



DETAILED WORK PLAN UNDER PROJECT

LIFE20 ENV/BG/001042

**“Process water treatment unit for better
river basin management”**



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Executive Summary

The current document is a deliverable under Work Package E1. Project administration, management and planning, project “Process water treatment unit for better river basin management” (hereinafter also referred to as “LIFE WATEROIL”, reference number: LIFE20 ENV/BG/001042).

The WATEROIL Work Plan is a main planning document and describes how major aspects of the project are managed, monitored and controlled. It is intended to provide guidance and direction for operational management of the project, covering main planning steps, key actions, personnel involved, timeframe and others. It is estimated to assist in:

- ✓ Clearly defining roles, responsibilities, processes and activities;
- ✓ Increasing the probability that the project will be completed on-time, within budget, and with high quality;
- ✓ Enduring understanding and compliance with the contractual provisions;
- ✓ Supporting project teams in properly administering project developments;

The document directly interrelates with other strategic papers (Impact Report, Monitoring Protocol, Report on the intervention scope parameters, Baseline Analysis and others), providing concrete framework for the management of the assignments under the different WPs.

Throughout the project duration, the Work Plan and its provisions could be amended - consensus of the designated experts, representing the project beneficiaries is required, and further advanced with view to adequately follow the implementation progress, the encountered issues and the faced constraints. Arrangements on governance would be further refined in terms of management bodies and their responsibilities, voting rules, regularity of meetings, internal communication, modifications in the consortium compositions, etc.



1. Project organization

The consortium is comprised of Lukoil Neftohim Burgas (“LNB”), who is the primary carrier of responsibility regarding the project results and has a substantial role in the implementation of the WPs, Eurovix Spa Italy (“Eurovix”) - a leading research organization in the field of applied biotechnology, Faculty of Technical Sciences of the University “Prof. Dr. Assen Zlatarov”, Burgas (“FTS”) and Municipality of Burgas (“BM”).

The experience of **Eurovix team** regarding treatment of highly saturated wastewater streams is considerable and as a result of the conducted tests, trials and assessments, promising results regarding the technical feasibility of the solution have been obtained. In the framework of the project, their involvement will be focused on the formulation of the biologically active reagents, effectively destroying the S-C and S-H bonds and eliminating odors into the ambient air, as well as support when it comes to development, testing and application of the new process. (WPs A1, B1, B5, B6, C1 - 5, D1, D2, D3, E1).

FTS is one of our long-standing partners as during the years we have participated through joint actions in the improvement of the Bulgarian industrial legislation in terms of its better compliance with the EU environmental priorities. It possess extensive experience with some of the major technological and environmental aspects of the treatment process therefore will support us when it comes to development of integrated monitoring mechanism, process validation, environmental impact and toxicity assessment (WPs A1, A2, B5, B6, C,D and E actions).

Burgas Municipality is the biggest municipality in South-eastern Bulgaria. BM will be responsible for odour and air quality monitoring as they have necessary expertise to detect and reliably assess the spread and concentration of harmful emissions, which would be utilized for the monitoring of the ambient air quality (WPs A1, A2, C 1-5, D and E actions).

BM possesses specific knowledge regarding the major policy issues/deficits in dealing with environmental threats, as well as the relative authority as a public entity to influence them. When it comes to public authorities, their role in the project is of great importance since they can act as a catalyst for change, both at legislative and practical level. BM as associated beneficiary brings substantial added value to the project, as it could act as intermediary between LNB and the identified public institutions (other municipalities, ministries, agencies, inspections, etc.), as well as to enhance the trust among industry representatives and the general public towards the developed solution. We are going to work closely with the municipal experts in order to disseminate the project objectives and results, which could be replicated in other regions and transferred to different industries, specific to the local context.

The structure of the partnership ensures that all major phases of the project are fully covered internally i.e. minimum subcontracting involvement would be required. Furthermore,



LNB has a sufficiently mature previous experience with the companies, which de-risks the implementation of the tasks and guarantee predictability and high-quality of the results.

2. Management Structure

7.1. Management Bodies

The main objective of the management is to ensure that all project-related tasks are performed successfully and comply with contractual requirements. The key features for successful project management are:

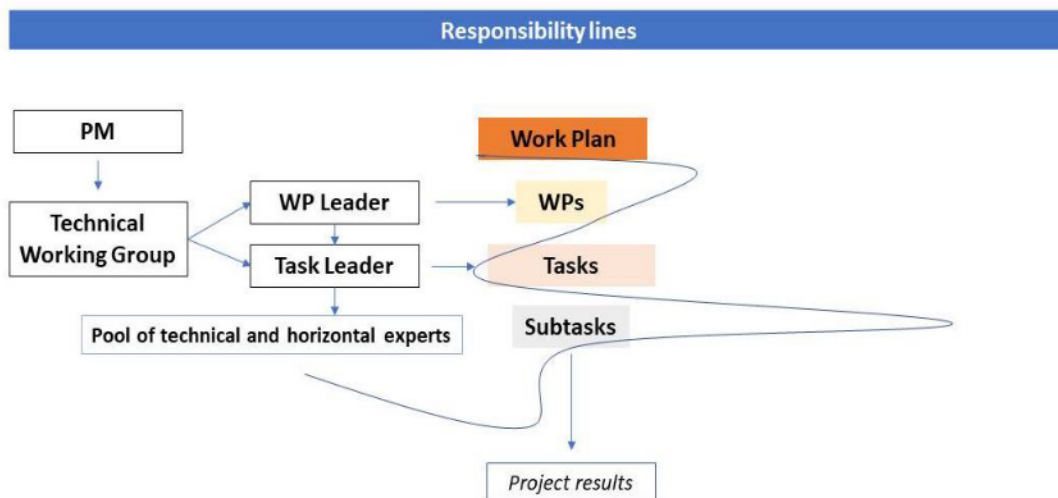
- a management organization that is matched with the project complexity;
- efficient communications within the organization;
- clear definition of contractual requirements and relationships;
- adequate planning and control procedures;
- comprehensive quality and risk management frameworks

The LIFE WATEROIL project structure has been designed on the basis of the experience of the beneficiaries in other projects (internal and/or financed by other programmes) and includes three main bodies:

- **Project Manager** (“PM”), who will have the ultimate responsibility regarding the implementation and reporting of the project;
- **Steering Committee** (“SC”), formed by one representative of each beneficiary who will be given the right to take decisions and vote on important project matters;
- **Technical Working Group** (“TWG”), comprising of different experts, representatives of the project beneficiaries, who will have supportive functions and will be primarily responsible for the coordination and risk management of the technical aspects of the project.

The project management staff will include experts with previous experience in project management and comprehensive background (educational and professional) when it comes to their specific responsibilities in line with the environmental and technological goals and tasks of LIFE WATEROIL project. The team will be comprised of technical and administrative staff with a project manager as leading authority.

Figure 1. Responsibility lines



The PM will be the main figure, responsible for the initiating (grant agreement signing, distribution of responsibilities, establishment of expert team, elaboration of work plan and implementation strategy, etc.), executing (control over public procurements, reporting, communication with the European Commission, partners and stakeholders involved, etc.) monitoring (quality, cost and time management) and closing of the project (final report, audit, After-Life Plan).

The SC will be responsible for the monitoring of the project progress and will provide advice, counselling and guidelines to the project team when it comes to meeting the set goals and timeframe. Its members will also approve changes related to the project scope and budget, manage conflict resolution and proper risk governance. They will meet 2 times per year or upon necessity.

TWG members will meet at regular intervals - at least 4 times per year (online/live), however the intensity of the meetings could be increased depending on the concrete tasks to be completed and the specific needs of the project. Their role will be to discuss, identify and solve technical issues, evaluate necessities for technical modifications, assess and approve the final technical results, etc.'

In addition, two complementary units have been integrated within the management framework:

Strategic Backstopping: the process implies monitoring the project from a more distanced, global point of view thus allowing for adequate control and risk mitigation. The Backstopper would be responsible for ensuring compliance of the project tasks with highest EU standards, proper distribution of responsibilities, synergy between the management and technical experts, incl. giving expert advice on modifications in the team composition

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Management body	Member (s)	Contact
Project manager	Venelin Marinov	Marinov.Venelin.G@neftochim.bg
Project Coordinator LNB	Petko Kirov	Kirov.Petko@neftochim.bg
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Project Coordinator FTS	Assoc. Prof. Husein Yemendjiev	h_bio@yahoo.com
Project Coordinator Burgas Municipality	Yoana Angelova	y.angelova@burgas.bg
Steering Committee ("SW")	Nikolay Novachev Davide Ravelli Prof. Valentin Nenov Vesna Baltina	Novachev.Nikolay@neftochim.bg davide.ravelli@eurovix.it vnenov@btu.bg v.baltina@burgas.bg
Technical Working Group ("TWG")	Zhelyazko Yovchev Ivan Georgiev Petar Bachvarov PhD Nicola Secchi Assoc. prof. Husein Yemendjiev Petia Dimova	Yovchev.Zhelyazko.T@neftochim.bg Georgiev.Ivan.Dm@neftochim.bg Bachvarov.Petar.I@neftochim.bg r&d@eurovix.it h_bio@yahoo.com p.dimova@burgas.bg
Strategic Backstopping	Yordan Tenev Milena Valkova	Tenev.Yordan@neftochim.bg

2.2. Technical units

Technical project staff will consist of four types of key employees, which will consolidate multiple responsibilities and will be in charge of the implementation of several project actions:

- 1) Environmental experts (air and water quality) - A1, A2 C1, C2, C3, C4
- 2) Technology experts - A1, A2, B1, B2, B3, B4, B5
- 3) Dissemination and transfer experts - B6, D1, D2, D3
- 4) Biodiversity experts - A1, C1, C3

The administrative staff will consist of:

- Financial experts - project finance, accountancy administration and control in accordance with the LIFE+ regulations;
- Legal experts - preparation, initiation and selection of the public procurements*, as well as exercising control over their implementation and acceptance of the provided works/services;
- Supply, logistics and compliance experts - communication and interaction with suppliers of equipment and infrastructure, monitoring contracts, ensuring compliance with the programme rules, etc.



Each associated beneficiary will appoint project coordinator, who will represent the entities and will be responsible for the control over the implementation of their specific tasks, spendings, reporting, etc. The project staff will meet at consultative meetings (discussion of the progress, reached milestones and deliverables, upcoming actions, issues encountered, etc.) once per month throughout the project. The presence of the three key coordinators will be required while the other project team members will be invited depending on the concrete topics, discussed during the meeting.

2.3. Responsibility assignment

Work done in the project is globally divided in 16 work packages. Each WP is composed of Tasks. Each task has a responsible person that monitors its progress, takes decisions regarding work distribution, informs about its status to the upper level, transfers actions and assigns them to the proper bodies. Details about WP and task leaders are annexed to the document.

List 1: Work Packages under LIFE WATEROIL Project

<p>A. Preparatory actions</p> <p>A1 Regulatory and technical preparation</p> <p>A2 Odour management and consultations with stakeholders</p> <p>B. Implementation actions</p> <p>B1 Treatment of wastewaters from crude desalters</p> <p>B2 Construction of a closed pipeline for wastewater from desalters from Treatment facility to WWTP</p> <p>B3 Re-use of stripped wastewater from KPTO to AVD-1 (section 90 to ELOI)</p> <p>B4 Reconstruction of bio basins aeration system in WWTP</p> <p>B5 Full – scale implementation</p> <p>B6 Analysis of the replicability/transferability and market potential of the project solution</p> <p>C. Monitoring of the impact of the project actions</p>	<p>C1 Establishment of the scope, parameters and means of the impact monitoring process</p> <p>C2 Supervision of the LIFE Performance Indicators</p> <p>C3 Biodiversity impact monitoring</p> <p>C4 Monitoring of the socio-economic impact of the project actions</p> <p>C5 Life Cycle Analysis</p> <p>D. Public awareness and dissemination of results</p> <p>D1 Dissemination management and communication activities for the general public and stakeholders</p> <p>D2 Dissemination of findings and knowledge transfer among scientific community, industry representatives and concerned authorities</p> <p>D3 Networking with other projects and support to third parties</p> <p>E. Project management</p> <p>E1 Project administration, management and planning</p>
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2.4. Main planning steps

Setting Objectives

In essence, objectives are the results that are to be delivered at each of the stages of work the project has been broken into. Objectives make it easy to track how far and well work is progressing on the project; they create a simple and straightforward process for a team to track development.



In this stage, we establish the objectives – short and long term, for the whole organization and also individual departments. Organizational objectives would provide general and specific directions, guidances, standards to be followed, etc.

Developing Premises

In the function of management certain assumptions (“premises”) will have to be made in the form of forecasts, existing plans, past policies, etc. These planning premises are also of two types – internal and external. External assumptions deal with factors such as political environment, social environment, the advancement of technology, competition, government policies, etc. Internal assumptions deal with policies, availability of resources, quality of management, etc. The assumptions being made would be uniform across the consortium; the management and the technical team would be regularly updated in case of deviations from the initial premises flow.

Identifying Alternatives

Identifying and narrowing down alternatives to a reasonable amount of choices so all of them can be thoroughly evaluated.

Examining Alternate Course of Action

The next step of the planning process is to evaluate and closely examine each of the alternative plans. Every option will go through an examination where all there pros and cons will be weighed. The alternative plans need to be evaluated in light of the project and organisational objectives. Detailed calculation and analysis would be completed to ensure that plans/strategies/intervention logistics are capable of achieving the objectives in the best and most efficient manner possible.

Selecting the Alternative

If the decision or the criteria are complex, the process may be iterative, applying a series of requirements at differing levels of detail. For example, a three-level process may use broad criteria to screen out unrealistic or unfeasible alternatives and apply more detailed evaluation criteria in subsequent evaluation steps. This helps to streamline the evaluation by focusing data collection and analysis on viable alternatives. Multi-level evaluation also provides an opportunity to refine options or alternatives to meet the desired goals or outcomes more effectively with a greater understanding of the alternative’s strengths and weaknesses in each criterion.

The Project Staff must clearly document how evaluation criteria are applied to provide an easily accessible record of how each idea is generated.

As a principle, the most feasible, cost-effective and with the least amount of negative consequences alternative would be chosen for implementation.

Stakeholders Consultancy



The objective of the stakeholder consultation process is two-fold: (i) to collect information, ideas, opinions and insights from a wide range of stakeholders to complement the data analysis and (ii) to raise awareness. The internal and external stakeholder contribution can be vital to the effective allocation of resources, the success of individual developments, and the longer-term success and direction of the project. Therefore, we are going to maintain constructive and meaningful relations with all identified stakeholders through meetings, dissemination of results, roundtables, feedback collection, etc.

Formulating Supporting Plan

Once the plan to be implemented is being chosen, the Management Team (MT) will have to come up with one or more supporting papers, which would facilitate the implementation of the main plan e.g. example strategies to hire more people, train personnel, mobilise additional technical resources, etc. depending on the particularity of the action(s).

Assignment of Tasks

Everyone would be acquainted with their role and the responsible units for the different elements of the project. Assigning tasks clearly should remove any uncertainty and ensure a smooth implementation process.

Carry Out Risk Assessment

Having a functional risk management plan means performing a strong assessment at the initial stages of the project. All potential risks should be identified along with their possible effect on the project and likelihood of occurring.

3. Consortium procedures

Strategic resolutions and major technical and operational decisions (like any reschedule of deliverables, milestones, tasks, efforts) are taken by the SC, which has the highest decision-making responsibility and policy setting power. In order a decision to be adopted, all members of the SC should be present. Defaulting Parties may not vote. The decisions are taken in compliance with the majority principle and once embraced they shall be made available to the expert teams via e-mail. In some cases, a decision may have ethical considerations that should be considered.

Day-to-day management and technical decisions are taken by the PM and the TWG. The Project Management Team shall not decide validly on matters of agreed importance unless two-thirds (2/3) of its members are present or represented (quorum). Each member shall have one vote. In case of conflict resolution voting, a majority of 80% is required.

Decisions may also be taken without a meeting if the TWG and PM circulate to all members a written document which is then signed by the defined majority of members. Such document shall include the deadline for responses.



The PM shall produce minutes of each meeting which shall be the formal record of all decisions taken. He shall send draft minutes to all members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing with respect to the accuracy of the draft of the minutes. The Project Management Team shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out.

The strategic decision-making would take into account the general performance of the project, its outreach, issues encountered and generated impacts. In order to align its development with the needs of the region of the intervention and the affected target groups, the consortium members would maintain consistent stakeholders' consultation process through local workshops, online surveys, interviews and meetings. The gathered data would be analysed by the MT on a yearly basis, transfigured into concrete measures with potential to be implemented and forwarded to the SC and the TWG for further discussion as part of the meeting agenda.

In terms of planning (strategic, operational, contingency) and control – functional throughout the complete project lifecycle, the MT, together with the TWG is going to establish a baseline to guide the developments of the project, including labour distribution and hours projection, financial planning (budgeting of actions, structure of expenses, cash flows), work breakdown structure, PERT charts, etc. A clear process for evaluation, approval and accountability would be defined, allowing the project to remain on its initial trajectory.

Change register would be maintained and updated consistently with view to ensure effective identification, understanding and management of deviations from the initial estimates. The strategic plan would outline the long-term goals for the next 5-10 years (sustainability period), whereas the operational would detail the technical means, rules and procedures for their accomplishments within the project timeframe.

3.1. Issue management

Issue management plays an important role in maintaining project stability and efficiency throughout the project lifecycle. It addresses obstacles that can hinder project success and/or block the project team from achieving its goals. These obstacles can include such factors as differences of opinion, situations to be investigated, emerging or unanticipated responsibilities. The purpose of issue management is to identify and document these issues and to resolve them by reviewing and carefully considering all relevant information.

Unresolved issues can be a source of conflict that delays or prevents the project team from attaining project goals, milestones, and deliverables. It is the responsibility of the project manager to effectively manage and monitor issues on a regular basis, follow up with issue owners to ensure progress is being made towards resolution, and to report on the status of issues. In addition to overcoming obstacles to success, effective issue management also contributes to having constructive working relationships among the project stakeholders, including the project team.



In the context of LIFE WATEROIL, conflict is not expected to be a significant factor since the roles of each partner have been well defined with view to avoid any misunderstandings that might occur.

The resolution of problems and conflicts would be handled systematically. Establishing a good working relationship among the project team members is a prerequisite for the quick resolution. Conflicts resolution are based on the principle that any dispute should be resolved by consent and as near the source as possible – the subsidiarity approach. In this way, disputes on a local sphere are managed by the people involved (e.g. a dispute between the partners engaged in a WP should be addressed by that WP team). Conflicts which cannot be solved internally are taken through a **“principled negotiation” process** that is focused on optimising outcomes and maximising the benefits of all parties involved.

In case of conflicts arising within the consortium regarding the carrying out of the project or other matters related to the project itself, the following steps would be undertaken:

- The parties will try to resolve the conflict issue amicably between them;
- If a conflict cannot be resolved within the local sphere, it is raised to the PM; for conflict resolution in a technical aspect, the PM is in charge of proposing an alternative. If this is agreed, the issue is solved. If this attempt fails the question will be brought to the first scheduled meeting of the TWG, or in case of urgency, an ad hoc meeting of the TWG will be called for by the PM;
- The question will be discussed within the TWG and attempt to be solved by consensus; the PM will decide which procedure will be followed, and the corresponding correction measures that should be taken.
- If the conflict cannot be resolved by the TWG and/or its nature requires a more high-level expertise, it would be allocated to the members of the Steering Committee, which would handle the matter in line with the established internal procedures. If necessary, appropriate revision of the work plan, consortium composition, distribution of responsibilities, etc. could be proposed and sent for acceptance.

Identified best practises in issue management that will be applied during project implementation¹

1. Escalation Process: An issue escalation process would be determined as a part of the overall issue management planning activities and would be documented. If an issue remains unresolved for a lengthy period of time it should be escalated using the agreed upon escalation procedure.

2. Documentation: All issues, regardless of how minor they seem, would be centrally documented using some type of issue tracking system or log.

¹ https://www2a.cdc.gov/cdcup/library/pmg/other/isu_description.htm

3. **Minimum Requirements: Tools used to manage issues would contain (at a minimum) a unique identification number, priority, issue description, impact summary, action steps, current status and issue owner.**
4. **Resolution Statement: Issues would be stated in such a way that it is clear how they can be resolved**
5. **Prioritization: Issues would be prioritized, assigned specific owners, with next steps and due dates documented. Issue ownership would be communicated clearly to those responsible for action items**
6. **Regular Review: Regular review of issues and the issue log is a highly recommended practice. Open issues would be reviewed at each project team status meeting and progress made on the issues should be recorded. Once an issue has been resolved, an official communication would be sent to stakeholders communicating how the issue was resolved.**
7. **Issue History: Closed issues would remain in the issue log as a historical record and to facilitate lessons learned activities.**

3.2. Keeping Records

Records and documents are one of the most vital components of any project. Immense new project information and a number of different records and documents will be created during the lifecycle of an investment; records are the only mechanism for maintaining traceability of various activities done and decisions made.

Table 1: Records Management

Management aspects	Type of documentation (non-exhaustive list)	Responsible party
Administrative data	Administration of general project documents and mailing lists. Organisation and maintenance of contact lists and arrangement of consortium meetings. Provision of project specific templates including meeting programmes and minutes.	PM, Project Coordinators
Finances and reporting	Guidance on all financial and reporting related matters of all project beneficiaries. Monitoring of the appropriate use of resources and financial controlling. Request of costs claims and preparation of the financial reports. Maintenance of the continuous reporting in the EU portal.	PM, Project Coordinators, Financial and Accounting Units

	Preparation of periodic and final reports according to EC rules.	
Quality and risk management	Provision of a project manual with useful tips on all project implementation related aspects. Development of project specific guidelines for quality assurance and communications. Support in risk management based on a project specific risk matrix and register. Development of a continuous contingency plan to identify possible mitigation measures.	QA team, PM, Project Coordinators, TWG
Data and contracts management	Preparation of a data management plan for efficient project progress. Monitor legal compliance of project partners with the rules of the Grant Agreement and other contracts. Set up and maintenance of project contracts such as NDAs and the Consortium Agreement. Execute contract amendments with the funding agency. Facilitate the timely submission of deliverables through an established process.	PM, Supply, logistics and compliance units, Project Coordinators

4. Stakeholders

The recognition of the importance of the project to the identified stakeholders, as well as their willingness to support its implementation was demonstrated during the preparation stage of the proposal. As a result, several letters of interest were received, attached to the proposal.

Table 2: Identified stakeholders

Local communities	The project would affect local communities directly by implementing measures for improvement of the air quality and tangibly reducing the spread of unpleasant odours.
LNB employees	Through elimination of the sulphide containing compounds generated by the crude desalting process as a result of the application of the new wastewater treatment method, the health related
Bulgarian and European Refineries	A key stakeholder in the project in line with the high replicability potential of the project solution and the common context - the majority of the refineries are facing similar problems with fresh water, sulphide-containing pollutants, energy efficiency and odour management, all originating from desalters' wastewater streams. Consistent with the above, we are going to work closely with representatives of the Bulgarian and the European O&G industry

	<p>(ISAB Srl, Petrotel, Bulgarian Petroleum Refinery, HELLENiQ Energy) in order to spread awareness regarding the project solution. The project actions that define our relations with industry representatives are A2.1., B6, C4 and D2.</p>
<p>Water intensive industries that use traditional wastewater treatment methods/technologies</p>	<p>Another key stakeholder in the project in line with the transferability perspectives of the biological treatment. Sectors of relevance are the ones where sulphides emissions and need for washing/desalting is identified: pulp production, waste treatment, municipal WWTP, organic and inorganic chemicals productions etc. Actions B6 and D2 are designated for the purpose of involving this group of stakeholders.</p>
<p>Relevant authorities</p>	<p>Municipalities, the Executive Environmental Agency (ExEA), The Ministry of Environment and Water of Bulgaria, The Ministry for Environment, Land and Sea Protection of Italy, the Regional Inspections of Environment and Waters, Regional Health Inspections, Water Basin Directorate "Black Sea Region", National Association of Municipalities in the Republic of Bulgaria (NAMRB) in line with the results of the project, concerning air quality improvement, odour minimization and reduced pressure to the Mandra dam and the specific goal of contributing to the implementation, updating and development of the EU legislation. We are going to seek collaboration with the National Association of Municipalities in the Republic of Bulgaria, The Ministry of Environment and Water of Bulgaria, the Regional Health Inspections and the municipalities in order to communicate the results of the experimental application and stimulate the implementation of the methodology in other municipalities or even regulate it on national level. The Water Basin Directorate Danube Region is the responsible authority for the management of the Mandra Dam, the development and coordination of the River Basin Management Plan for the Danube Region. Therefore, we are going work closely with the Basin Directorate, regularly communicate the results of the different project stages and the achieved environmental impacts and seek guidance on related matters when identified necessary.</p>
	<p>Well-established branch organizations are considered relevant stakeholder as they could play the role of a facilitator for the promotion of the technology and the applied wastewater treatment among industry representatives (refineries and other sectors). Therefore, activities B6 and D2 are designed inclusive of the branch organizations participation with the aim to spread awareness and knowledge towards the project findings. The technology transfer expert is going to coordinate the relations of LNB with the Bulgarian Petroleum and Gas Association, Bulgarian Chamber of Chemical Industry, European Petroleum</p>



Branch organisations	Refiners Association (CONCAWE&FuelsEurope) and others. Key circumstance in favour of their engagement is the long-standing presence of LNB in the international industrial reality and its favourable role as a member of the most prominent and respected branch organizations.
Scientific communities	Scientific communities are a specific stakeholder as the project accomplishments in the field of wastewater, air and odour treatment could be a ground for further research and analysis in respect of their application, scope and effect. The partnership with the Faculty of Technical Sciences is decisive for the legitimacy of the project results and their more responsive recognition by the scientific community. That is why FTS will play a leading role in the awareness raising campaign, which would include organization of roundtables, scientific publications in well-respected magazines and research platforms.
NGOs, dealing with biodiversity issues	In line with the strong environmental character of the project, we consider collaboration with non-governmental organizations as essential as they could direct the process and exercise independent monitoring of the applied measures. We are also going to work together for ensuring access to valuable data and findings, obtained throughout their environmental projects, incl. such funded by the EU instruments and engage them in our capacity building programme aimed at improving the preparedness of the NGO sector for dealing with industrial pollution and respectively, strengthened effectivity of their actions.

For each identified stakeholder category an analysis of their interests and whether those interests are in favour or against the goals of the project is conducted by the PM. For those stakeholders that are considered appropriate pro-active engagement plans are defined and conducted. On a regular basis, a review of the stakeholder list is done to identify new (if any) stakeholders and to assess the engagement and attitude of each. When needed, new/modified engagement plans will be composed and launched.

5. Schedule management

Schedule management is a dynamic process that occurs throughout the project lifecycle: under the rolling wave approach, as more data becomes available, the schedule can be refined to reflect the updated information. Schedule management is accomplished through a stringent change control process and a comprehensive monitoring and reporting system. Project status is monitored against the baseline on a monthly basis and the Work-Plan is being updated as needed.



The project overall schedule management is the responsibility of the PM and the Project Coordinators; the schedule management within each WP is managed by the leader of that WP; the detailed action plan for each task will be managed by the leader of that task. As the monthly monitoring is performed, the PM may identify schedule slippage on critical paths tasks in the event of which, together with the TWG, would elaborate ways to get the project back on track.

For variances greater than 1 month the project manager may choose to ask guidance of the SC. The PM will immediately inform the SC if they determine that any deliverables, milestones and impact are at risk. If a change occurs, the PM shall incorporate proposed change(s) into an updated work-plan. A revision history log would be maintained where the following information should be recorded:

- the date;
- the name of the person authorizing the change;
- the description of the change;
- the effects of the change on the progress of the work.

The approved schedule would be stored in the LIFE WATEROIL shared directory, maintained by the PM and available to all project team.

6. Budget/Cost management

The preliminary defined budget may need to be reviewed due to unexpected increase of prices of metals; all expenditures in the budget are essential for the implementation of the activities and the achievement of the project goals, compliant with the GA and have not been already covered/no duplication is ensured. It is designated to comprehensively meet the needs of the investment while simultaneously establishes opportunities for maximizing benefits within an affordable budgetary framework. The individual prices have been set on the basis of consultations with suppliers, received offers and previous experience; possible variations due to inflation were reflected, nevertheless the existing gravity and scope of the situation could not have been predicted.

During project implementation, we are going to ensure that all activities are achieved in the most cost effective manner through application of best practices and maintenance of highest standards. More precisely:

- A. The MT would elaborate a sophisticated control framework, measuring results and impacts, ensuring validity of the intervention and avoiding cost increase;
- B. We are going to contact reputable suppliers and attempt to ensure that minimum 3 offers per each key asset/combination of assets are present in order to enable competition. Develop fair selection criteria (administrative, technical, financial) and safeguard compliance with the best value for money principle;
- C. Perform continuous refinement of the price list with view to reflect actual market trends and to avoid last minute disruptions;



- D. Modify interventions (if necessary) in order to effectively meet the market landscape whilst ensuring that the route towards the achievement of the project goals remains intact;
- E. Integrate the digital perspective: organisation of webinars, online trainings and meetings when considered possible in order to use available resources in an optimal manner;

With regard to the financial management and allocation of resources, the general model involves the coordinator – Lukoil Neftohim Burgas, receiving and re-distributing the payments to the partners according to their individual progress reports, indicating the achieved during the reporting period. The pre-financing would be administered in line with the envisioned activities/per partners, timelines, available own financial resources, etc. Request for emergency payments would be also examined if defined by objective necessity and supported with sufficient documentation.

7. Risk monitoring and control

Risk Monitoring is the process of keeping track of the risks and evaluating the effectiveness of the response actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks and is done in a continuous manner.

The level of critical risks on the WATEROIL project would be tracked, monitored and reported regularly, with specific discussions during the monthly plenary conference calls. As more risks are identified, they would be qualified and added to the Risk Register to ensure they are monitored at the appropriate times and adequate response strategies are developed.

During risk monitoring and control the following tasks would be performed:

- identifying, analysing, and planning for new risks;
- reviewing project performance information (such as progress/status reports, issues, and corrective actions);
- re-analysing existing risks to see if the probability, impact, or proper response plan have changed;
- reviewing the execution of risk responses and analysing their effectiveness;
- reviewing the effectiveness of the risk process to determine whether changes to the approach, tools or techniques are required.

Regular review of the risk register is performed during the project meetings and a Risk Report will be issued upon necessity by the Project Manager to the Steering Committee. Project team members will be provided with an extract from the current Risk Register after each review, listing those risks and actions for which the individual is responsible.

During the course of the project, concerns may increase or decrease in their potential impact on the project. An issue is a situation that has occurred or will definitely occur, while a risk is a potential event. By moving a risk into an issue tracking, analysis and responses can be stepped up and status is reported more frequently. Alternatively an issue may cease to be a concern



or have been resolved but the PM may wish to periodically monitor the conditions of the surrounding situation. On completion of the project, a risk section will be included in the LIFE WATEROIL Lessons Learned Report, detailing generic risks that might affect other projects, together with responses that have been found effective in this project. Based on this analysis, the PM will identify any improvements that can be made to the risk management process for future investments of similar nature.