



Bioconversion of Underutilized Resources into Next Generation Proteins for Food and Feed

Project start: 01 October 2019

Project duration: 48 months

Deliverable No 8.1

Project Management Tools and Collaborative Workspace

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0 Document Information

Document Data

Work package related	WP8: Project Management
Task related	Tasks 8.1: Project Activation and Meetings; Task 8.2: Supporting Scientific and Technical Management; Task 8.3: Project Monitoring and Reporting, Deliverables and Milestones and Task 8.4: Administrative and Financial Management
Type	Other, management tools
Dissemination level	PU (public)
Keywords	Project management tools

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Document history

Document version #	Date	Notes/Change	Status
V. 1	29/11/19	GST, RJ prepare draft text	draft
V. 2	16/12/19	BJ additions and improvements	reviewed
V. 3	30/12/19	Reviewed and approved by the CO, BOS	final

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1 Executive Summary

This deliverable is a public report describing the main tools that the coordinator of NextGenProteins will use to manage the project during its four-year duration, in such a way that all the specific objectives – as described in the DoA - will be reached on time and within budget.

The main Management tools that have been set up to manage and coordinate NextGenProteins consist of:

- GANTT and PERT charts
- Risk management and risk register
- Templates and protocols to ensure timely submission of deliverables and achievements of milestones
- Rigorous monitoring of costs and distribution of financial contribution according to the schedule set forth in the GA and CA as well as the completion of deliverables and achievement of milestones
- An ongoing six months periodic monitoring of the technical and financial status of the project
- The Partners Domain within the project website will serve as a tool to manage, store and distribute documents to all partners in the project

2 Introduction

This deliverable is a public report describing the main tools that the coordinator of NextGenProteins will use to manage the project during its four-year duration, in such a way that all the specific objectives – as described in the DoA - will be reached on time and within budget.

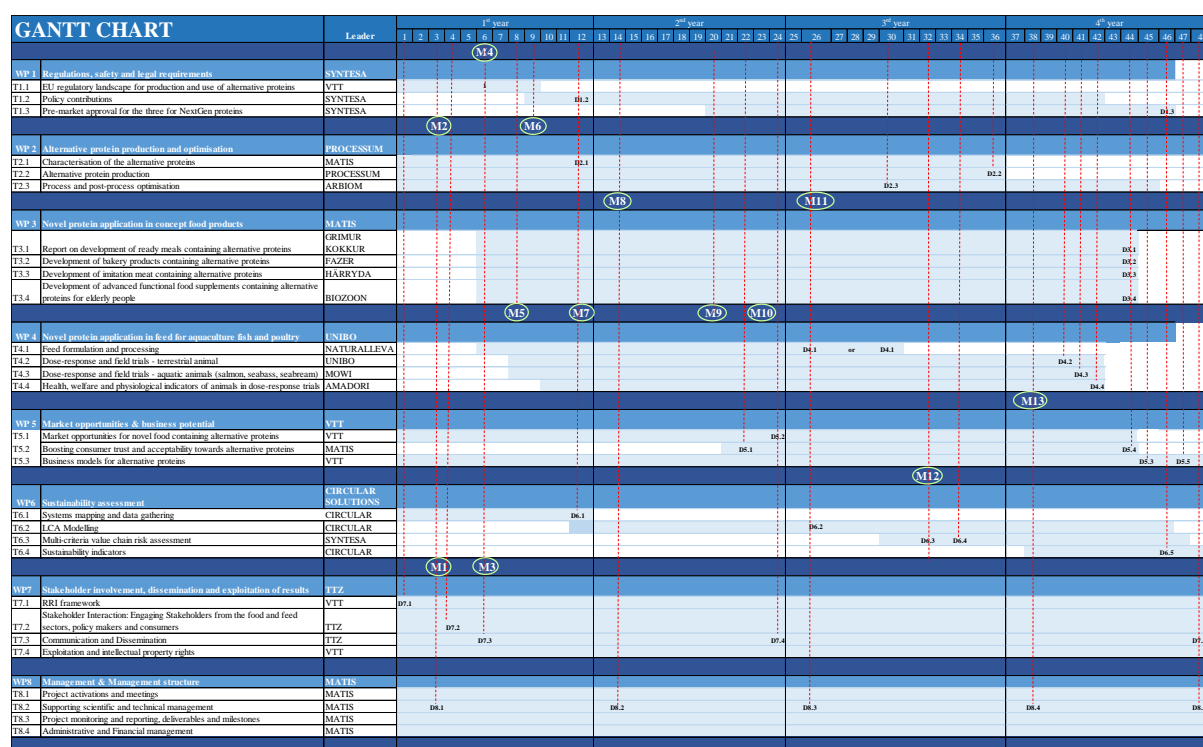
The main tools that the CO will use are the GANTT and PERT Charts to follow the time, duration, tasks, milestones and delivery during the project lifespan. Tasks and responsibility for carrying out the project are described within each Work Package (DoA). The risk management plan with the risk register advises on how to react and handle upcoming events in the project, if any. The CO is responsible for the overall budget and the financial contribution to beneficiaries will be performed according to the schedule set forth in the Consortium Agreement as well as on timely submission of deliverables and achievements of milestones.

3 Management tools

3.1 GANTT chart

The GANTT chart illustrates the dependency relationships between WPs and tasks and the current schedule status of NextGenProteins. The associated PERT chart gives a graphical presentation of the components of NextGenProteins and shows how they inter-relate. The GANTT chart will be used to ensure that individual WPs will start on time and that milestones will be reached, and tasks completed. Through the time schedule, duration of tasks, milestones and timing of deliverables, the GANTT and PERT charts will be important tools to give the CO the necessary overview to strategically manage the project and communicate with individual WP leaders and other participants in NextGenProteins.

Further, the tasks and responsibility for carrying out the project are described within each WP and the description and responsibilities will be highlighted as needed, to ensure the proper execution of the DoA.



	WP1	WP2	WP3	WP4	WP5	WP6	Project end
WP1		Input on regulatory and safety aspects for alternative protein sources and processes	Input on regulatory and safety aspects for the inclusion of alternative protein in food products	Input on regulatory and safety aspects for the inclusion of alternative protein in animal feed			Policy recommendations on regulatory and safety issues, identification of barriers. EFSA safety dossier if needed for authorisation of the alternative proteins
WP2	Input for policy recommendation – alternative protein sources and production		Microalgae, SCP and insect protein meals for application in food products	Microalgae, SCP and insect protein meals for application in animal feed	Database for nutritional, functional, safety and sensory characterization of the alternative proteins for co-creation with consumers and stakeholders	Production, processing, value chain data for sustainability assessments	Optimised technologies demonstrated for production of microalgae, SCP and insect meal for feed and food applications
WP3	Input for policy recommendation - suitability of alternative protein sources for food applications	Feedback to improve/optimize alternative protein production technologies to meet food applications			Input for draft business plans for the alternative protein sources - suitability as ingredient in foods	Data for sustainability assessments	Demonstrated food products containing the alternative proteins. Sensory properties and shelf-life of food products containing alternative proteins
WP4	Input for policy recommendation – alternative protein sources and processes for feed applications	Feedback for improvement of alternative protein production technologies to meet feed applications			Input for draft business plans for the alternative protein sources – suitability as ingredient in feeds	Data for sustainability assessments	Small and large scale demonstration of the alternative proteins in feed for aquatic and terrestrial animals
WP5		Feedback from stakeholders for improving/optimising production of the alternative proteins	Input from consumer focus groups for improvement of food concepts and food product development	Input from stakeholders to improve feed formulation development			Market opportunities for novel products containing alternative proteins Strategy to build consumer trust and acceptability Draft business plans for the alternative proteins
WP6		Environmental, economic and value chain impact assessment of alternative protein production	Environmental, economic and value chain impact assessment of food products containing the alternative proteins	Environmental, economic and value chain impact assessment of animal proteins, fed on the alternative proteins	Input for draft business plans for the alternative protein sources – sustainability and economical aspects		Environmental, economic and value chain impact assessment of the alternative proteins and their value chains

3.2 Risk Management

The objectives of the Risk Management are to increase the probability and impact of positive events and decrease the probability and impact of events that are negative or adverse to the project. The technological and scientific risks in the project and for each WP have been analysed and are presented as Critical risks in the SyGMA portal.

862704 (NextGenProteins) IA

Call: H2020-SFS-2018-2020
Topic: LC-SFS-17-2019 Unit: REA/B/G2

Summary for publication
Deliverables Ethics Other Reports
Milestones
Critical Risks
Publications
Disseminat...
Patents (IPR)
Innovation
SME Impact
Open Data
Gender
ABS Regulation

Critical Risks

Foreseen Risks (Annex-I)

Number	Description	Work Package No.	Risk Mitigation Measures	State of the Play Reference Reporting Period	State of the Play Mitigation Measures Applied	State of the Play Risk Materialized	State of the Play Comments	Actions
1	Terms of the Consortium Agreement (CA), e.g. IPR,	1, 2, 3 ...	The CA is based on DESCA template and will address issues related to the c					
2	WPLs do not deliver deliverables on time or do not c	1, 2, 3 ...	Timely deliverables are crucial. Good time management will mitigate for ti					
3	Delays in reporting, over or under-spending of resou	1, 2, 3 ...	Regular PST meetings and six-month reports from partners will ensure mon					
4	Lack of interest in recommendation and improveme	1, 7	Build up trust with relevant authorities in each participating country and a					
5	Insufficient amount of protein produced in the first	2	Reorganize the schedule to achieve deadlines, while giving the already pro					
6	Insufficient amount of protein produced at the seco	2	Reorganize the schedule to achieve deadlines. Deliver what can be produ					
7	Sufficient proteins not produced in WP2 of acceptab	3	Analyse measures to increase quality and safety and implement them if po					
8	Ethical clearance not obtained for the testing of one	3	Place more emphasis on the alternative protein with ethical clearance for					
9	Delay in obtaining ethical approval for trials on poul	4	Ethical approval will be applied for in advance at the beginning of the proj					
10	Delay in providing a sufficient amount of the altern	4	In the project, several new protein sources will be tested in WP4 and it's h					
11	Number of consumers as active participants in the o	5	Advertise online to attract consumers, and use existing focus groups for th					

The risk management plan together with the risk register advises on how to react and handle eventual events in the project, if any. The identified critical risks and the state of play of the risk measurement mitigations will be formally evaluated at 18, 36 and 48 months.

3.3 Deliverables and milestones

A template for deliverables has been prepared and distributed to all participants as well as being available on the Collaborative workspace for NextGenProteins (nextgenproteins.eu).

COVER PAGE

NEXTGEN PROTEINS

Bioconversion of Underutilized Resources into Next Generation Proteins for Food and Feed

Project start: 01 October 2019 Project duration: 48 months

Deliverable No X.X.
Deliverable Title XXX
Lead author(s) XXX

Due Date of Submission: 30 October 2019
Submission Date: 29 October 2019

DOCUMENT INFORMATION PAGE

0 Document Information

Document Data

Work package related	e.g. Work package 1: Regulation, safety and legal requirements	
Task related	EU regulatory landscape for production and use of alternative proteins	
Type	e.g. report or data plan	
Classification level	e.g. P2 (public) or C2 (confidential)	
Keywords		

Contributors

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Author 1		
Author 2		
Author 3		

Document History

Document version #	Date	Notes/Change	Status
V. 1			draft
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V. 3			final

Document Data

Work package related	
Task related	
Keywords	

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Briefly, the necessary content of each submitted deliverable will be: Executive summary, Introduction, Main content, Conclusion and if needed, References and Appendix. The executive summary should be written in clear, concise language and not be more than one page. The overall template will ensure that deliverables will be of the same format and easier to review and evaluate. Further, a protocol has been set up for preparation of deliverables requiring the first draft to be ready for revision and eventual approval by the CO four weeks before deadline and final submission to the Commission. The protocol is part of the Consortium Agreement (CA).

The milestones are major project progress points in the project and an important tool for the CO to follow the development of NextGenProteins efficiently. The deadlines of milestones will be highlighted to all responsible by the CO and what they are supposed to do to achieve the milestones. The CO will contact responsible team members regularly to ensure that the work is according to schedule and the progress tracked, to safeguard that milestones will be achieved in time and before the deadline.

3.4 Budget

The CO is responsible for payments of the grant to individual beneficiaries as stipulated in more details in the Grant Agreement and the CA.

3.5 Technical and financial reporting

In order to manage NextGenProtein efficiently, periodic project reporting will be carried out every six months. Internal reporting will be at six, 12, 24, 30 and 42 months. The internal reporting serves two purposes: First, as a preparation for the 18, 36- and 48-months (and final) reporting; Second, an overview of the status of the project and what is going on and where.

An excel template has been prepared, matching the H2020 requirements for eligible costs; both direct and other costs.

6 M Financial report for the H2020 NextGenProteins project (1. Oct 2019 - 31. March 2020)

I hereby confirm that these figures are correct to my best knowledge:

Partner

Submitted by:

Position:

Email:

1			
2	Cost Category - Just fill out cost category a) and f)		
3	a) Direct personnel costs declared as actual costs	- €	
4	b) Direct personnel costs declared as unit costs (average costs)		
5	d) Direct costs of subcontracting		
6	e) Direct costs of providing financial support to third parties		
7	f) Other direct costs	- €	
8	h) Costs of internally invoiced goods and services		
9	i) Indirect costs (=25%*(a+b+f+h-p))	- €	
10	k) Total Cost	- €	
11			
12			
13	a) Fill in the cost and then fill in the manmonths in the Direct personnel cost sheet		
14	d) Only Arbiom has budget for subcontracting		
15	f) the number here should be the same as total in Other Direct cost sheet		
16	i) & k) Don't put numbers in green cells - they got formulas		
17			
18			

Sign
Eligible cost
Direct personnel costs
Other direct cost
Gender (for portal)
Help

1	Effort in each WorkPackage	
2		
3	Associated WP	Persons/month per WP
4	WP1 - Regulations, safety and legal requirements	0,0
5	WP2 - Alternate protein production and optimisation	0,0
6	WP3 - Alternative protein applicaton in concept food products	0,0
7	WP4 - Alternative protein application in feed products	0,0
8	WP5 - Market opportunities and business potential	0,0
9	WP6 - Sustainability assessment	0,0
10	WP7 - Stakeholder involvement, dissemination and exploitation of results	0,0
11	WP8 - Project management	0,0
12	Total	0,0
13		
14	Only put hours (manmonths) on WPs that you have manmonths in (see table below from the Annex 1 (part A))	
15	Calculate the total effort of your staff in every WP and put that number in for every WP (that you are involved in)	
16	Don't worry if you don't have hours/manmonts in all the WPs you are suppose to have in this project (we are only 6 months into a project that will last for 4 years)	
17		
18		
19		

Sign
Eligible cost
Direct personnel costs
Other direct cost
Gender (for portal)
Help
Back ...


No	Cost	Short Description	Category	Associated work Package	Forseen in Annex I	Explanations (if not forseen in the Annex)
1						
2						
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27						

Sign
Eligible cost
Direct personnel costs
Other direct cost
Gender (for portal)
Help
Back ...

Further, to avoid making errors in claiming costs a model timesheet has been distributed to all partners:

TIME RECORDING FOR A HORIZON 2020 ACTION – Minimum requirements									
Title of the action (acronym):					Grant Agreement No:				
Beneficiary's / linked third party's name:									
Name of the person working on the action:					Type of personnel (see Art. 6.2.A Grant Agreement)				
Month	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	...	Total
Number of hours									
Work packages (of Annex 1) to which the person has contributed by the reported hours									
Date and signature of the person working for the action									
Name, date and signature of the superior									

For the technical part of the internal report the reference template provided in the H2020 Funding and tender opportunities portal will be used:



Project Number: [insert project reference number]
Project Acronym: [insert acronym]
Project title: [insert project title]

Periodic Technical Report
Part B

Period covered by the report: from [insert dd/mm/yyyy] to [insert dd/mm/yyyy]
Periodic report: [1] [2] [3] [4]

1. Explanation of the work carried out by the beneficiaries and Overview of the progress

- Explain the work carried out during the reporting period in line with the Annex 1 to the Grant Agreement.
- Include an overview of the project results towards the objective of the action in line with the structure of the Annex 1 to the Grant Agreement including summary of deliverables and milestones, and a summary of explainable results and an explanation about how they can will be exploited¹.

(No page limit per workpackage but report shall be concise and readable. Any duplication should be avoided).

1.1 Objectives

List the specific objectives for the project as described in section 1.1 of the DoA and described the work carried out during the reporting period towards the achievement of each listed objective. Provide clear and measurable details.

1.2 Explanation of the work carried per WP

1.2.1 Work Package 1

Explain the work carried out in WP1 during the reporting period giving details of the work carried out by each beneficiary involved.

1.2.2 Work package 2

Etc.

1.3 Impact

Include in this section whether the information on section 2.1 of the DoA, how your project will contribute to the expected impacts) is still relevant or needs to be updated. Include further details in the latter case.

2. Update of the plan for exploitation and dissemination of result (if applicable)

Include in this section whether the plan for exploitation and dissemination of results as described in the DoA needs to be updated and give details.

3. Update of the data management plan (if applicable)

Include in this section whether the data management plan as described in the DoA needs to be updated and give details.

4. Follow-up of recommendations and comments from previous review(s) (if applicable)

Include in this section the list of recommendations and comments from previous reviews and give information on how they have been followed up.

5. Deviations from Annex 1 (if applicable)

Explain the reasons for deviations from the DoA, the consequences and the proposed corrective actions.

5.1 Tasks

Include explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explain also the impact on other tasks on the available resources and the planning.

5.2 Use of resources

Include explanations on deviations of the use of resources between actual and planned use of resources in Annex 1, especially related to previous months per work package.

5.2.1 Unforeseen subcontracting (if applicable)

Specify in this section:

- a) the work (the tasks) performed by a subcontractor which may cover only a limited part of the project;
- b) explanation of the circumstances which caused the need for a subcontract, taking into account the specific characteristics of the project;
- c) the confirmation that the subcontractor has been selected ensuring the best value for money or, if appropriate, the lowest price and avoiding any conflict of interests.

5.2.2 Unforeseen use of in kind contribution from third party against payment or free of charges (if applicable)

Specify in this section:

- d) the identity of the third party;
- e) the resources made available by the third party respectively against payment or free of charges;
- f) explanation of the circumstances which caused the need for using these resources for carrying out the work.

HISTORY OF CHANGES			
VERSION	PUBLICATION DATE	WHY version	CHANGE
1.0	10/07/2015	initial version	
1.1	14/09/2015	Texts in section 1.2 on Research infrastructures has been corrected	

¹ The term 'project' used in this template equates to an 'action' in certain other Horizon 2020 documentation.

² Beneficiaries that have received Union funding, and the plan to exploit the results generated with such funding primarily in third countries not associated with Horizon 2020, should indicate how the Union funding will benefit Europe's overall competitiveness (reciprocity principle), as set out in the grant agreement.

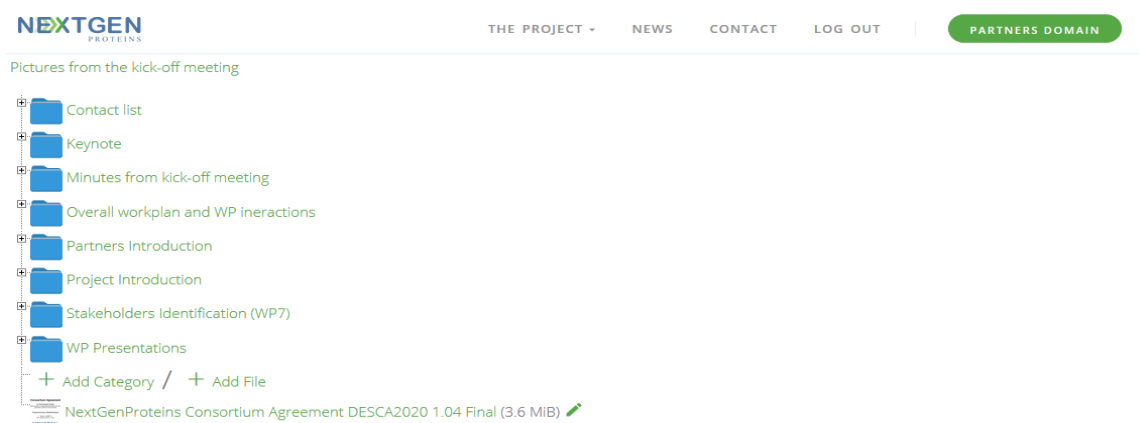
4 NextGenProteins Website

The NextGenProteins Website launched in M1. The website will be a major dissemination tool for the project, open to a broad public. The website will be developed, maintained and regularly updated by MATIS with the input of all project partners.

A specific Partners Domain section of the website will be used as a tool for data access and storage.



All partners of the project will get specific access to the domain where they can find sections for different types of documents (e.g. Minutes from meeting, Contact lists, Legal documents etc.). Furthermore, documents such as forms for Deliverables and Reports will also be accessible. All partners will have the power to upload documents, but it is in the hands of the CO and PST to keep the Domain clean and up to date with the most relevant documents and other materials.



The main Management tools have been set up to manage and coordinate NextGenProteins efficiently and on time and within budget. They consist of:

- GANT and PERT charts
- Risk management and risk register
- Templates and protocols to ensure timely submission of deliverables and achievements of milestones
- Rigorous monitoring of costs and distribution of financial contribution according to the schedule set forth in the GA and CA and completion of deliverables and the achievements of milestones
- An ongoing six months periodic monitoring of the technical and financial status of the project
- The Partners Domain within the project website will serve as a tool to manage, store and distribute documents to all partners in the project