MAESTRIA

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Machine Learning and Artificial Intelligence for Early Detection of Stroke and Atrial Fibrillation

Grant Agreement No. 965286

WP7 – Project Management

D7.2: Project Handbook

Lead contributor	SORBONNE UNIVERSITE
Other contributors	

Document History

Version	Date	Description
V0.1	05 April 2021	First Draft
V1.0	30 June 2021	Final version

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1 Publishable Summary

The MAESTRIA Project Handbook has two main functions. Firstly, it acts as a reference source for all Consortium members, covering many of the day-to-day activities and providing links to further information where required. Secondly, it aims to standardise various elements of the project e.g. project reports, deliverables, file naming conventions etc. through the use of agreed procedures and templates where relevant.

2 Introduction

The MAESTRIA Project Handbook has two main functions. Firstly, it acts as a reference source for all Consortium members, covering many of the day-to-day activities and providing links to further information where required. Secondly, it aims to standardise various elements of the project e.g. project reports, deliverables, file naming conventions etc. through the use of agreed procedures and templates where relevant.

This Handbook is a living document and will be updated as necessary during the project.

For the avoidance of doubt, the Grant Agreement and Consortium Agreement take precedence over this document.

3 Legal Basis

The project operates within the Horizon 2020 (H2020) Programme.

The Grant Agreement with the H2020 No. 965286 is in operation. The current version of the Grant Agreement consists of the following files which are dated 18/01/2021 on the top of the first page:

- Annex 1 - Description of the action
- Annex 2 - Estimated budget for the action
- Annex 3 - Accession Forms
- Annex 4 - Model for the financial statements
- Annex 5 - Model for the certificate on the financial statements
- Annex 6 - Model for the certificate on the methodology

A Consortium Agreement is also being negotiated between the partners.

4 Important Contacts

MAESTRIA Coordinator

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5 Consortium Partners

The following table shows the current MAESTRIA partners.

No.	Partner Name (Short Name)	Start	End
P1	Sorbonne Université (SU)	M0	M60
P2	Assistance Publique Hôpitaux de Paris (APHP)	M0	M60
P3	The Chancellor, Masters and Scholars of the University of Oxford (UOXF)	M0	M60
P4	The University of Birmingham (UoB)	M0	M60
P5	Kompetenznetz Vorhofflimmern(AFNET)	M0	M60
P6	Universitaetsklinikum Essen (UDE)	M0	M60
P7	Universiteit Maastricht (MU)	M0	M60
P8	University of Athens (UoA)	M0	M60
P9	Centro Nacional de Investigacionescardiovasculares Carlos III (CNIC)	M0	M60
P10	The General Hospital Corporation (MGH)	M0	M60
P11	IMT Transfert (IMT)	M0	M60
P12	Centre de recherche du CHUS (CRCHUS)	M0	M60
P13	Siemens Heathcare GMBH (SHS)	M0	M60
P14	Caristo Diagnostics Limited (CARISTO)	M0	M60
P15	Owkin France (OWKIN)	M0	M60
P16	Idoven 1903, S.L (IDOVEN)	M0	M60
P17	Preventicus GMBH (PREV)	M0	M60
P18	YourRhythmics (YRS)	M0	M60

6 Management and Governance

The following diagram illustrates the overall project management structures. Members of the various project bodies are listed below.
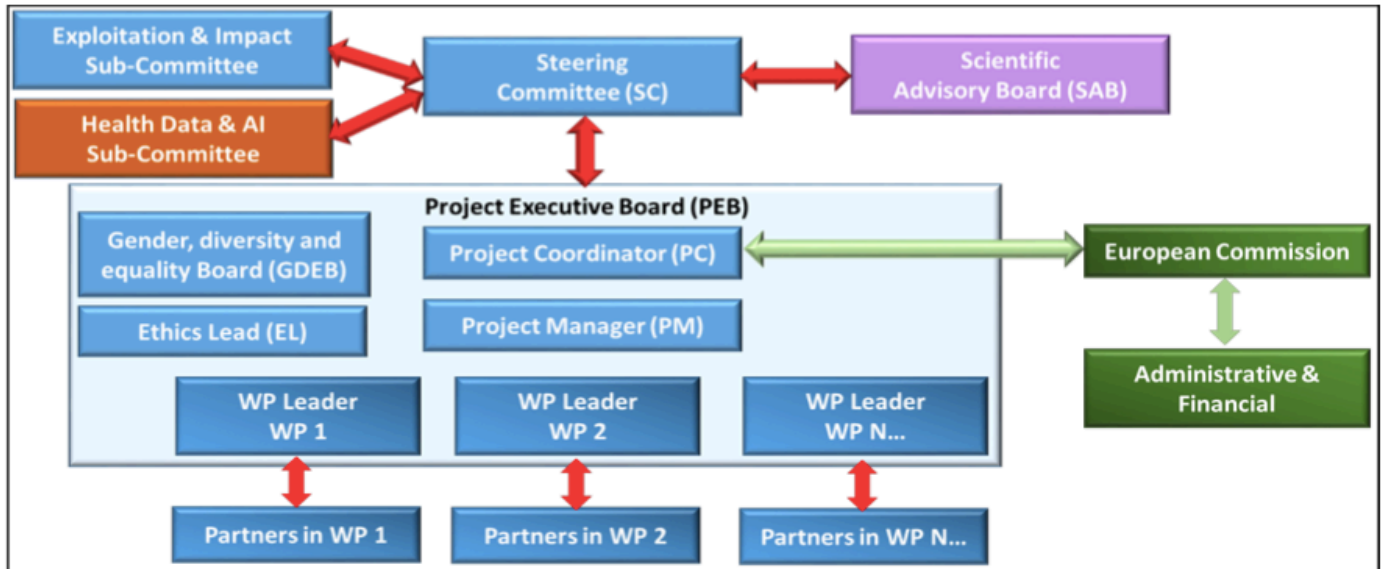
6.1 Project Coordinator

The Coordinator is Prof Stéphane HATEM from Sorbonne Université. The Coordinator will be the central point of contact between the partners and the EC, and will have the following primary responsibilities:

- Overall scientific leadership of the Action in coordination
- Ensuring strong scientific coordination and collaboration between all partners
- Coordinating and managing of the Grant Agreement
- Receiving all payments made by the EC and distributing the EC funding to partners
- Monitoring overall implementation of the project
- Chairing meetings of the Project Executive
- Co-chairing meetings of the Steering Committee and General Assembly
- Acting upon decisions of the Project Executive, Steering Committee and General Assembly
- Acting as a key contact and intermediary for all scientific and governance issues including external communications; overseeing the technical, financial, technological (innovation impact) and ethical aspects
- Collating and submitting periodic reports, cost claims and audit certificates to EC
- Submitting deliverables to EC
- Financial and contractual administration

6.2 Project Manager

The Project Manager is Ms Iris KERAMBRUN from Sorbonne Université. The primary responsibilities are:

- Acting as Secretary for the Project Executive, Steering Committee and General Assembly meetings
- Formulating project documentation and templates
- Collating Annual Action Plans
- Collating WP reports to produce overall quarterly project reports
- Reviewing progress in conjunction with Coordinator, Project Lead and Project Executive
- Checking that deliverables are produced according to the work plan
- Advising the relevant bodies on delays, project issues and problems
- Risk Management
- Providing advice and information to consortium partners
- Writing periodic management reports

6.3 General Assembly

The top level of decision making within the consortium is the General Assembly. This will be composed of one representative from each partner organisation and will be chaired by the Project Lead. The Coordinator will act as Co-chair. The General Assembly is responsible for making top-level decisions on the following topics: accession and termination of project partners, project termination, change of Coordinator, matters relating to the strategic direction of the project.

The General assembly will meet at least every 12 months. Every partner is entitled to submit resolutions to the Committee for consideration.

6.4 Steering Committee

The Steering Committee is responsible for the overall execution of the Action, alignment across all Work Packages, decision-making and the finding of amicable solutions for any disputes between the Beneficiaries relating to the execution of the Action, where these cannot be resolved within WPs or by the Project Executive. It will ensure the smooth operation of the Action and guarantee that all efforts are focused towards the Action objectives, deliverables and milestones. The Steering Committee will be chaired by the Project Lead, and the Coordinator will act as Co-chair.

The Steering Committee shall be made up of one Representative of each of the following partners:

- SU
- APHP
- UOXF
- UOB
- AFNET
- UDE
- MU
- UOA

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- CNIC
- MGH
- IMT
- CRCHUS
- SHS
- CARISTO
- OWKIN
- IDOVEN
- PREV
- YRS

The Steering Committee will undertake, and decide on, the following matters, provided such matters and their implementation are in compliance with the terms of the Grant Agreement:

- Monitor progress against objectives and budget
- Ensure alignment of activities between the WPs and progress towards common goal of success in the project
- Decide on changes to allocated work, budget allocation and risk mitigation plans
- Decide upon proposals or resolve issues raised by the General Assembly
- Encourage the organisation of regular meetings between the WP members and the whole Consortium to ensure true collaboration between the partners, adequate flow of information within the consortium and clarification of any potential overlaps and interdependencies
- Mediate conflicts which cannot be handled within WPs or by the Project Executive
- Decide upon measures in the framework of controls to ensure the effective day-to-day coordination and monitoring of the progress of the technical work affecting the project as a whole
- Without limitation to any of the foregoing responsibilities, proper management and administration of the Action and implementation of the provisions contained in the Grant Agreement and Consortium Agreement
- Innovation management, exploitation and dissemination activities

The Consortium Agreement contains details of the working voting rules and procedures for the Steering Committee and should be used as the reference document.

6.5 Workpackage Leaders

Each Workpackage has a nominated leader, as shown in the table below, who is responsible for the deliverables and milestones for that WP. They are also responsible for reporting to the Steering Committee primarily through the PM and they should hold reviews with the WP partners, as required. As they are ultimately responsible for the delivery of the WP, they will be required to implement a project management regime consistent with this responsibility.

Each WP and selected key themes within the project have co-leadership, with responsibility for successful delivery shared by named representatives from both the academic and industry partners (see Table 1). The WP co-leaders are responsible for reporting to the Project Executive and Steering Committee, and they should hold reviews with the WP partners, as required. As they are ultimately responsible for the delivery of the WP, they will be required to implement a project management regime consistent with this responsibility.

Table 1: Work Package Co-Leadership.

WP#	Academic Lead
WP1	Nadjia Kachenoura (SU)
WP2	Uli Schotten (MU)
WP3	Patrick Ellinor (MGH)
WP4	Andreas Goette (AFNET)
WP5	Luis Pineda (IMT)
WP6	Larissa Fabritz (UOB)
WP7	**Stéphane Hatem (SU)**
Project Manager:	Iris Kerambrun (SU)
WP8 *Ethics Lead:*	Stéphane Hatem (SU)

6.6 Ethics Lead (EL)

The Ethics Lead will be Stéphane Hatem (SU) who will be responsible for overseeing the ethics requirements to ensure that all relevant partners have obtained the necessary ethical approvals in each of the relevant territories to fulfil their allotted tasks. The EL will maintain a copy of ethical approvals by the competent legal local/national ethics bodies in the language of origin.

6.7 Scientific Advisory Board (SAB)

The SAB will consist of up to 4 members external to the consortium with relevant specialist expertise. The members will be proposed by the Project Executive, who will ensure that the composition of the SAB is appropriate to provide the guidance required to achieve the project goals. The Project Executive and Steering Committee may draw on advice of the SAB members on relevant scientific and ethical matters.

7 Financial

Details of the individual partner budgets are given in Annex 2 of the Grant Agreement.

8 Project Reporting Requirements

The consortium will submit a Periodic Report to the EC (within 60 days after the end of each reporting period) containing the following:

- Publishable summary
- Project objectives for the period
- Work progress and achievements during the period
- Deliverables and milestones tables
- Details of Project Management activities
- Update on expected project impacts
- Deviations from Annex 1 (if applicable)
- Financial statement (Form C) from each partner including an explanation of use of resources
- Audit certificates (if required)

More details on the reporting requirements will be provided at the appropriate time.

8.1 Reporting Periods

The project has four formal reporting periods of 18 months each, as follows:

1) 1st March 2021 (Month 1) – 31st August 2022 (Month 18)
2) 1st September 2022 (Month 19) – 29st February 2024 (Month 36)
3) 1st March 2024 (Month 37) – 31st August 2025 (Month 54)
4) 1st September 2025 (Month 55) – 28st February 2026 (Month 60)

8.2 Certificates of Financial Statements & Cost Claims

Each partner claiming costs from the H2020 must provide a Certificate of Financial Statements (CFS) inthe final period if the total direct costs that they are claiming (for all periods) is more than €325,000.

9 Deliverables and Milestones

Deliverables and milestones should be completed on time. Progress on deliverables or milestones should be reported in the WP reports for the period in which they are due. If any deliverables or milestones due in the period are late, an explanation for this MUST be given, as well as any mitigation actions and the anticipated completion date. For deliverables which are not written reports (e.g. prototypes), a brief written summary should nevertheless be produced to accompany the deliverable. A template for the deliverable reports will be produced by the Project Manager.

9.1 Approving Deliverables

To ensure that deliverables are of an appropriate standard, all deliverables will be reviewed by someone who has not been part of the core team developing the deliverable. The prime responsibility of a reviewer is to ensure that the deliverable is complete and of an appropriate standard. Typically, the Project Manager, Coordinator or Project Lead will act as reviewer. Alternatively, the PM will nominate a reviewer. The reviewer will then receive the final draft of the deliverable and provide the partner responsible for the deliverable and the relevant WP leader with a written response by e-mail indicating that the deliverable is ready for release or that elements of the deliverable require further attention giving details. The reviewer may also make minor corrections and format adjustments directly. The reviewer should respond within 5 working days of receiving the draft deliverable. If revisions are required then the above process is repeated. Once the deliverable has been accepted the completion date will be added to the cover page.

The review process is part of the preparation of the deliverable and WP leaders should take appropriate steps to ensure that the review is completed and the deliverable issued before the due date. The due date is the last day of the month that is specified for the deliverable in the DoA.

The Project Manager will circulate the final deliverable to the consortium. The Coordinator will submit all deliverables to the Commission.

If the WP leader and the reviewer cannot agree to release the document, the matter will be referred to the Project Executive for a binding decision.

10 Conflict Resolution

In the case of a technical, financial or procedural conflict arising among partners, there is a principle of amicable settlement whenever possible at the lowest decision-making body. If there is a dispute within a Workpackage, the WP leader should in the first instance try and resolve the issue, with the aid of the Project Manager if necessary. Only if a resolution is not possible should the matter be raised with the Steering Committee. The Project Manager and the Coordinator should help in the conflict resolution as necessary. Failing such a resolution, the Steering Committee will discuss the issues and vote on a resolution to achieve a binding solution. If necessary, individual partners can seek to convene an extraordinary meeting of the Steering Committee, and all partners are able to put resolutions to that Committee.

11 Grievance Procedure

Should a partner wish to complain about any member of the Consortium, the first action should be to document, in detail, the grievance, communicating this in private to the Coordinator, Project Lead and the Project Manager. The individual concerned will then be given a right to reply to the complaint, again, in private. The Coordinator and Project Manager will then work to resolve the complaint to the satisfaction of both parties. Partners should refrain from making personal attacks or remarks against any individual.

12 Minutes of Meetings

The keeping of minutes for all project related meetings is extremely important as they are a record of decisions taken and actions required by partners in the project. It is the responsibility of the chair of the meeting to organise the taking of minutes.

A suggested template for minutes has space for attendees, minutes, actions from the meeting and for the meeting agenda to be attached. The minutes are to be written up and circulated to all members of the meeting for comment and correction as soon as possible after the meeting. The author should set a deadline for response, e.g. 5 working days. Minutes of all meetings should also be sent to the Coordinator, Project Lead and Project Manager.

13 Useful Links

Project Website: https://maestria-h2020.com/

General information, guidelines and specific contractual documents are available on the Participant Portal at http://ec.europa.eu/research/participants/portal/desktop/en/home.html.

14 Conclusions

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