

## EUCAllyptus Lignin VAlorisation for Advanced Materials and Carbon Fibres

Project number 745789

### **D7.1. Project Management Structures**

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## PROJECT INFORMATION

Project full title: EUCAlyptus Lignin VALorisation for Advanced Materials and Carbon Fibres

Acronym: EUCALIVA

Call: H2020-BBI-JTI-2016

Topic: BBI-2016-D03


Start date: September 1<sup>st</sup> 2017

Duration: 42 months

List of participants:

Participant No.	Participant Organisation Name	Short Name	Country
<b>1 (Coord)</b>	Contactica S.L.	CTA	Spain
<b>2</b>	Envirohemp S.L.	ENV	Spain
<b>3</b>	Grado Zero Innovation S.R.L.	GZI	Italy
<b>4</b>	Biosensor S.R.L.	BIO	Italy
<b>5</b>	Sächsisches Textil Forschungs Institut e.V.	STFI	Germany
<b>6</b>	Tampere University of Technology	TUT	Finland

## DELIVERABLE DETAILS

<b>Document Number:</b>	D7.1
<b>Document Title:</b>	Project Management Structures
<b>Period:</b>	09012017- 02282018
<b>WP:</b>	WP7. Project Management
<b>Task:</b>	Task 7.1. Establishment of the project management structures
<b>Author:</b>	<p style="text-align: center;"><b>CONTACTICA S.L.</b></p> 
<b>Abstract:</b>	<p>This document explains the management structures of EUCALIVA. The management and structure procedures are established in order to coordinate the efforts of all the partners involved in this project.</p>

## 1. INTRODUCTION

The management and structure procedures of EUCALIVA project are described in the Document of Action (DoA), in annex I of the Grant Agreement, as well as in the Consortium Agreement. The general management structure was explained in the project kick-off meeting, which took place in Brussels on 29th September, 2017.

## 2. PROJECT MANAGEMENT STRUCTURES

### 2.1. Decision making bodies

#### A. Project Coordinator

The coordinator of EUCALIVA is CONTACTICA Spain S.L. (CTA), and the person of the company responsible for this activity is Manuel Román Jimeno, CEO of the company. He will be in charge of making all contacts with the European Commission. He will provide the overall leadership and coordination and he will carry out the day-to-day operation of the project with the support of the Steering Committee and the Scientific Coordinator.

He will supervise the entire project, with special attention to coordinating the activities for the industrial partners in order to maximize efficiency and minimize risks. He will arrange the collection and exchange of documents concerning the project among participants. He will be also responsible for the distribution of EC funds to individual participants.

CTA has experience in the management of many European Projects, as well as international and national projects. CTA has developed bespoke project administration systems and methodologies to automate speed and increase the reliability and accuracy of many of the administrative tasks required and can bring a high degree of professional management to the project administration. The expertise of CTA will help EUCALIVA to keep to a minimum the costs, errors, delivery times and financial risks associated, sometimes, with the administration of large and complex projects.

#### B. General Assembly

The General Assembly consists of **one representative of each partner**. It is the executive body of EUCALIVA and will be in charge of the project monitoring, dairy coordination and periodic reporting (including reviews), risk due diligence, 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 and establishing & benchmarking project milestones.

The General Assembly will meet twice a year. Although it will be possible to call an extraordinary 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 (CTA) 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 email) 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.

### C. Management Support Team (MST)

The Management Support Team (MST) is composed by the **Project Coordinator (CTA and the WP leaders)** in EUCALIVA. MST will be responsible for assuring the timely completion of the work program, the management of the technical progress among WPs towards the objectives of the project, the coordination of knowledge transfer among the different work packages, the quality of the scientific/technological research as well as the exchange of results and knowledge among the consortium members to enable a transparency of concepts and a flexible data flow to support concurrent tasks.

Each individual team leader is responsible for technical issues and the project work at the partner site, the local task coordination and the timely production of results they are responsible for.

MST will meet every month to ensure the overall monitoring of the work progress. Since there will be 12 meetings per year, 2 of them will be combined with the planned meetings of the General Assembly and the other two can be held through video or tele-conference

**Decision-making mechanism:** MST 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.

### D. Exploitation Board

Exploitation Board will be instituted at the first meeting of the Management Support Team and the General Assembly. The Exploitation Management group will be constituted and chaired by CTA and advised by the R&D Leaders. This structure will ensure the efficient dissemination and exploitation of results from EUCALIVA.

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 created CONTACTICA in 2010 and he is the current director of the company where he coordinates, develops and executes projects in the innovation field.

Manuel Román is also in charge of the management of knowledge and intellectual property of the company projects and he will be responsible, as an impartial person, for generating and managing the formal Exploitation plan for EUCALIVA.

Moreover, 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. Additionally, CTA will help in recruiting the services of a European Patent Attorney when prosecuting patents and license rights.

Management of IPRs will be performed following the IAPED methodology: **IDENTIFY–ASSESS–PROTECT–EXPLOIT–DISSEMINATE**. All exploitable results will be identified, assessed and protected first, and only then will exploitation and dissemination take place. Dissemination of results by any partner will have to be authorised by the SC.

Within this context, preliminary arrangements related to the future exploitation of results have been agreed at proposal stage by SME partners and RTD partners, based on their different roles through the added-value chain.

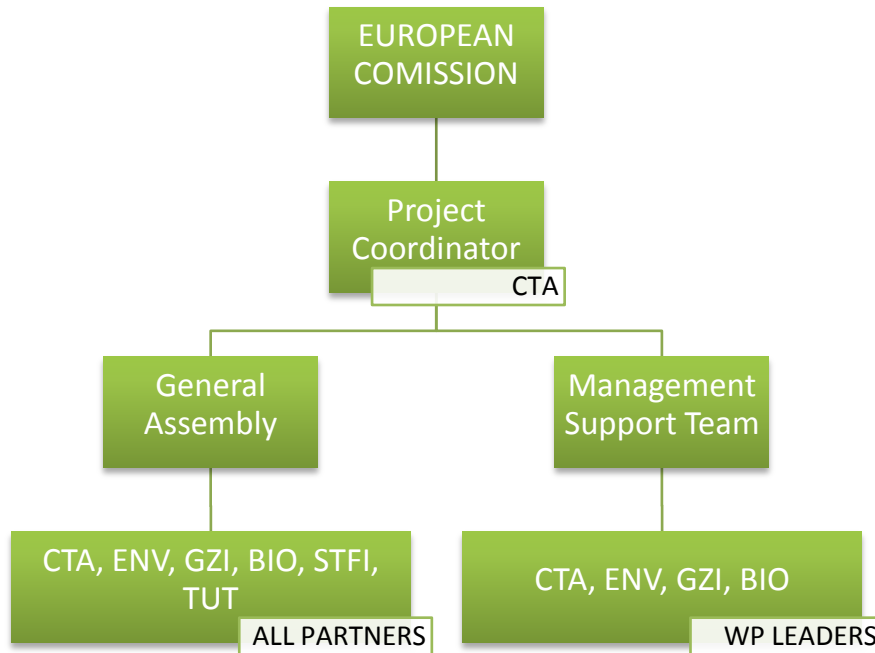
There will be an exploitation plan in order to guarantee a correct handling of knowledge and technology dissemination and exploitation. It will also include conditions for confidentiality and conditions regarding publications of results.

The plan will include a special clause, operative at the end of the Project and related to the potential objects of commercialization. A special attention will be paid to the dissemination of results that could lead to the industrial application. The industrial partners from the consortium will have a free access to obtained knowledge, with the limits established in the background IPR or others specified by the RTDs and defined in the Consortium Agreement

## 2.2. Specific implementation issues

- Conflict Resolution. Any conflict issues arise between parties will be submitted to the General Assembly for mediation and resolution.
- Risk and contingency management will be performed by the Coordinator and Management Support Team using Failure Mode Effects Analysis (FMEA) techniques applied to individual Work Packages and across the inter-dependencies between WPs. This will enable an accurate assessment of risk and the application of a remedial action depending on the severity of the detected failure, being the three main levels of action:
  - Repeating elements of the task and varying the activity to produce an improvement on the result.
  - Compensating lower levels of achievement by adjusting related deliverables.
  - Applying an alternative development route.

### 2.3. Graphical presentation



## 3. MEETINGS AND CONSORTIUM COMMUNICATION

### 3.1. Communication

All formal communication within the project will be monitored and managed through a project website. This website will consist of a number of spaces designated to individual work packages within the project, with a designated password-protected access. Documents will be uploaded to the webpage by the partners themselves. Once a document is uploaded, a confirmation must be sent to the other partners.

The website will also have a public part, in which there will be information about the project and the consortium, as well as other contents of interest related to the project.

The portal will be administered by the Project Coordinator or a designated Portal Manager, who will support its setting-up based on its wide expertise on web-based project management tools.

All the e-mails sent among the partners will be automatically copied and forwarded to the coordinator 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.





Furthermore, the communication flow within the consortium will be assured by regular electronic mail contacts with a direct exchange of the major importance results.

A procedure regarding the communication of the project will be prepared and sent to partners by the Project coordinator.

### 3.2. Task frequency

The general rules that will apply to EUCALIVA until a specific procedure is prepared, are as follows.

**Monthly:** each Task Leader will report progress to the Work Package leader. The progress of the project 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.

EUCALIVA coordinator will review the monthly reports and will monitor the inputs from core group.

Meeting of the Management support Team (MST) will be every month.

**Every three months:** review of individual Risk Assessment by the WPs leaders and the Exploitation Manager. 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).

**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. 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.

**Annually:** Review of the Exploitation Plan and assessment against the deliverables and milestones, and corrective measures of potential deviation in the Work Plan.

The milestones indicated for each work package, plus the mid-term and final reviews will be used to assess the progress of the project and the ability of the programme to accomplish the tasks specified and to achieve the desired results. Any changes in the work plan that are suggested by these reviews – necessary for correction or remedial action - will be discussed by the General Assembly, and special review meetings will be held regarding the mid-term and final reviews to which a representative from the commission will be invited.

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. The evaluation will be made in the presence of a representative of the EC.