BeonNAT

Innovative value chains from tree & shrub species grown in marginal lands as a source of biomass for bio-based industries

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D10.2 Project Management Tools

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PROJECT INFORMATION

<u>Project full title</u>: Innovative value chains from tree & shrub species grown in marginal lands as a source of biomass for bio-based industries

<u>Acronym</u>: BeonNAT

<u>Call</u>: H2020-BBI-JTI-2019

<u>Topic</u>: BBI-2019-SO1-R1

<u>Start date</u>: July 1st 2020

<u>Duration</u>: 60 months

<u>List of participants</u>:

Nº	Acronym	Participant organization name
1 (Coordinator)	CIEMAT	Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas
2	CESEFOR	Fundación Centro de Servicios y Promoción Forestal y de su Industria de Castilla y León
3	REC	Consorzio per la Ricerca e la Dimostrazione sulle Energie Rinnovabili
4	AIM	AIMPLAS – Asociación de Investigación de Materiales Plásticos y Conexas
5	ATB	Leibniz Institut fuer Agrartechnik und Biooekonomie E V
6	BTU	Brandenburgische Technische Universitat Cottbus-Senftenberg
7	USV	Universitatea Stefan cel Mare din Suceava
8	IPB-CIMO	Centro de Investigação de Montanha / Instituto Politécnico de Bragança
9	CTA	Contáctica S.L.
10	IDS	IDOASIS 2002 S.L.
11	EJAR	El Jarpil S.L.
12	ENV	Envirohemp S.L.
13	NNFCC	NNFCC Limited
14	TOLSA	TOLSA S.A.
15	MAVERICK	Laboratorios Maverick S.L.
16	PEFC	Asociación para la Certificación Española Forestal – PEFC España

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WP:	WP10. Project Management
Task:	Task 10.1. Kick-off meeting and establishment of project Management Structures
Author:	
Abstract:	This document explains the management structures of BeonNAT The management and structure procedures are established in order to coordinate the efforts of all the partners involved in this project

1 Project management structures

1.1 Decision making bodies

1.1.1 Project Coordinator (PC)

The coordinator of BeonNAT is the CIEMAT and the person responsible for this activity is Dr. Luis Saul Esteban. He will be in charge of making all contacts with the European Commission and the only entitled interlocutor with the Project Officer. The PC will, in addition to its responsibilities as a Party, perform the tasks assigned to it, as described in the Grant Agreement and the Consortium Agreement. In particular, the PC will be responsible for:

- Monitoring compliance by the Parties with their obligations under the Grant Agreement.

- Keeping the address list of Members and other contact persons updated and available.

- Collecting, reviewing to verify consistency and submitting reports and other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority.

- Organise periodic project meetings, preparing meetings' agenda and chair the project meetings.

- Transmitting documents and information connected with the Project to any other Parties concerned.

- Administering the financial contribution of the Funding Authority and fulfilling the financial tasks.

1.1.2 General Assembly

The General Assembly consists of **one representative of each partner**. It is the executive body of BeonNAT and will be in charge of the project monitoring, dairy coordination and periodic reporting (including reviews), risks, trouble shouting, and applying fall-back measures when necessary. It is also responsible for the quality assurance of project results and financial monitoring of the project including partners. The General Assembly will also prepare the periodic reports, guiding the partners in the administrative requirements.

The General Assembly will meet <u>twice a year</u>. Although it will be possible to call <u>an extraordinary</u> meeting in case of arising conflicts or any other trouble that could hinder the normal execution of the project.

The decision-making mechanism within the General Assembly will be by a majority of (2/3) of the votes. In case of tie right of vote, the coordinator (CIEMAT) will hold the decisive vote.

If a partner is absent during voting, the partner can give in advance to the coordination a written authorization (via e-mail) with their vote to a specific decision. In case of not sending this written authorization they will lose the right to vote to that specific decision.

If a partner gives up the project once the project is running, the partner will lose the right of vote. If this partner is replaced, the vote will be given to the new partner. In case that the partner is not replaced, the decision making mechanism will continue being the same.

A Member affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision, according to the Consortium Agreement.

1.1.3 Steering Committee (SC)

The SC will be the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly. The SC will be composed by the Project Coordinator and the Work Packages Leaders. It will be responsible for:

- Discussion and assessment of the general project progress and project achievements in relation to the Description of the Action (DoA).

- Risk due diligence, trouble shouting, and validation and adoption of contingency plans if necessary.

- Quality assurance of project results and financial monitoring of the project including partners.

- To agree on modifications, including budget redistributions and task schedule variations.

- To monitor results to be protected and advising partners on the means of protection.

The decision-making mechanism within SC will be by simple majority. In case of tie, the coordinator will hold the decisive vote. No veto option will be possible. The SC will meet <u>four times a year</u>. However, it is possible to call an extraordinary SC meeting in case of troubles that may affect to the normal execution of the project.

Decision–making mechanism: SC will approve official reports, publications or any other technical decision affecting the project execution by simple majority. Final decisions will be presented to General Assembly who will have the final vote to accomplish or not.

1.1.4   Innovation & Exploitation Board (IEB)

The IEB will provide technical, legal and economic expertise in technology transfer, supporting guidance on IPR and innovation management, commercial assessment to enable the transfer of project´s results outside the consortium for exploitation purposes. CTA has a long experience in conducting effective exploitation. The IEB will be chaired by CTA and formed by one person for every partner with exploitable results. They will deal with the IP management following the IAPED strategy, project milestones monitoring, benchmarking, approval of dissemination materials, and risk due diligence on the implementation of the Exploitation Plan. The IEB will provide guidance to a multi-actor implementation and optimization of project activities, result transferability at industrial scale, and their exploitability to accelerate market access. As a first step, the EB will approve the final reports, publications or any other type of dissemination material affecting the exploitation of the project results by simple majority.

CONTACTICA SL (CTA) will be the Exploitation Manager and its CEO, Manuel Román Jimeno, will be the responsible for this activity. Manuel Román Jimeno owns Bachelor in Economics, MBA in the EOI business school and postgraduate studies in the Swedish School of economics. He has long experience as international project director in HAB winery group belonging to Acciona Group, where he was in charge of the management of knowledge and intellectual property. He will be responsible for all IPR both Foreground and Background. He will be in charge of the oversight of the commercial assessment and protection of any Foreground IP generated by the project, as well as negotiation of license agreements to enable the transfer of project's results outside the consortium for exploitation purposes.

1.1.5   WP Leaders (WPL)

WPL direct the day-to-day technical planning and work within the WP. The WPL coordinates, plans, monitors and reports to the PC about its WP progress (including budget issues). WPLs review, together with the PC,

deliverables, milestones, risks and contingency plans related to their WP. The WPL will report regularly (at least every three months) to the PC about the status of its WP.

1.1.6 External Advisory Board (EAB)

A Technical & Industrial Advisory Board will be chaired by the Coordinator and composed by at least three outstanding internationally-recognized representatives of companies and SMEs from the EU to offer independent advice to BeonNAT partners to better address the efforts toward industry-driven innovation; Members of the AB will be invited at the European stakeholder meetings that will take place. AB members will be identified within the first project year and their name(s) shall be decided in the 2nd Steering Committee to be celebrated in May 2021. Its travel budget will be covered by the coordinator. Members of the AB will act as multipliers and disseminators of the project.
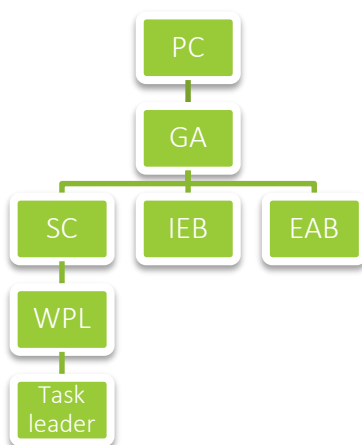
Figure 1. BeonNAT management structure.

1.2 Conflict resolution

In order to solve the problems that could compromise the success of the project the following steps will be taken:

1) First, the problem will be discussed at the WP level and an attempt will be made to arrive at a solution.

2) If the above is not enough, the problem will be discussed at the Steering Committee level and an attempt will be made to arrive at a solution.

3) If the above is not enough, the problem will be discussed at General Assembly level.

4) Ultimately, if none of the above is enough, the Coordinator will discuss the problem with the European Commission and an attempt will be made to reach a solution.

2 Project management

2.1 Project documents

It is expected that over the course of BeonNAT project many documents will be produced. It is, therefore, vital that document management processes are followed in order to enable users to locate and identify relevant files and to ensure version control.

2.1.1 Storage

The documents generated in BeonNAT will be stored in the repository created specifically for this project: http://projects.ciemat.es/group/beonnat/

Documents will be uploaded to the repository by partners themselves.

2.1.2 Document templates

Document templates are produced using a standard format including defined styles, page layout and content structure. These templates are prepared by CIEMAT & CTA and will be available on the documents repository.

Templates have been produced for:

- Deliverables (MS Word format).
- Meeting Signatures (MS Word format).
- Meeting Minutes (MS Word format).
- Presentations (MS Power Point format).
- Other documents (MS Word format).

For all project documents these templates have to be used. These templates may be updated as the project progresses. Therefore, consortium partners must download the most up to date version from the repository.

2.1.3 Document coding

Each document will use a structured file name. This method of document coding produces a unique reference for all BeonNAT documents stored on the website.

Documents must be structured using the following. Minutes from meetings will include the date of the meeting (in the format YYYYMMDD):

BEONNAT_WP [WP NUMBER][DOCUMENT TYPE AND REFERENCE]_v[VERSION NUMBER]_[STATUS(draft/final)]

One example of this coding is:

BEONNAT_WP10_D10.2_v1_Final

Documents corresponding to communications activities have to include the partner's name and the date (for example: **BEONNAT_WP9_Activity Report_CTA_ 20200711)**

3 Communication & dissemination management

3.1 Internal communication

All-important e-mails sent among partners will be automatically copied and forwarded to Luis Esteban in order to keep him informed about the situation and the progress (or problems) of the project. **Besides, all e-mails among partners within a specifically WP will be automatically copied and forwarded to the WP leader**.

3.2 Communication & Dissemination activities

When a partner carries out a communication or a dissemination activity, that partner has to complete and send an **Activity report** (see template in **Annex I**) to the Coordinator. This document must follow the document coding explained before.

These activity reports have to be sent to the coordinator in one of the following ways:

1. Immediately once the template is completed.
2. Once every three months, grouping all activity reports for the period.

4 Project monitoring and control

4.1 Meetings

Once a meeting is carried between different partners, a briefly summary of the main outcomes of it has to be prepared and sent to the Project coordinator. It must be uploaded to the repository also.

4.2 Periodic reporting

PR1 closes on M18, PR2 closes on M36, PR3 closes on M48 and PR4 closes at M60. Consequently, on M19, M37, M49 and M61, the Coordinator is going to send the Technical Report template so every partner can complete it. Two weeks will be given to complete this task and send back a first draft. Any additional information required will be asked as well with specify due dates.

Besides, the Coordinator will suggest partners to send their Financial Statements to be checked before submitting them to the Participant Portal for each periodic reporting period.

5 Task frequency

5.1 Monthly

Each Task Leader will report the task progress to the Work Package leader through an email. The progress of the WP will be evaluated and measured based upon achievements of Project Milestones and Deliverables, as well as KPIs. For this purpose, a discussion on each relevant WP will be organized and headed by the Work Package leader.

5.2 Every three months:

There will be a meeting of the Steering Committee. Besides, the performance will be evaluated against the deliverables to assess the cumulative effect of all failures on the final set of project objectives (BSC).

5.3 Every six months

Meeting of the General Assembly. Meetings will be always organized at the location of a different partner's institute or at the location of the industrial partners.

Each partner will present the interim results and data achieved in the form of an oral presentation and in the form of electronic files containing all details. Review and assessment against the deliverables and milestones, and corrective measures of potential deviation in the Work Plan.

The minutes of the meetings and all presentations and reports will be compiled by the coordinator and distributed among all partners.

The Commission will be invited to all meetings and notified at least 6 weeks in advance and will be provided with the minutes within one month after the meeting.

5.4 Every 12 months

After every 12 months, the consortium will evaluate the feasibility of the project regarding scientific results and use of resources. The consortium will identify weak points and will adjust and improve the WPs accordingly.

6 Risk management

6.1 Monitoring

It is the responsibility of all partners to update the Coordinator about the status of each risk and the effectiveness of the mitigation plan in order to update the risk management register, once a month.

Each partner is responsible for executing risk mitigation measures which relate to the WP they lead. If a mitigation action cannot be effectively carried out or does not solve the risk, the Coordinator has to be informed as soon as possible. Consequently, the mitigation measure will be modified in a more efficient way.

Risks will be collected in a "Risk Register" that will be checked in every personal meeting. The Risk Register contains a number of columns under which each risk is analysed individually. The Risk Register has been created in Excel, which allows the order and grouping of the risks according to the information in any of the columns.

6.2 Reporting new risks

In addition to the risks and mitigation/corrective actions identified at the proposal stage, subsequent risks further identified by each partner during the course of the project should be reported by filling up a risk registration template, sending it to the Coordinator.

The template (**Annex II: risk registration form**) will enable BeonNAT partners to report risks as they arise or where there is an increased chance of a risk materializing.

7 Key performance indicators

Every 3 months, partners responsible for KPIs are going to report an update on the indicators, from the moment the KPIs are prepared (M12). Reporting on KPIs is going to be done through the KPIs Status Report.

The coordinator will evaluate this data to assess the current situation of the project, and the potential risks of not compliance. Measures might be proposed due to this KPIs update.

Once a partner detects that a potential change to indicators, targets or timing is needed, this situation will be communicated to the Coordinator to update the information.

COMMUNICATION/ DISSEMINATION ACTIVITY TEMPLATE

Participant name	
Date	
Task	*Task to which this activity has relation*
Category	*Communication or dissemination*
Type of activity	☐ Social media ☐ Publications, peer review publications, popularised publication ☐ Briefings, leaflets, roll-up… ☐ Websites ☐ Conference, Fairs, workshops, exhibition, etc. ☐ Project presentation to potential clients ☐ TV and radio (Communication campaign) ☐ Training ☐ Activities organized jointly with other H2020 projects ☐ Others
Title of the event	
Short description of the event	*Short description about the event. Indicating location and date of the event. Link to a website for more information*
Organisers	
Description of the participation	*Describing BeonNAT participation and main achievements obtained*
Participants	*Describing the type of participants and the number of attendees*
Attachments (photos, presentations, flyer, etc.)	*These attachemnts are essential to prove that the activity was done.*

RISK REGISTRATION FORM

- Person that detected the risk:

- Organization:

Reporting Period	
Date registered	
Description of the risk	
WPs involved	
Type of risk	*The following types have been identified: o* - *Gen: General risk* - *Tech: Technical risk* - *Man: Management risk* - *Expl: Exploitation (commercial) risk* - *Ethics: Ethical risks, including privacy legal concerns*
Risk impact	*what would be the impact on the project if the risk event happened*
Likelihood of occurrence*	*Provides an assessment on how likely it is that this risk will occur. Examples are: L-Low (, M-Medium (31-70%), H-High (>70%).*
Severity of effect*	*Provides an assessment of the impact that the occurrence of this risk would have on the project.*
Grade of risk*	*Likelihood x Severity*
Mitigation measure	
Owner/responsible	

*a guide to calculate these factors is below.