

EU-PLF

Deliverable 8.1

Project Management Handbook

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Coordinator:	<i>Daniel Berckmans</i>
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Dissemination level		
PU	Public	X
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

Introduction

This document presents the guidelines for management of the EU-PLF project. The document is based on the project proposal and is adapted based on what has been agreed during the project by the managing bodies.

It is the intent of this document to establish a project governance in the EU-PLF management structure and decision making process that assures two key elements essential for successful project implementation:

- Transparency and fairness for the reviewing, guidance and decision-making processes.
- Efficiency and effectiveness of the project management and work package leads for individual management activities.

Project governance

The governance structure of the EU-PLF project is shown in Figure 1.

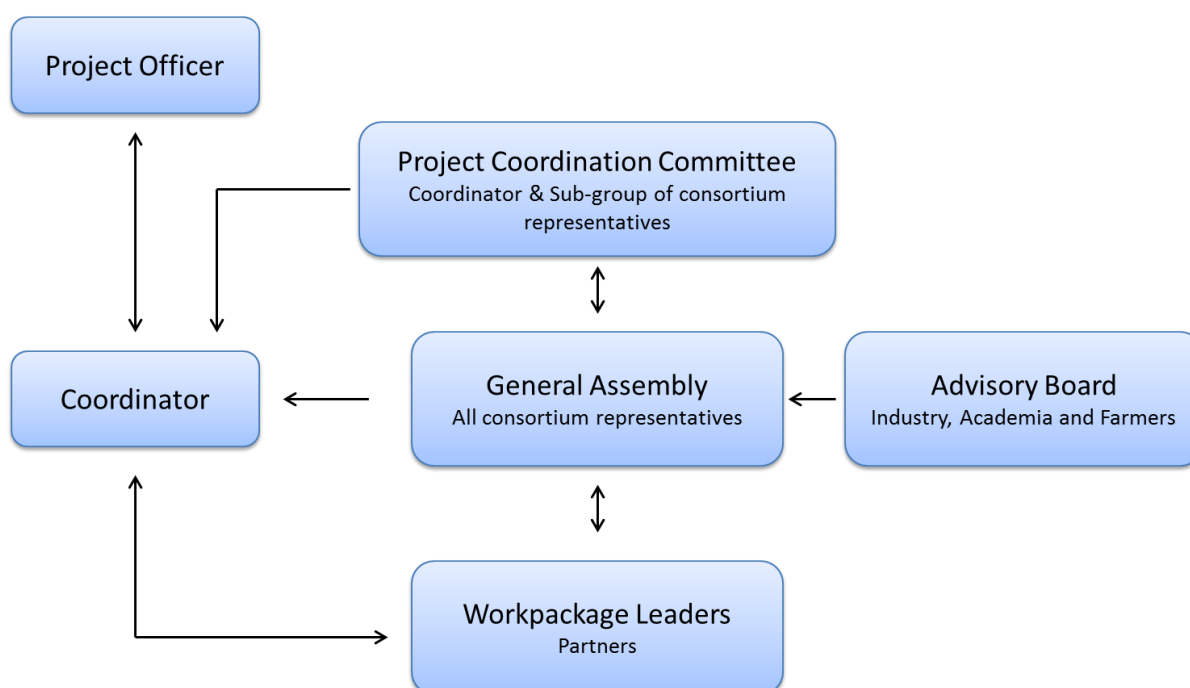


Figure 1: EU-PLF project governance structure

Additionally, the project has been divided into Work Groups (WG) in order to increase efficiency. Each WG is focused around a specific technology or task. The different WGs are:

1. WG cows (leader KU Leuven)
2. WG pigs/poultry (leader FANCOM)
3. WG Value Creation (leader SYNTESA)

4. WG SME Drive (leader Xenon)
5. WG Dissemination (leader EAAP)

The interdependencies among the WGs and the WPs are shown in Figure 2

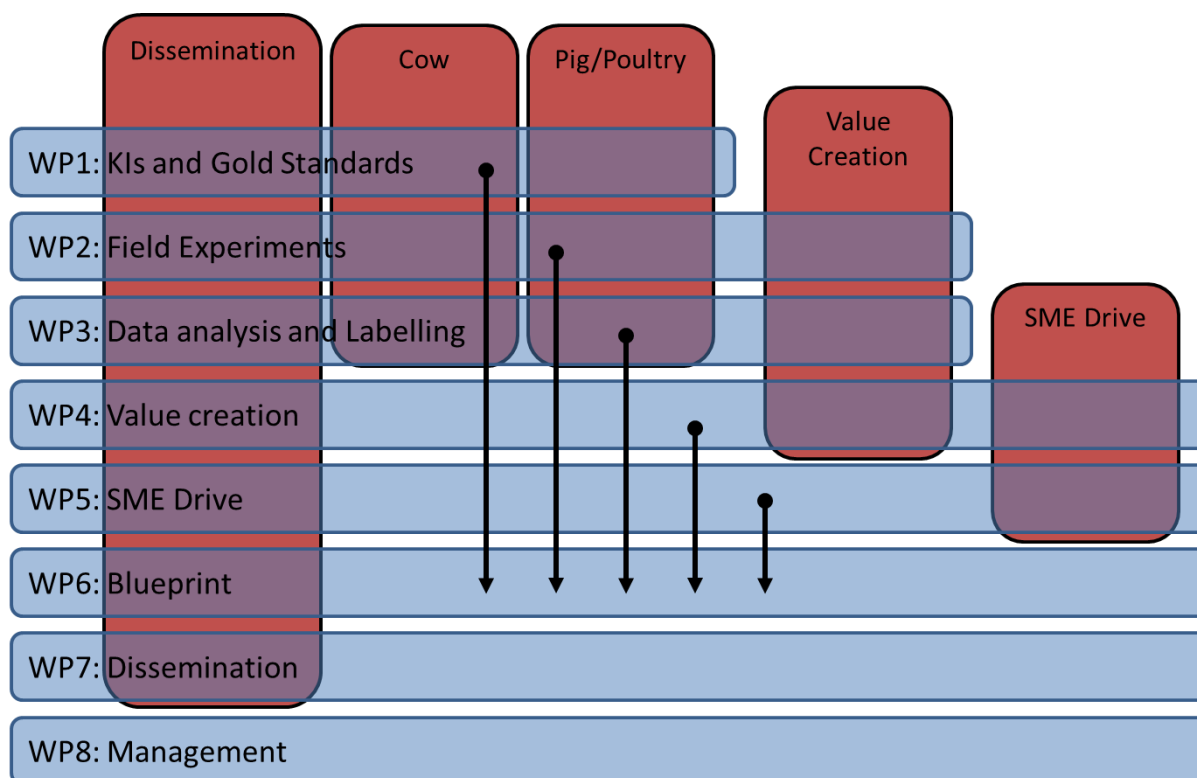


Figure 2: Inter-dependencies among the WGs and the WPs

Next, the different bodies of the EU-PLF management and their responsibilities are described.

General Assembly (GA)

The General Assembly (GA) is the highest decision-making body of the Consortium. The GA is composed of one representative of each Beneficiary. Chaired by the coordinator, the following decisions are taken by the GA:

Content, finances and intellectual property rights

1. Changes to the Annex I and Consortium Plan
2. Changes to the IPR arrangements according to the rules of the GA and the consortium agreement.

Evolution of the Consortium

1. Entry and withdrawal of a Party
2. Identification of a Party to be a defaulting Party
 - a. Corrective measures to be required from it

- b. Termination of a defaulting Party's participation in the Consortium
3. Change of the Coordinator
4. Suspension of all or part of the Project, or termination of the Project or the Consortium Agreement.

Appointment of PCC members

Project Coordination Committee

The PCC consists of eight members: three representatives from research organisations (KU Leuven, UMIL and SLU); two from SME partners (Syntesa, Xenon NT); two from industrial partner institutions (Fancom and GEA) and one from an international federation (EAAP). The PCC is chaired by the project management, representing also the project coordinator. The PCC oversees and reviews the quality of the technical deliverables and makes recommendations on deliverables and changes of the technical scope, direction and/or methodology. The PCC oversees also the scientific aspects of EU-PLF in order to accommodate the multi-disciplinary facets (economical, legal, and social) of the project. The participation of the representative of the Project Coordinator is required to facilitate proposals for decision or approval by the GA.

The PCC obligations are to:

- Prepare the meetings, propose decisions and prepare the agenda of the General Assembly
- Seek a consensus among the Parties
- Be responsible for the proper execution and implementation of the decisions of the General Assembly
- Monitor the effective and efficient implementation of the Project
- To collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly
- Support the Coordinator in preparing meetings with the European Commission and in preparing related data and deliverables
- Prepare the content and timing of press releases and joint publications by the Consortium or proposed by the European Commission
- In the case of abolished tasks as a result of a decision of the General Assembly, the Project Coordination Committee shall advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled

The GA and PCC are assisted by an Advisory Board (AB) composed of academia, farmers union, industry experts and SME related experts with particular interests in EU-PLF, to provide a regular "outside stakeholder view" on important aspects of EU-PLF scientific and industry requirements.

The **Project Coordinator** will execute all decisions of the PCC together with the work group (WG), work package (WP) and task leaders, hereby-using state-of-the-art management methodologies and leading project management tools. The Project Management team is responsible for:

- Implementation of all approved actions
- Setting up and maintaining a functional, efficient and effective management infrastructure, including administrative functions and, more importantly, scientific and technology coordination functions;
- Establishing and maintaining a project budget -, schedule - and resource controlling system
- Implementing a project quality assurance and risk control system
- Supporting the entire project as well as all individual partners in all administrative matters, so they can focus on the project or activity objectives
- Providing clear guidance on intellectual property rights (IPR) issues
- Developing and nurturing a transparent and inclusive communication and reporting attitude
- Project management process / Responsibility and duties of the structure
- Chairing the Technology Board meetings

Advisory Board (AB)

The Advisory Board is assisting the project to stay technologically relevant. It is solicited to provide its view on technology developments and industrial requirements that might have advanced or changed in the course of the project. For this reason, the AB comprises experts from farmer organisations, academia, industry, partly from manufacturing and partly from the animal health/production side and experts in the world of starting SME's. The Advisory Board members are invited to the project's yearly Workshops (at M13, M25, M37 and M48). They are given access to all public deliverables and some selected work documents, as such having the possibility to put the project results into industrial prospective. Those views can also be useful to complement EU PLF presentations in review meetings with the Commission and their experts.

The GA has one face-to-face meeting each year with the AB coinciding to the yearly Project Workshop and consults the experts on the strategic view and results of the project, such as project milestones. Experts are asked to provide oral and written feedback that can be accepted or rejected by the project but always with proper motivation.

The experts that are part of the EU-PLF Advisory Board are:

- Prof Jos Metz (WUR)
 - Emeritus professor of ‘Technical Design of Livestock Production Systems’ at Wageningen University, The Netherlands. He was the Dean of Wageningen University of Agrotechnology and Food Sciences and the Research Director of IMAG-DLO.
- Prof Noel Devisch (Belgian Farmers Union)
 - PhD in Agricultural Economics from University of Missouri (USA). He has been the President the European Farmers Organisation and Member of the Board of KBC Bank – Insurance Group in Belgium. Currently he is the Chairman of several Livestock and Food related Boards including the European Food Centre.
- Dr Leo Den Hartog (Nutreco)
 - Director of R&D and Quality Affairs, Nutreco, The Netherlands and part-time professor at Wageningen University. Nutreco is a global leader in animal nutrition and fish feed with 10,000 people in 30 countries and sales in 80 countries.
- Peter Helfet
 - Has led the creation of EqcoLogic, working with the VUB (Free University of Brussels) since early 2004. He founded a major UK technology company, Plasmon PLC, managing it through an IPO in 1996. Since then, he has worked mainly with start-ups and VC investors in management and advisory roles in many successful leading companies.
- Dr Dieter Schillinger
 - Has been working as an independent animal health consultant based in Munich, Germany, since early 2012. Before that, he worked for more than 25 years in the animal health industry. His last position in the industry was with Merial, where he was head of public affairs for Europe, Middle East and Africa from 2006 to 2011. He has a doctorate in veterinary medicine from the University of Munich. He has managerial and leadership experience, particularly in business management and policy setting for veterinary public health

The AB has also decided to bring in an additional member from the retail sector. Once this person is known, they will be added to this document.

Decision Making Process

Complying with contract rules, a formalized communications hierarchy has been agreed. Together with regular reporting on activities in line with the project plan goes an obligation on all the project staff for immediate reporting of 'out of line' situations:

- Information on changes with no or minimal effect to schedule and cost for work packages to the project management to be filed and reported to project coordination committee.
- Contingency plans with resulting changes having a minor effect on the project will be approved at PCC level. Immediate information to European Commission.
- Information to project management on changes to work packages with potential significant impact on overall project for preparation of PCC discussion on impact and contingency or recovery actions. Reporting to European Commission is contained within regular reporting.
- Contingency plans with resulting changes having a major effect on project will be elaborated by the Project Management and put forward to the PCC for evaluation. Immediate request for discussion and approval to European Commission.

Roles and Main Responsibilities

Coordinator

The coordinator is the contractual interface between the Commission and the consortium and is responsible for overall project organization and conflict resolution. If necessary, the process may require a PCC resolution vote. All decisions with contractual implications are discussed with the Commission Project Officer for Commission final approval.

It is also the coordinator's responsibility to oversee the promotion of gender equality in the project and science and society issues related to the research activities conducted within the project.

The Coordinator has the responsibility for the daily running and coordination of the project. His duty is also the control of risks and contingency plans during the execution of the project, in close relation with the work package and work group leads.

Tasks involve:

- To monitor that the parties comply with their obligations under the EC Grant Agreement

- To receive the Community financial contribution and to distribute it in accordance with the Consortium Agreement and the European Communities Grant Agreement
- To keep the records and financial accounts relevant for the Community financial contribution and to inform the Commission of its distribution thereof
- To be the intermediary for efficient and correct communication between the Parties and the Commission on the progress of the Project
- To transmit, on request, any documents and information connected with the Project between the Parties concerned
- To oversee the overall management of the EU PLF project, being ultimately responsible for planning of the project execution and ensuring timely and effective implementation of the planned activities
- To monitor the progress and reporting (internally and to the European Commission), to arrange project meetings, to implement document-sharing facilities, and so on. S/he also provides overall financial status information and identification of financial issues
- Administration, preparation of minutes and provision of the chairperson of the project coordination, workshops and follow-up of their decisions.

Work Package Leader

Each work package leader is responsible for the management inside their work package. They are supported by the leaders of embodied tasks, and have the following tasks:

- Manage and control the work plan for the related work package
- Coordinate the technical work of the work package
- Plan, coordinate and harmonize deliverable content
- Schedule deliverables and their interrelationships
- Monitor the progress of the work in the work package
- Comment and approve documents (publications, deliverables, etc.)
- Report on technical progress to the PCC in regular reports
- Organize work package meetings
- Coordinate the work package input/output from/to supporting partners and external parties
- Provide both detailed theoretical knowledge and analysis of the most important technologies
- Maintain communication to the relevant related work package

Work Group Leader

Each Work Group Leader is responsible for the management inside their Work Group similar to the work package leader.

Task Leader

Each task Leader is responsible for the management inside their task similar to the work package leader.

Project Meetings and Workshops

The PCC will meet initially at the Project Kick-off meeting and then 3 times per year throughout the project; thus at months 1, 5, 9, 13, 17, 21, 25, 29, 33, 37, 41, 45 and 48. If necessary more meeting of the PCC will be organised if the state of the project requires to do so. These meetings will be either in person or conference call meetings if this is considered adequate by the PCC.

The Supervisory Board meetings will take place similarly 3 times per year corresponding to the same date as PCC meetings, so that travel expenses are not doubled for the PCC members.

The Advisory Board members will be invited to the Project Workshops, which will be once a year at M13, M25, M37 and at M48. These Project Workshops will host the PCC and SB meetings as well.

WP, WG and task leaders will organise working meetings on demand.

Quality Management

A Quality Management System is set up and maintained as part of the Project Management Structure. The quality management covers the main processes of the project concerned with the process of providing results within and outside the project.

Results include deliverables, work documents as well as media for dissemination, publications and presentation of the project. The quality management provides a document facility and control system for producing deliverables and will overview the approval of publication before release.

Particularly the production of deliverables follows a strict process of peer reviews and senior researcher assessments to ensure that deliverables have outstanding quality and rework is kept at a minimum.

Included in the quality management are:

- Defining quality standards for work and deliverables

- Defining a Deliverable Quality Assurance, procedure including a number of beforehand approved steps and procedures applying the above defined quality standards
- Assigning senior project staff for peer reviewing deliverables and results
- Establish a clear understanding of Commission / evaluators quality requirements

Publications

The results of the EU PLF project are strictly confidential. Any publication of these results, be it a scientific publication (international or in a national language) submitted for publication in a reviewed scientific journal, a conference contribution, a book chapter, a contribution to professional press or to popular scientific magazines or news related items, has to be accepted by the PCC and WP leaders before publication.

The procedure for publication is visualised in Figure 3

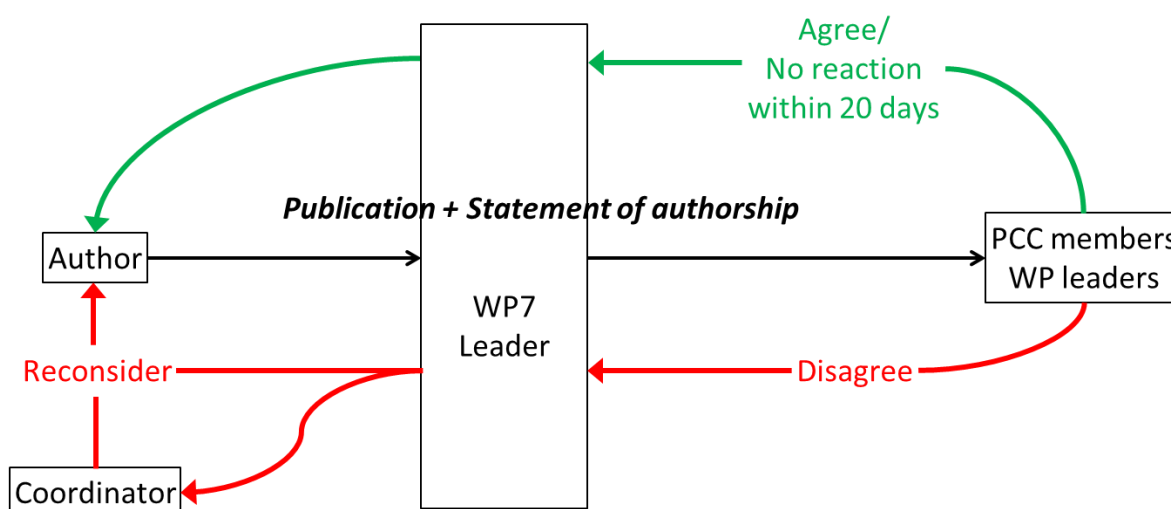


Figure 3: Visualisation of the publication procedure

The publication material (manuscript, presentation, poster) and the Statement of Authorship indicating the envisaged publication medium are sent electronically to the leader of the dissemination task (EAAP), at least one (1) month prior to submission. The leader of the dissemination task will contact the PCC members and the WP leaders and require them to notify their agreement or disagreement within 20 days. Failure to answer before the time limit will be considered as approval. The leader of the dissemination task is notified when the material is published.

The first author of a paper is the person who made the main part of the work and was the driving force behind the publication. The first author is also “corresponding author”, unless he/she has an agreement with a co-author to be responsible in this respect. Other persons in the author list should be scientific personnel responsible for substantial or critical parts of the work listed in the order according to the degree of overall contribution.

An “Acknowledgment and Disclaimer” must be included at the end of the publication, as also stated on Figure 4, either in the long or the short form. Moreover, persons contributing with minor or trivial parts of the work included in the publication may be mentioned. Presentations, either as slides or as posters, should also include the logos shown on Figure 5.

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Figure 4: Acknowledgement and Disclaimer to be used in publications

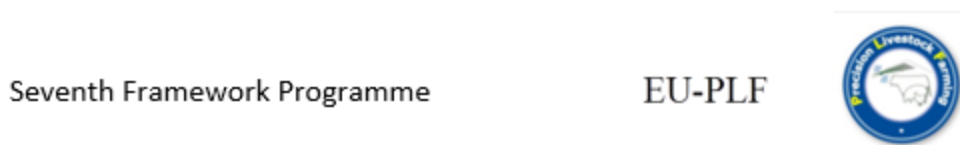


Figure 5: Logos to be used in publications

Change management

Changes might result from members leaving the consortium (new ones will surely join), modifications in the DoW (i.e. particularly the work programme), adaptations of the Consortium Agreement (CA) and last but not least in the various working documents that are the base for the activities in individual projects.

Deliverables

Deliverables are contractual documents. Once submitted to the Commission, they are regarded to be final and no amendments are possible. If there is a need of change, then a new

deliverable needs to be created and submitted to the Commission. In such cases, the Project management checks and proposes the new deliverable to the PCC for approval. The changes are communicated to the project officer at the Commission for approval / acceptance.

DoW

Changes with effect on the overall results and objectives need the approval of the project officer and possibly require a more formal cycle after agreed within the Project.

The change process (DoW amendment) is the following.

- Change requests prepared by the owner / partners / task leads have to be consolidated with the work package lead and submitted to the Project Coordinator
- The Project Coordinator checks and proposes to the PCC for approval
- The changes are communicated to the project officer at the Commission for approval / acceptance by the Project Coordinator
- After approval, formally modifications are integrated

Consortium Agreement

Amendments or changes to the CA will be governed under the rules stated by the EU PLF Consortium Agreement.

Reporting

According to contractual obligations, there are two reporting periods to the Commission, namely months 1 till 18 and 19 till 48.

Additionally, four intermediate internal reporting periods have been defined, namely months 1 till 9, 10 till 18, 19 till 24 and 25 till 48. These intermediate reports will allow for a closer management of the project.

For all the reports, the web-based solution of EMDEK (<https://emdesk.eu>) will be used. A training session will be organised for all the project partners.

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