Project Execution Guidelines for the VLD Geofencing call (SESAR-2017-1)

Abstract

This document provides guidance to applicants on how they are expected to fulfil the project management requirements set out by the SESAR Joint Undertaking in the context of the SESAR 2020 VLD Geofencing call (SESAR-2017-1).

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1 Introduction

1.1 Purpose of the Document

This document provides guidance to beneficiaries of Grant Agreements that result from SESAR VLD Geofencing Call for Proposals (SESAR-2017-1) on the way they are expected to fulfil the project management requirements during project execution.

The SESAR programme includes projects extending through Exploratory Research, Industrial Research and Validation and Very Large Scale Demonstrations (VLD), as shown in figure 1.

The Very Large Scale Demonstrations (VLD) are designed to help fill the gap between the development and deployment phases and in particular, to:

- Generate further confidence to support buy-in from main stakeholders including regulators for future deployments;

- Significantly reduce the business risks for both operational stakeholders and industry, in particular for changes included in the Common Projects;

- Provide further inputs to related standardisation activities;

- Raise awareness regarding SESAR activities related to ATM performance issues and their results;

- Accompany SESAR pioneers all the way to pre-deployment; and

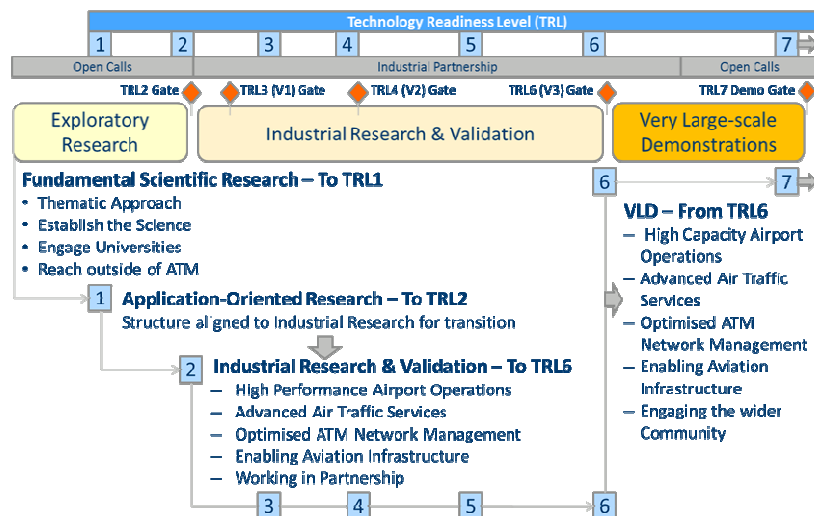- Assess full-scale deployment readiness.

Figure 1: ER and VLD activities within SESAR programme

This call covers demonstration activities (e.g. the last part of SESAR 2020 Research and Innovation (R&I) Pipeline), whose general objectives are similar to the VLD ones. The Demo (TRL7) Gate is foreseen for transferring mature Demonstration results to the Industrialisation and Deployment activities. As such, the demonstrations will build on mature technologies and will aim at reaching TRL6/7 to de-risk deployment activities.

This Execution Framework is required to allow the SJU to run the Programme and to monitor and control the project across SESAR 2020 Pillars (Exploratory Research, Industrial Research and Large Scale Demonstration projects). This will enable the transition of results from Demonstration to subsequent phases.

1.2 Acronyms and terminology

Term	Definition
AGS	Active Geofencing Service
CAA	Civil Aviation Authority
CFS	Certificate on the financial statement
DEMOP	Demonstration Plan
DEMOR	Demonstration Report
EASA	European Aviation Safety Agency
EC	European Commission
ER	Exploratory Research
EUROCAE	European Organisation for Civil Aviation Equipment
GA	Grant Agreement
ICAO	International Civil Aviation Organization
MGA	Model Grant Agreement
NAA	National Aviation Authority
NSA	National Supervisory Authority
R&I	Research and Innovation
RIA	Research and Innovation Action
SESAR (2020)	Single European Sky ATM Research Programme (2020)
SJU	SESAR Joint Undertaking
SME	Small and Medium Enterprise

STELLAR	SESAR Tool Enabling coLLaborative ATM Research
TRL	Technological Readiness Level
VLD	Very Large Scale Demonstrations

1.3 SESAR 2020 Guidelines adapted to VLD activities

This document focusses on a limited set of processes that are considered essential for the SESAR Geofencing research activities, and provides additional SESAR project management guidelines.

It should be noted that the S2020 documentation related to Very Large-scale Demonstration (VLD) maintained by the SJU and published through the Collaborative Environment STELLAR (SESAR Tool Enabling coLLaborative ATM Research) is fully applicable to the AGS projects. Most of the guidelines presented in this document are common to Very Large-scale Demonstration projects, with some differences that reflect the different level of maturity associated to this category of projects.

1.4 Deliverables

For each project awarded, the contractual deliverables are as follow:

- a Demonstration Plan which must be transferred to SJU T0+3 months (T0 is the starting date of the Grant) – DEMOP;

- a Demonstration Report – DEMOR. This report will be delivered to the SJU for approval at latest one month before the project Closeout/Maturity Gate meeting which must happen at the latest one month before the end of the Action.

All deliverables should follow a SESAR template which will be delivered by the SJU at the project Kick-off Meeting.

Both demonstration plan and demonstration report are publishable documents by SJU.

The main items to consider in the Demo Plan and/or in the Demo Report are:

1 Executive summary

2 Introduction   (Purpose and Scope of the document)

3 Demonstration Scope; Purpose;

4 (*Demo Plan*) Project Management (Objectives, Related SESAR Solution(s) reference data pack(s); Content Development and Integration Approach; Project Management and Organisation) including detailed Gantt Chart

 or

 (*Demo Report*) Demonstration Results (detailed analysis of the results per demonstration objective; confidence in results)

5 (*Demo Plan*) Demonstration Plan (Demonstration Approach; Stakeholder's expectations; Operating method description; Demonstration Objectives and Assumptions, Exercises Planning; Exercise description and scope; Reference Scenario(s)

 Or

 (*Demo Report*) Conclusions and Recommendations (considering the industrialisation, standardisation, deployment)

7 Communications (Objectives and Strategy; Project High Level Messages; Target Audience Identification; Schedule of communication activities)

8   Reference Documents

Appendix A   Safety Plan or Safety Report

Appendix B   Security Plan or Security Report

Appendix C   Human Performance Assessment Plan or Human Performance Assessment Report

Appendix D   Technical requirements to be proposed for Standardisation

Additional aspects requiring further details in the DEMOP/DEMOR could be agreed at the Kick-off meeting, as required.

In particular, The DEMOR will be used at the Project Closeout meeting to discuss the transition to subsequent development stages including a self-assessment of the TRL (Technology Readiness Level) achieved at the end of the project. The SJU will verify the maturity achieved in order to establish the appropriate transition of the results to subsequent phases.

1.5 Usage of SESAR Tool for coLLaborative ATM Research (STELLAR)

SESAR 2020 DEMONSTRATION project will have the obligation to use the STELLAR for all project related activities, such as:

- Submission of project deliverables (i.e. DEMO Plan and DEMO Report) (ref to section 1.4);
- Submission of the Final technical report & of the final Financial report (ref to section 3.3);
- Risk & Issues Management;
- Requests for Amendments;

Further information on how to use STELLAR will be delivered by the Programme Manager at the project Kick-off Meeting.

2 Communication Activities

2.1 Communication Plan

Beneficiaries must promote the project and its results, in accordance with Article 12.1 of the Call for proposal. Therefore, a Communication Plan was already foreseen in the proposal, which need further elaboration in the DEMOP.

The Communication Plan section of the DEMOP shall define clear objectives and set out a concrete strategic planning for the communication activities (including a description and timing for each activity throughout the project duration).

2.1.1 Content

The Communication Plan section of the DEMOP is expected to include the following elements:

- Name and contact details of project communications point of contact ;
- Communication objectives;
- Several high-level messages about the project, referring to the benefits that the project is expected to bring (these messages should be updated by the end of the project);
- Short "About" project description (max 15 lines) in language suitable for non-experts;
- A calendar of planned communications activities (which shall also be implemented in the Gantt);
- Metrics (including analytics of press coverage, website and social) used for measuring success of the communication activities.

2.1.2 Key Communication activities per target audience

The Communication Plan section of the DEMOP is expected to foresee at least activities relating to:

SESAR ATM Research Community:

- Participation at SESAR demonstrations event (e.g. posters, presentation, demonstrators, reports);Publication of papers in scientific journals;
- Participation and presentation at scientific conferences aimed at informing about project results, innovative methods, tools, etc.

  When required, organisation of dedicated workshops to present the project's results to the SESAR community and get feedback from domain experts, aiming at incorporating the feedback into the project activities;

General Public:

- Web communication: presence on SJU website through a dedicated page, presence on the social networks (optional), creation of project website where the abstracts of project deliverables and publications can be made available with a regular update (recommended);

- Other communications on project objectives and results through general press, e-magazines, brochures, news, interview opportunities with the media and dedicated press releases, aimed at raising interest and increasing knowledge to the general public (optional).

- Any communication activity that is expected to have a 'major media impact', i.e. media coverage (online and printed press, broadcast media, social media, etc.), that will go beyond a local impact and which could have the potential for national and international outreach must be first notified to the SJU.

Information given may not include classified or restricted results (cf. Article II.9 of the SJU Model Grant Agreement).

Please note that Communication activities are taken into consideration during the evaluation as part of the criterion "impact".

For further guidance please refer to Article 1.10 of the SJU Model Grant Agreement (Ref [2]).

2.2 Visibility of EU funding

In accordance with Article 2.8 of the SJU Model Grant Agreement, beneficiaries shall, during the project and afterwards, ensure the visibility of EU funding for any communication activity related to the project and on any major result (including prototypes) funded by the grant, by:

- displaying the EU and the SJU logos (on the project deliverables, presentations, website, etc..);

- including the reference to EU funding set out in the Grant Agreement;

- including relevant disclaimers.

For further guidance please refer to Article 2.8 of the SJU Model Grant Agreement (Ref [2]) and to the guidance provided below.

2.3 SESAR 2020 DEMONSTRATION Word Template

All Project deliverables will comply with a SESAR 2020 DEMONSTRATION Word Template that will be delivered by the Programme Manager at the project Kick-off Meeting.

The following general communication guidelines will apply:

- Copyright owner shall be inserted after the Authoring and Approval section by the beneficiaries based on their legal assessment, in line with their contractual arrangements governing the intellectual property rights. In case the beneficiaries wish that the copyright disclaimer is used also in the communication activities by the SJU, they shall provide the SJU with their wording.

- The following disclaimer shall be used as a footnote to the introduction: "The opinions expressed herein reflect the author's view only. Under no circumstances shall the SESAR Joint Undertaking be responsible for any use that may be made of the information contained herein."

- The size of the project logo in the page header shall not exceed the size of the SESAR logo.

- If required company logos can be inserted on the last page of the document. As a general rule, when displayed together with another logo, the EU emblem must have appropriate prominence

2.4 SESAR 2020 DEMONSTRATION Presentation Template

All Project presentations to be provided to the SJU and to an external audience (workshops, conferences, dissemination events in general) will comply with a SESAR 2020 DEMONSTRATION PowerPoint Template that will be delivered by the Programme Manager prior to the project Kick-off Meeting

The following general communication guidelines will apply:

- If required, the following copyright note can be added to the slide footer: "© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the SESAR Joint Undertaking under conditions."

- The name of the copyright owner shall be inserted by the beneficiaries based on their legal assessment, in line with their contractual arrangements governing the intellectual property rights.

- In case the beneficiaries wish that the copyright disclaimer is used also in the communication activities by the SJU, they shall provide the SJU with their wording.

- The size of the project logo in the slide header shall not exceed the size of the SESAR logo.

- If required company logos can be added on a separate slide.

As a general rule, when displayed together with another logo, the EU emblem must have appropriate prominence.

2.5 Coordination with SJU Communications Sector

To ensure consistency with the SESAR brand, project consortia are requested to contact the SJU Communications Sector when preparing Communication and Dissemination activities.

The following SJU email address will be used: communications@sesarju.eu

3 Project Execution

3.1 Submission of Project Deliverables

Project deliverables including the DEMOP and DEMOR will be handed over for SJU assessment by uploading them on the dedicated project page on STELLAR (Ref [1]).

Based on the fact that the effort spent after the Closure Meeting will not be eligible, all project deliverables will have to be submitted for approval at latest two months before the Closeout meeting (with the exception of the DEMO Report which can be delivered for acceptance one month before the Closeout meeting).

3.2 SJU Assessment of Project Deliverables

The SJU assesses the handed-over deliverable with special emphasis on the validity of its content, alignment with commitments, internal consistency and compliance with the relevant contractual provisions set forth in the grant agreement, compatibility with SJU obligatory material (e.g. templates) and other SESAR programme management documents and guidelines as detailed in the present paper.

The SJU aims to evaluate a deliverable within 30 days from the delivery, and may:

- Accept it in writing, in whole or in part, or make acceptance of the deliverable subject to certain conditions;

- Request in writing certain clarifications or additional information, as appropriate. The Consortium shall answer the SJU's request within 15 days from receipt of the SJU's request for clarifications or additional information. If, upon receipt of the clarification or additional information, the SJU does not respond within 30 days, this clarification or additional information shall be deemed accepted.

- Reject it by giving the appropriate justification in writing.

Following the SJU assessment of a project deliverable, the status of acceptance can be:

- Accepted (No Reservation)

  This means that the SJU does not have significant comments and there is no need for the project to produce an improved version of the deliverable. The deliverable will be marked STELLAR as accepted.

- Reservations (Reservations requiring clarifications/revision)

  This means that the SJU has significant comments and there is a need for the project to produce an improved version of the deliverable. The deliverable will be marked as "re-opened" on STELLAR, which will allow the project to re-submit this deliverable.

- Rejected (Critically deficient)

This means that the SJU considers the deliverable of insufficient quality and/or not in line with the deliverables foreseen in the grant. In this case the project is not expected to resubmit an improved version of the deliverable. The deliverable will be marked as 'Rejected' on STELLAR and the project will not be able to re-submit a new version of this deliverable. There will be implications for the eligible cost of the grant execution.

3.3 Final Report

The Final Report covers the whole project and is composed of a **Final Technical report** and a **Final Financial report** (ref Article I.4.4 of the Model Grant Agreement).

It is delivered as soon as possible, at latest within 30 days from the completion of the Action.

3.3.1 Final Technical Report

The project will deliver a final report on implementation of the action ('final technical report'), drawn up in accordance with Annex V, containing:

(i) the information needed to justify the eligible costs declared or the contribution requested on the basis of unit costs and lump sums (where the grant takes the form of the reimbursement of unit or lump sum costs or of a unit or lump sum contribution, as provided for in Article I.3.2(a)(ii) and (iii), (b) or (c)),;

(ii) information on subcontracting as referred to in Article II.11.1(d) of the Model Grant Agreement;

3.3.2 Final Financial Report

The Final Financial Report includes:

- The final financial statement

- A summary financial statement (consolidating the data from all individual financial statements for all beneficiaries and linked third parties) and that constitutes the request for payment of the balance;

- In some cases) it must be accompanied by a certificate on the financial statements and underlying accounts.

3.4 Risks and Issues Management

Risks are potential events that may affect a Project negatively, while issues are actual events. Thus, risks must be managed in order to avoid that they become issues (prevention) or that their initially expected effect becomes actual (protection). Issues must be treated as soon as possible and, where necessary, escalated to the appropriate level in the shortest timeframe. A risk may remain open, while an issue must be solved.

Managing risks and issues is a continuous process to be organized by the project, focussing on:

- Identifying, describing and assessing risks and issues;

- Maintaining risk and issue information regularly, i.e. checking on a regular basis if it is up-to-date, exhaustive and accurate enough;

- Defining actions to mitigate the risks and issues, an expected level of effectiveness of these actions should be assessed;

- Implementing these actions;

- Controlling their effectiveness.

The management of project Risks and Issues will be done via STELLAR (Ref [1]).

All Project risks and issues are reviewed during the Project Review, with a particular focus on their evolution.

3.5 Request for Amendments

Any contractual change on the Grant Agreement has to be duly justified and has to be requested by initiating an Amendment.

In general, the Grant Agreement must be amended if there are any changes required to:

- its terms & conditions (e.g. data or options specific to that agreement);

- its annexes.

Amended provisions become an integral part of the Grant Agreement.

For more information on amendments, please refer to Article II.13 of the SJU Model Grant Agreement.

4 Project Meetings

4.1 Kick Off meeting

The project Kick-off meeting is called by the Project Coordinator shortly after contract signature. This meeting will be organised at the SJU.

The Kick-off meeting aims at informing the beneficiary(ies) about the operational and applicable financial provisions in more details, including discussing the project objectives, organisation, deliverables, resources, planning, communication and dissemination activities and other relevant information as outlined in the Annex I to the Grant Agreement.

It will also allow discussing any practicalities related to the launch of the project and agreeing on the content of the DEMO Plan to be delivered after the Kick-off meeting.

4.2 Working Meetings/Workshops/Dissemination events

The project will plan its working meetings, workshops and dissemination events as required. The SJU will be invited to attend. SJU attendance may consist of the SJU Programme Manager and/or one of the SJU TEAM. The SJU attendees may however decide not to attend a particular meeting/workshop.

4.3 Mid-term Project Review and Project Close-out Meeting

A mid-term Review meeting will be held at the SJU and will aim at steering the project in order to secure the delivery at the expected quality and maturity levels at the project Close-out meeting.

The Close out meeting shall include a TRL7 maturity assessment to envisage the transfer of the project results for the deployment phase and shall be planned in the last two months before the end of the Grant period. The DEMOR will be a key input to this Close Out meeting.

Guidance on maturity assessment and on the related criteria to apply will be provided at the Kick off Meeting.

If required, ad-hoc review meeting(s) can be organised on SJU request.