Date column shows the wrong date		Jan 29	#mobile	Done

Source: <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices->

The Checkbox column

This column gives us the possibility of selection and easier review of the tasks that have been done. It is easy to see (in numbers) how many tasks is done and how much of them needs to be done.



Source: <https://support.monday.com/hc/en-us/articles/115005310285-What-are-the-column-choices->

ACCESSIBILITY IN USE OF MONDAY.COM

Roles and permissions

The Monday.com offers different roles and permissions to all of its users.

There are different roles⁴:

1. **admin** - has the ability to oversee the entire account. He can manage everything from users and boards to security and billing. This role allows for one team member (or more) to manage teams effectively and securely.
2. **team member** – college/employees in an organization or on the same project on which we work with everyday. They can see all information on Main Boards, and can be invited to collaborate easily on both shareable and private boards.

⁴ <https://support.monday.com/hc/en-us/articles/360002144900-What-Are-The-Levels-of-Users-In-My-Account->

There is important to emphasize that there are two types of team members:

- members and
- viewers.

The first type of team member has editing access. The member can:

- create and edit a board
- create and edit items
- create and edit folders
- invite other members inside a board and item
- viewing capabilities of all main boards
- be invited to shareable or private boards
- edit his profile
- communicate and add attachments

And the other member – the viewer - can be invited to your Monday.com account. They have access to the main board section and to the shareable or private boards we decide to share with them. They can only view boards. It is important to mention that they do not have editing rights.

A viewer can⁵:

- view all the boards of the main board section
- open an item and read the updates
- be invited to the shareable or private boards
- edit their profile section
- invite new viewers (unless the admin blocks this setting).
- open the board views
- be assigned to an item
- be added to a team
- export boards to excel
- subscribe themselves and others to an item/ board

⁵ <https://support.monday.com/hc/en-us/articles/360002144900-What-Are-The-Levels-of-Users-In-My-Account->

A viewer cannot⁶:

- create/delete a new board
 - make any changes to any content on a board
 - make any changes to the structure of a board
 - change any setting of the board
 - add updates to a item or like an update posted by someone else
 - be assigned as owner of a board
 - invite a guest to a shareable board
 - create a team
3. **guest user** - is an external member to our team, such as a vendor, client, freelancer or outside consultant. Guest user must have an e-mail domain that is different from the e-mail domains associated with our company/organization. It can only be invited to be a part of Shareable Boards. It will not have the access to view information on the Main or Private Boards.
 4. **subscriber** – is an admin, team member and a guest that follows a board. Each time someone posts an update on a board, it will appear in the inbox of every subscriber of that board.
 5. **A board owner** is the creator of the board or any subscribers of the board which the board creator has chosen to be co-owners of the board. It is an important feature when setting restrictions on the boards.

Functionalities of Monday.com

The Monday.com is a user friendly tool. Every step of the way is easy to create and manage once we start using it. It provides the ability to easily create the necessary content and assign categories to each entered item.

The communication is easily made because it is linked with the activities and everybody who has access can immediately see the information get involved. The flow of documentation is also fast and can be downloaded at any time.

⁶ <https://support.monday.com/hc/en-us/articles/360002144900-What-Are-The-Levels-of-Users-In-My-Account>

There is also the possibility of using board filters as a quick way to search for the most relevant tasks in it. It is very useful, especially for a long board with many groups and activities in it as a way to narrow it down on specific subjects.

THE MONDAY.COM AND INNOVAMARE – HOW WE DID IT

Bearing in mind the importance of communication during the implementation of a large and complex project in which a large number of partners participate, we decided to use all available communication tools to help implement the InnovaMare project.

We as a Lead Partner, have focused all our communication with all our partners on Monday.com for the reasons described above and the benefits which Monday.com provides in order to have fast and clear communication regarding this project.

We created specific boards in which every member has access according to their role and obligations on the project InnovaMare.

The Monday.com boards regarding InnovaMare project

The Lead Partner (CCE) have created several main boards that can be divided into 5 groups:

1. INNOVAMARE:

It is the main board where LP (CCE) have put all the project activities from the application form in order for every member has an overview of the whole project.

This board is available to all members working on the InnovaMare project implementation. In order to have a better overview of the project, we made several groups on the board:

- Events;
- Work package 1: Project management and coordination of activities
- Work package 2: Communication activities
- Work package 3: Enhancement of framework conditions by development of innovation ecosystem
- Work package 4: Creation and establishment of innovation ecosystem model for underwater robotics and sensors
- Work package 5: Cooperation in innovation on robotic and sensors solution (TT) – pilot actions
- Source: Author

INNOVAMARE ★ <small>INNOVATION ECOSYSTEM IN UNDERWATER ROBOTICS AND SENSORS FOR SUSTAINABILITY OF ADRIATIC SEA</small>		
Main Table / 11		
Events	38 Items	Mar 1 - Dec 31
WP 1 Project management and coordination ...	37 Items	Jul 1 - Dec 31
WP2 Communication activities	30 Items	Jul 1 - Dec 31
WP3 Enhancement of framework conditions ...	11 Items	Jul 1 - Jan 31
WP4 Creation and establishment of innovatio...	13 Items	Aug 1 - Apr 30
WP5 Cooperation in innovation on robotic an...	14 Items	Sep 1 - Nov 30
Board summary	143 Items	Mar 1 - Dec 31

Source: Author

Each group has the same columns: Responsible partners; Timeline; Status; Tags; Partners involved; Activity description; Location; External expertise and services; Value; Travel and accommodation; and Timeline.

INNOVAMARE ★ <small>INNOVATION ECOSYSTEM IN UNDERWATER ROBOTICS AND SENSORS FOR SUSTAINABILITY OF ADRIATIC SEA</small>										
Main Table / 11										
Events	Responsible partner	Timeline	Status	Tags	Partners...	Activity descrip...	Location	External expertise a...	Expend amount	Value

Source: Author

This board will contain all the information regarding the project activities, events, and deliverables. On this board all project participants will put their final documents (deliverables) and annexes depending on the activity and event on the project so it could be available to everyone at any time.

2. PROJECT MANAGEMENT STRUCTURE:

The second board is named PROJECT MANAGEMENT STRUCTURE.

It is the most important board that exists because it contains a clear structure in terms of communication and responsibility of each member. The project management structure defines all relationships between project management members and relationships with external members involved in project implementation.

For this reason, it is crucial to properly chart the organization of the project because this is the success of the project.

If we look at the application form of the project InnovaMare, in it we will see that the focus of the work package 1 is focused on project management. Main activities in WP1 are structure, responsibilities, procedures for the day-to-day management and co-ordination communication within the partnership, reporting and evaluation procedures risk and quality management, indicate whether the management is foreseen to be externalized project closure.

As we stated in the project application, InnovaMare Project management structure foresees 2 different levels:

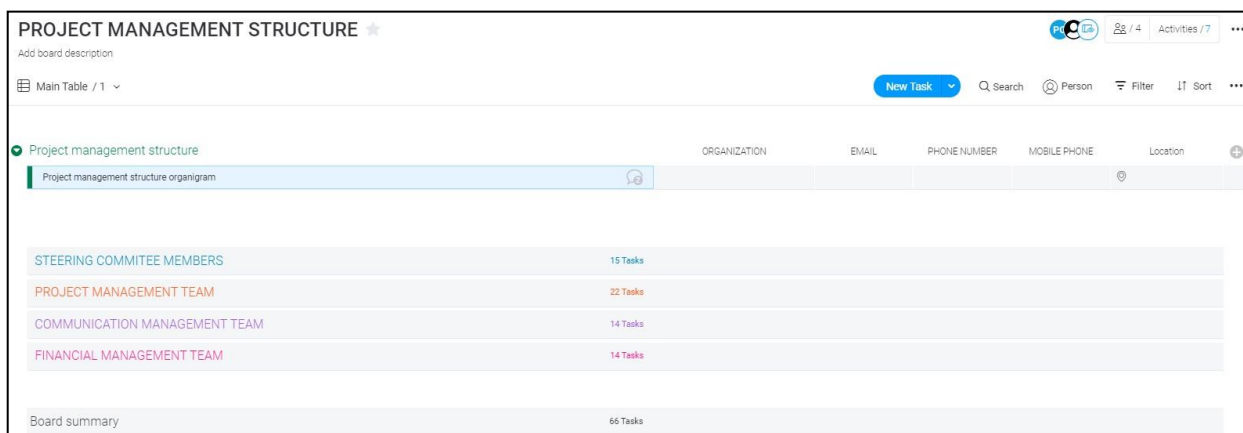
1. **strategic** - it concerns the organization of a relevant decision making systems and it is carried on by the Steering Comitee;
2. **operational** – it concerns day-by day project implementation and it is carried on by PPs appointed staff and experts-Operational management team.

The LP will ensure the general cross-border coordination but all main decisions will be taken on Steering Committee level (StC) which will be established at the kick-off meeting. The StC will be composed by 1 Project Manager per partner and General Project Manager, appointed by the LP. Activities are divided into day to day management where the LP will appoint the cross-border Project Manager responsible for the coordination of activities, daily contact with project partners, communication with MA, coordination of project meetings, cross-border Financial Manager responsible for monitoring of financial performances, preparation of financial reports, assisting the partnership in reporting of expenditures as well as cross-border Communication Manager responsible for communication activities. The StC will be responsible for supervision of project achievements, decisions concerning programme of activities and major changes, any financial and budget-related matter, settling any dispute among partners.

The operational management team is composed by the Project Manager, Financial Manager and Communication Manager appointed by the LP and responsible for the overall coordination, project and financial coordinators appointed by each PP.

Strictly speaking, this board contains name of all partners per institutions, according to their role in the project. It contains the name of the team to which it belongs, e-mail, phone number, and location.

Picture below shows the part of the structure from the Monday.com.



The screenshot shows a Monday.com board titled "PROJECT MANAGEMENT STRUCTURE". It features a table with columns for Organization, Email, Phone Number, Mobile Phone, and Location. The table lists various teams and their associated tasks:

Organization	Email	Phone Number	Mobile Phone	Location
Project management structure organigram				
STEERING COMMITTEE MEMBERS				15 Tasks
PROJECT MANAGEMENT TEAM				22 Tasks
COMMUNICATION MANAGEMENT TEAM				14 Tasks
FINANCIAL MANAGEMENT TEAM				14 Tasks
Board summary				66 Tasks

Source: Author

The stated structure more clearly determines the way of communication and to whom certain questions goes depending on their topic. For example, every question regarding communication must be put in front of all communication managers and their team not directly to LP, Project Manager.

In this way, openness to communication is shown in a clear and transparent way, as well as a clear line of responsibility that the project member has. This certainly contributes to strengthening the relationship between members as well as the rapid exchange of necessary information in real time.

3. EVENTS:

The project contains a lot of events for this reason we made a board dedicated only to them. It contains a description from the application form for each individual event.

Every event has its responsible partner who is in charge of organizing it. There is also a list of partners who participate and assist the responsible partners in organizing the event.

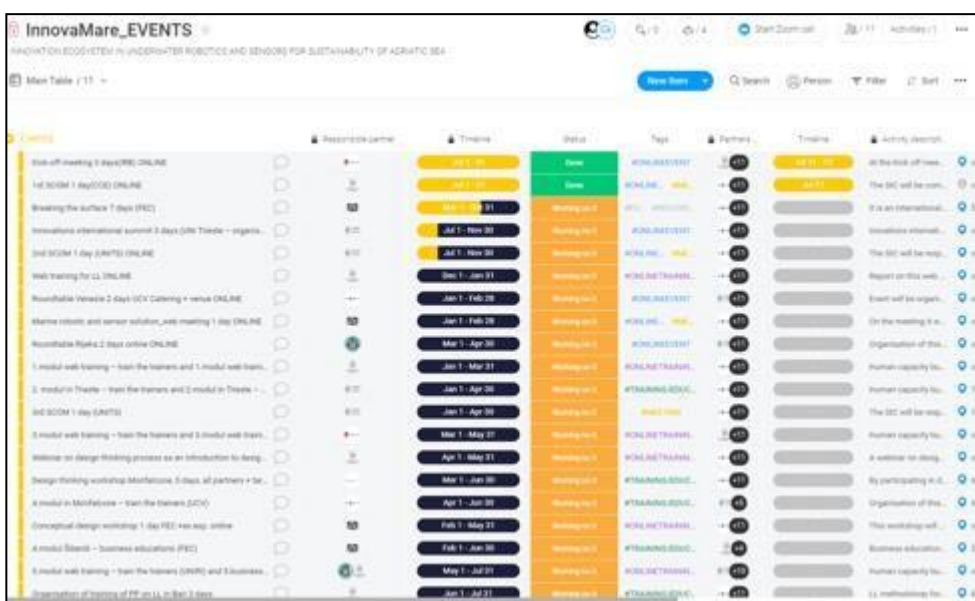
Here we see how much budget is provided for a particular event (for the expertise and services or travel and accommodation costs). Each event has a location column, in order to know at any time where the event will take place or if the location has been changed, in relation to the one reported in the application form, for justified reasons.

Simplified, in this board we have a list of all the events and months they are supposed to be organized. It is opened for all the communication coordinators. It is a place where group participants can:

- discuss, give suggestions, make an attendance list of potential guests, speakers, interested stakeholders.
- make suggestion of the venues, catering, etc.

As we will know the exact date of the event the activity regarding it will be created in this board.

Events as a part of the project implementation are the important indicator of all the activities carried throughout the project. During the implementation of the project InnovaMare, we are planning to organize 38 events, some will be organized together but most of them will be just one event. In order to have everything ready in time – programme, participants, venue, catering, procurement, it is crucial to track everything in real time.



Name	Dates	Status	Type	Partners	Timeline	Activity description
Kick-off meeting 5 days (FREE) ONLINE	Jan 1 - Jan 5	Done	WORKSHOP	at the kick-off meeting...
1st SOCM 1 day (FREE) ONLINE	Jan 1 - Jan 1	Done	WORKSHOP	The SOC will be com...
Breaking the surface 7 days (FREE)	Jan 1 - Jan 31	Working on it	WORKSHOP	It is an international...
Innovation international summit 3 days (ON Trade - urgent)	Jan 1 - Feb 28	Working on it	WORKSHOP	Innovation summit...
2nd SOCM 1 day (FREE) ONLINE	Jan 1 - Jan 31	Working on it	WORKSHOP	The SOC will be rep...
Web training for CA ONLINE	Jan 1 - Jan 31	Working on it	WORKSHOP	Report on this web...
Roundtable Venice 2 days (ON Catering + venue ONLINE)	Jan 1 - Feb 28	Working on it	WORKSHOP	Event will be urgent...
Marine robotics and sensor solution web meeting 1 day ONLINE	Jan 1 - Feb 28	Working on it	WORKSHOP	On the meeting 3 m...
Roundtable Rijeka 2 days online ONLINE	Mar 1 - Apr 30	Working on it	WORKSHOP	Organization of this...
1. module web training - train the trainers and 1 module web train...	Jan 1 - Mar 31	Working on it	WORKSHOP	Human capacity bu...
2. module in Trieste - train the trainers and 2 module in Trieste + ...	Jan 1 - Apr 30	Working on it	WORKSHOP	Human capacity bu...
3rd SOCM 1 day (FREE)	Jan 1 - Apr 30	Working on it	WORKSHOP	The SOC will be rep...
3 module web training - train the trainers and 3 module web train...	Mar 1 - May 31	Working on it	WORKSHOP	Human capacity bu...
Workshop on design thinking process as an introduction to design...	Apr 1 - May 31	Working on it	WORKSHOP	A workshop on design...
Design thinking workshop Marfaresca, 5 days, all partners + 3e...	Mar 1 - Jun 30	Working on it	WORKSHOP	By participating in it...
4 module in Marfaresca - train the trainers (ONLINE)	Apr 1 - Jun 30	Working on it	WORKSHOP	Organization of this...
Conceptual design workshop 1 day (FREE) + web exp. online	Feb 1 - May 31	Working on it	WORKSHOP	This workshop will...
4 module Rijeka - business education (FREE)	Feb 1 - Jun 30	Working on it	WORKSHOP	Business education...
5 module web training - train the trainers (ONLINE) and 5 business...	May 1 - Jul 31	Working on it	WORKSHOP	Human capacity bu...
Preparation of business of PFP and CA in Rije 3 days	Jan 1 - Jul 31	Working on it	WORKSHOP	CA methodology bu...

Source: Author

As can be seen from the picture, the first event was a Kick-off meeting organized online by Lead Partner.

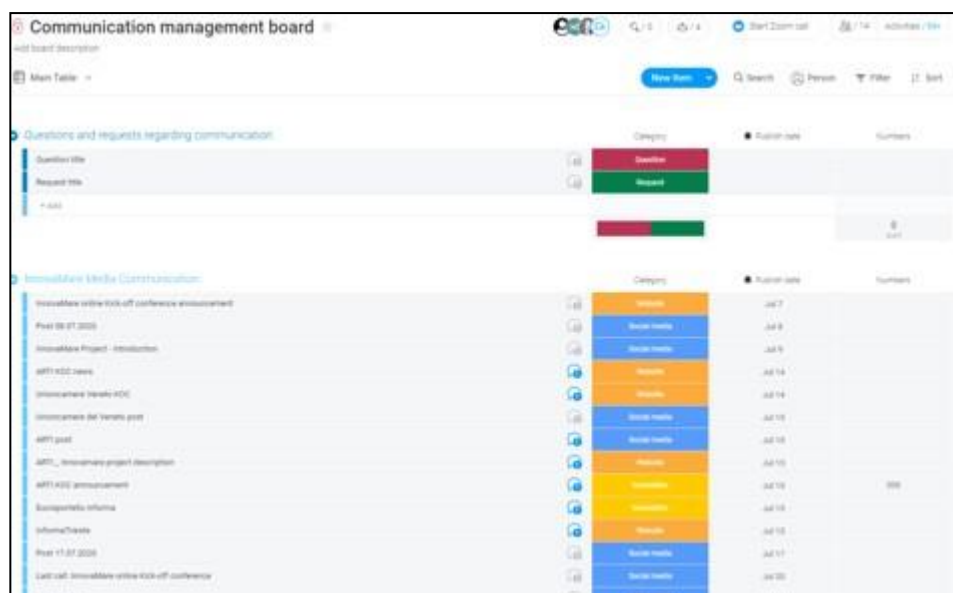
Events are important to us, for the reasons of organization as well as the information collected by the participants. For this reason, it is very important to know who the participants of each event are and in what way each is best organized.

It is also necessary to monitor the realized outputs in terms of target groups on the project listed in the application through events.

4. COMMUNICATION MANAGEMENT BOARD:

This board will also be open for all the communication coordinators of the project. The board is created with the aim of the discussion about all the media and social media activities. It is a place where all the communication coordinators could add all the posts, announcements, published interviews, articles regarding our project to reach better visibility we will add the number of people reached by each social media post monthly.

Our intention is that every activity regarding communication goes directly to the Communication manger (LP) and WP2 leader ARTI (PP3). It is a place for posting opinions and suggestions related to communication about the project. In this regard, we created categories: Questions and requirements and InnovaMare Media Communication that includes the names of articles/posts/events with the corresponding category depending on the media in question as shown picture below.



Category	Question title	Request title	Number
Questions and requests regarding communication			
Questions and requests regarding communication			
InnovaMare Media Communication			
InnovaMare online kick-off conference announcement			
Post 05.07.2020			
InnovaMare Project - introduction			
ARTI KICC news			
InnovaMare (video KICC)			
InnovaMare del Veneto post			
ARTI post			
ARTI - InnovaMare project description			
ARTI KICC announcement			
European media influence			
InnovaMare			
Post 11.07.2020			
Last call: InnovaMare online kick-off conference			

Source: Author

The communication coordinators will agree on an appropriate approach based on stakeholder information needs and requirements to project promotion as well as the tools to be used for this purpose. They will also agree on time periods for posts on social networks and other platforms.

5. WORK PACAGES:

This group is actually made up of 5 boards. Each board presents one work package of the InnovaMare project.

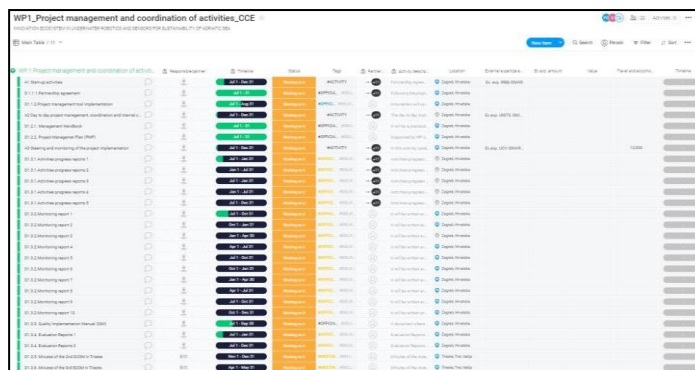
So there are 5 different Boards:

- WP1_Project management and coordination of activities - responsible partner is Croatian Chamber of Economy (CCE) – LP
- WP2_Communication activities - responsible partner is Regional Agency for Technology and Innovation (ARTI) – PP3
- WP3_Enhancement of framework conditions by the development of innovation ecosystem, responsible partner is Regional Union of the Chambers of Commerce of Veneto Region (UCV) – PP1
- WP4_Creation and establishment of an innovation ecosystem model for underwater robotics and sensors, responsible partner is Croatian Chamber of Economy (CCE) – LP
- WP5_Cooperation in innovation on robotic and sensors solution (TT) – pilot actions: Faculty of Electrical Engineering and Computing - PP9 and National Research Council (CNR) – PP4

Each work package is designed in such a way that all involved members of the work package can see a list of main activities and a detailed description of each activity as well as each related event and project output that is part of the work package.

On this board, we will be able to communicate about all the activities and their implementation as well as the deliverables under each work package.

It will be easier to track the progress or to help partners that will may need help with implementation of some activities, give us suggestions, and discuss all the issues regarding the WPs.



Source: Author

MONITORING TOOL - BUDGET

The Lead Partner is responsible for operational and financial reporting at project level. The reports will be prepared by collecting data from partners on 3 months basis. The Lead Partner will use programme templates and prepare several additional tools to collect accurate data related to implemented activities, tenders, awarded contracts, spending delays.

In order to track and collect all that data easily, Lead Partner will develop monitoring tool under control the advancement of each activity and financial performances of each partner. The tool will monitor several aspects status, delays, recovery plans.

Most used column in this bord will be number column. By using this column it is easy to track expenses or calculate the total number of hours spent on a project. The Numbers Column allows project partners to get simple calculations of the sum, average, median, minimum, maximum, or a count of all the numbers in the list.

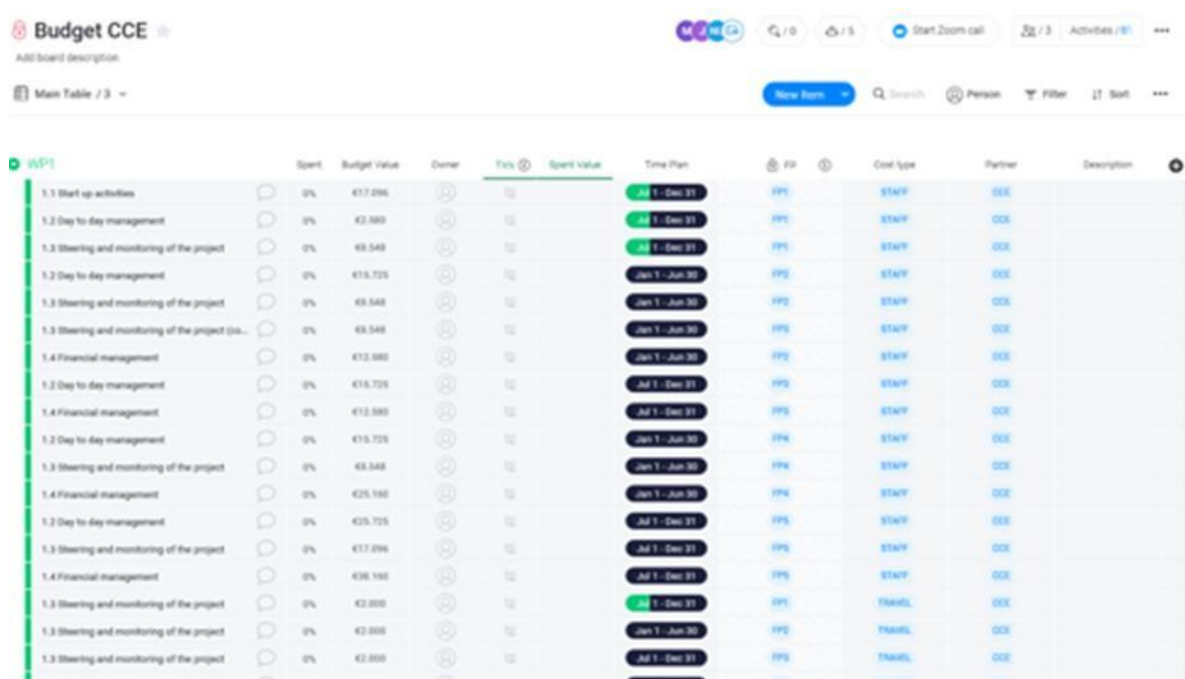
The bord Budget is created for a Financial manager and financial coordinators appointed by each project partner in so that everyone has an overview and control over the budget. This is the main place for monitoring of financial performances, preparation of financial reports, assisting the partnership in reporting of expenditures. It is important for financial manager and financial coordinators to keep control on the budget and to know in every moment about how much money can be spent on some activity, equipment or staff salary costs.

As it was said in the application form, the Lead Partner is responsible for operational and financial reporting at project level. The reports will be prepared by collecting data from partners on 3 months basis.

The Lead Partner will use programme templates and prepare several additional tools to collect accurate data related to implemented activities, tenders, awarded contracts, spending delays.

Mentioning the budget, the role of the Steering Committee (StC) should also be mentioned. The StC will be able to take corrective decisions, approve activity closure, budget modifications, manage risks, etc. On semester basis, the partnership submits to the programme management bodies activity and financial reports in order to allow the programme monitoring in relation to project activities and budget objectives achievement. Financial Reports (FR) & Payment Claims (PC) - FRs activity is carried on by the project Financial Manager upon the receipt of PPs. In accordance with activity 1.4. Financial management; D 1.4.1. Monitoring tool - the Lead Partner will elaborate a specific monitoring tool under control the advancement of each

activity and financial performances of each partner. The tool will monitor several aspects status, delays, recovery plans and this board will be the main source of data when it comes to the budget and its items.



WPI	Spent	Budget Value	Owner	Tasks	Spent Value	Time Plan	FP	Cost Type	Partner	Description
1.1 Start up activities	0%	€17.096		12		Jul 1 - Dec 31	FP1	STAFF	OC	
1.2 Day to day management	0%	€2.000		12		Jul 1 - Dec 31	FP1	STAFF	OC	
1.3 Steering and monitoring of the project	0%	€9.548		12		Jul 1 - Dec 31	FP1	STAFF	OC	
1.2 Day to day management	0%	€15.725		12		Jan 1 - Jun 30	FP2	STAFF	OC	
1.3 Steering and monitoring of the project	0%	€9.548		12		Jan 1 - Jun 30	FP2	STAFF	OC	
1.3 Steering and monitoring of the project (in...)	0%	€9.548		12		Jan 1 - Jun 30	FP2	STAFF	OC	
1.4 Financial management	0%	€12.000		12		Jan 1 - Jun 30	FP2	STAFF	OC	
1.2 Day to day management	0%	€15.725		12		Jul 1 - Dec 31	FP3	STAFF	OC	
1.4 Financial management	0%	€12.000		12		Jul 1 - Dec 31	FP3	STAFF	OC	
1.2 Day to day management	0%	€15.725		12		Jan 1 - Jun 30	FP4	STAFF	OC	
1.3 Steering and monitoring of the project	0%	€9.548		12		Jan 1 - Jun 30	FP4	STAFF	OC	
1.4 Financial management	0%	€25.160		12		Jan 1 - Jun 30	FP4	STAFF	OC	
1.2 Day to day management	0%	€25.725		12		Jul 1 - Dec 31	FP5	STAFF	OC	
1.3 Steering and monitoring of the project	0%	€17.096		12		Jul 1 - Dec 31	FP5	STAFF	OC	
1.4 Financial management	0%	€36.160		12		Jul 1 - Dec 31	FP5	STAFF	OC	
1.3 Steering and monitoring of the project	0%	€2.000		12		Jul 1 - Dec 31	FP1	TRAVEL	OC	
1.3 Steering and monitoring of the project	0%	€2.000		12		Jan 1 - Jun 30	FP2	TRAVEL	OC	
1.3 Steering and monitoring of the project	0%	€2.000		12		Jul 1 - Dec 31	FP3	TRAVEL	OC	

Source: Author

The entered budgets in the Monday.com are the same ones as in stated in the application form. The budget reflects the finances divided by work packages and by partners in order to more easily have control over the financial resources available.

InnovaMare budget reflects the financial needs for the achievement of the planned outputs. Project partners budget shares were calculated according to financial capacities, real costs and effective attribution of responsibilities. The achievement of planned results implies the technical and financial contribution of each partner.