

LIFE THE TOUGH GET GOING PROJECT

LIFE TTGG

With financial support from the EU LIFE programme

Action E1

Project management, monitoring and contingencies plan

Deliverable E1-1

Monitoring protocol and contingencies plan

Responsible for implementation: Politecnico di Milano

Coordinating Beneficiary
Department of Energy – Politecnico di Milano



POLITECNICO
MILANO 1863

Associated beneficiaries



Consorzio Tutela Grana Padano



oriGIn

QUALIVITA'

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1. PROJECT MANAGEMENT, MONITORING AND CONTINGENCE PLAN

The overall goal of this document is to provide an efficient coordination and management for all the actions planned, in order to reach the set targets in terms of foreseen results and budget. It has the following contents:

- ensure the best use of the resources allocated to the project;
- ensure a connection between the development of LIFE TTGG and the PEF methodology implementation by DG Environment - European Commission;
- manage communication among project partners;
- manage communication with the European Commission;
- identify and solve any problem and/or delay that may possibly arise;
- maintain technical control over the project;
- manage all financial aspects in the correct manner;
- review and finalise all the internal reports and documents produced;
- guarantee a high level of quality regarding the project products;
- guarantee that all the activities will be carried out with regard to minimise the ecological footprint of the project as far as possible.

The project will be managed by Prof. Mario Motta (Project Manager – PM) from Department of Energy – Polimi, which will have responsibility for technical aspects and relations with the European Commission. The PM relies on a team with the tasks to manage the implementation and reach the set targets of the project.

An administrative coordinator (AC) – Andrea Papoff and his staff will be appointed for the administrative management between Politecnico di Milano and the associated beneficiaries (see the partnership agreement document).

A working technical group (WTG) and a steering committee (SC) will compose the governance system of the project. The WTG will have the task of supporting all technical aspects and guarantee a high level of quality regarding the project products. It is composed by the PM (or his delegate) and at least one technical expert of each beneficiaries involved. The aim of the SC is to ensure successful delivery of the project maximising the benefits.

A contingency plan will also be implemented. The WTG will use it as tool to identify problems and delays during project implementation and solve them by the best possible solutions.

The PM and Università Cattolica del Sacro Cuore (UCSC) will monitor each project action. UCSC will implement and update the progress indicators (see action C1).

2. MONITORING PROTOCOL

The aim of the monitoring protocol is to explain how project-monitoring data have to be collected, run, analyzed, discussed and reported. It is a key component of quality assurance for the project.

The protocol is necessary to highlight project deviations from the Application Form and to identify preventive actions (actions to eliminate the cause of a potential problems) and corrective actions (actions to eliminate a detected problems) (ISO, 2011). In essence, the monitoring protocol must enable to re-plan and re-design (in some cases) the activities, so as not to overcome the set targets, by analyzing in depth the causes that have led to deviations from what has been established in the Application Form. This activity is carried out by gathering information about the resources involved in the project, evaluating periodically: time spent on each activities, costs incurred compared to the forecasts, and completion of the deliverables associated with the corresponding activities. UCSC will implement specific indicators (on planned activities and environmental and socio-economic performances) and collect data in order to assess these information from each partner (for more details see the action C1).

A shared space (shared folder subdivided into subfolders by Dropbox, Shared point, Google Drive or directly on project website) will be created in order to manage the information flow between WTG and SC members. The materials produced during the project will be progressively inserted in the shared space: drafts, elaborations and variety of other documents.

The work for each actions will be organized by the leader of the action (within the WTG) according to a pattern, as follows: when the sub-actions must be completed and how long they take; how, who and what is necessary to complete sub-actions in the timeframes; and who does what. To this end, progress meetings are organized where the progress of the project and activities/sub-activities to be done are proposed or discussed (see Chapter 3).

2.1. STEERING COMMITTEE: RESPONSIBILITIES AND COMPOSITION

2.1.1. RESPONSIBILITIES

The aim of the SC is to oversee the implementation of the project's actions.

Members of the Committee are responsible in the following areas¹:

Provide Cross-Functional Leadership and Direction

- Monitor strategic issues and provide advice to the WTG on those that may present a risk to the project or have impact on the project rationale or success;
- Ensure provision of the required resources for planning and delivery of the project according to the Application Form (with regard quality and timing);
- Provide management support and direction to the project management;
- Actively and overtly support the project and act as an advocate for its outcomes.

¹ Reference (University of Tasmania, 2013)

Provide Project Management Governance

- Approve the project approach and project management methodology²;
- Define the risk thresholds for the project, based on the contingency plan and review project risks.

Maximise Project Benefits

According with action C1:

- Establish how benefits will be defined and measured;
- Monitor progress against approved plans;
- Monitor project outputs for alignment to support agreed outcomes and benefits.

Roles

All members of the Steering Committee are expected to: address any issue which has major implications for the project and accept responsibility for the project strategy and the overall benefit realisation of the project.

2.1.2. COMPOSITION

SC is composed of members representing the partners of the project:

Table 2-1: SC composition

Beneficiary	Representative
Polimi (DENG)	Prof. Mario Motta (or his delegate) Andrea Papoff (or his delegate)
Polimi (DES)	Prof. Valeria Bucchetti (or her delegate)
CNIEL	Jennifer Huet (or her delegate)
CTFGP	Angelo Stroppa (or his delegate)
ENESEM	Matteo Zanchi (or his delegate)
Qualivita	Mauro Rosati (or his delegate)
oriGIn	Ida Puzone (or her delegate)
UCSC	Prof. Marco Trevisan (or his delegate)

2.1.3. RELATIONSHIPS WITH THE EUROPEAN COMMISSION AND OTHER SUBJECTS

Regarding the implementation and the enhancement of policies improving the dairy chain, the SC interacts and collaborates with (see letters of interest):

- European Commission;
- Italian Ministry for the Environment, Land and Sea;
- Italian Ministry of Agricultural, Food and Forestry Policies;
- Lombardy Region (represented by ERSAF);

² According to the partnership agreement, the documents produced (deliverables, etc.) will only be approved by the Coordinating Beneficiary.

- Others.

Representatives of these bodies may attend SC meetings.

2.2. WORKING TECHNICAL GROUP: RESPONSABILITIES AND COMPOSITION

2.2.1. RESPONSABILITIES

The aim of the WTG is to support all technical aspects and guarantee a high level of quality regarding the project products, as follows:

- plays an active role in the planning processes;
- manages and implements actions based on indications provided by the SC;
- coordinates the different activities;
- identifies and solve technical problems, according to the contingencies plan;
- defines the technical management and identify new solutions;
- notifies to the SC any technical modifications with the goal and scope of the project;
- notifies to SC any modifications regarding resources allocated to the project;
- verifies the proper implementation of the project and in case resolve any technical deviations;
- exanimates and approve the final results;
- ensures that the work plan is respected and notify any deviations to the SC.

2.2.2. COMPOSITION

The working technical group is composed by the PM (or his delegate) and at least one technical expert of each beneficiaries involved, as follows:

Table 2-2: WTG composition

Actions	Project manager	Action leader	Partner involved
B1	Prof. M. Motta (or his delegate)	UCSC	Polimi (DENG and DES) and CTFGP
B2		Polimi (DENG)	Polimi (DES), ENERSEM, and UCSC
B3		Polimi (DES)	-
B4		ENERSEM	Polimi (DENG and DES) and UCSC
B5		Polimi (DES)	Polimi (DENG), ENERSEM, and UCSC
B6		oriGIn	Polimi (DENG and DES), ENERSEM, Qualivita, and UCSC
B7		CNIEL	Polimi (DENG and DES), ENERSEM, and UCSC
C1		UCSC	All partners
D1		CTFGP	Polimi (DENG and DES) and UCSC
D2		Qualivita	Polimi (DENG and DES), ENERSEM, oriGIn, and UCSC
D3		Polimi (DENG)	-
E1		Polimi (DENG)	All partners
E2		Polimi (DENG)	Polimi (DES), ENERSEM, and UCSC

3. MEETINGS AND DECISION MAKING

3.1. MEETINGS

3.1.1. STEERING COMMITTEE

The SC convenes at least 2 times in a year: directly (at least one time) and by IT platform (Skype, Cisco WebEx, Webmeeting, etc.).

The SC meetings are organised by the Coordinating Beneficiary. During the sessions the strategic direction of the project and suitable actions for supporting the PM are presented, detailed and discussed in order to: provide cross-functional leadership and direction; provide project management governance and maximise the benefits. The Coordinating Beneficiary defines the agenda and convenes the meeting by email.

In addition, every 2 months brief briefings (reports) are provided in order to timely inform the SC. The Coordinating Beneficiary produces the reports.

3.1.2. WORKING TECHNICAL GROUP

The WTG convenes around 4 times per project action: directly (at least one time) and by IT platform (Skype, Cisco WebEx, Webmeeting, etc.) – the milestone plan will be used to indicate when the WTG meetings should be held. The WTG meetings are organised by the leader of the action. The composition of WTG will follow the Table 2-2 for each project action. During the sessions, the methodologies used for the project implementation are presented, detailed and discussed in order to ensure the uniformity of approach between the subjects involved. The leader of the action defines the agenda and convenes the meeting by email.

The co-chairmanship of the PM at WTG and SC meetings allows to manage and implement SC's indications.

3.2. DECISION MAKING

Within SC and WTG, meetings are taken with the majority (at least 51% of the votes of members present or represented. Each representative shall have one vote and may appoint a substitute to attend and vote at any meeting). Each meeting is followed by a minutes (brief report), from the leader of the action concerned (for WTG meetings) and from the coordinating beneficiary (for SC meetings).

The minutes reports the decision taken during the meeting and it is sent to all members, by 1-2 weeks. After five days of forwarding if no comments are received at the e-mail address project@lifettgg.eu, the decisions are deemed approved.

4. CONTINGENCY PLAN

The Contingency Plan, as provided by the Application Form, aims to evaluate possible obstacles and risks during project implementation and offering preventive and corrective actions.

The identified solutions to cope with possible obstacles and risks during the project implementation have been considered in the project plan in terms of:

- time schedule, which provides for sufficient periods of time to cope with the problems;
- cost estimates, whose take into account the need to implement in advance the actions to overcome risks and obstacles;
- contingencies measures, in order to mitigate the risks.

The major obstacles and risks that could affect the project's implementation and the corresponding measures to overcome them are summarized in the following table:

Table 4-1: Major obstacles and risks that could affect the project's implementation

Obstacles and risks	Subjects involved	Measure for risk mitigation
An insufficient number of farms and dairies participating in auditing and in data collection for LCA. Some activities in data acquiring is interrupted after a while, for lack of cooperation of some of the suppliers.	CTFGP	The numbers of farms and dairies in the Consortium are huge: 4.299 farms, 130 dairies, and 184 ripeners so it will not be a hard task to get the interest of about 65 farms and 18 dairies. Others stakeholders will help in the task (i.e DLL), the network of partners contacts in the sector, will ease the task. Cost “reserve” for risk mitigation (unfruitful activities): 5% more effort allocated.
No interest in other consortia, no information and insight on production is given, difficulties in LCA and processes information gathering for methodologies implementation to other PDO cheese	PDO cheese Consortia in Italy PDO cheese Consortia abroad	Others stakeholders will help in the task (i.e. DLL for the 9 Lombardy cheese PDO). Several LOIs already collected. The knowledge on the dairy processes and milk production of the two universities is high enough to mitigate the risk. Cost “reserve” for risk mitigation.
LCI is not compliant with the entry-level requirement of the LCDN	POLIMI, UCSC, ISPRA JRC	The high scientific profile of the two universities strongly mitigate the risk. A great deal of effort has been allocated for LCI development. Third parties’ certification is foreseen, allocating appropriate budget for sub-contracting.
No packaging factory is interested in Eco design its packaging	CTFGP, POLIMI - DESIGN	The packaging factory will be involved by Grana Padano, a budget for subcontracting is foreseen.
Consumers associations are not interested to the project	Consumers associations	Grana Padano will develop a coordinated campaign. Direct consumers’ expectations will be investigated through customer satisfaction
PEFCR changes.	UCSC, POLIMI	The project starts on July 1 st 2017. At the end of 2017 the PEFCR on dairy products will be approved by the Steering Committee. Few changes will be made to the document.
ELCD and other freeware LCI databases do not cover all the process in the life cycle.	UCSC, POLIMI	On August 2015 The EC issued a call for expressions of interest — list of vendors for the provision of product environmental footprint (PEF) - compliant life cycle inventory datasets. The EC guarantees the availability and unlimited free access of the LCI datasets till 31.12.2020 by which date the TTGG will be close to the conclusion. Anyway the price of Ecoinvent database (only LCIA results) is € 1,000.00 per year per users.

<p>No French PDOs will participate to the EDSS test (action B7)</p>	<p>CNIEL</p>	<p>CNAOL’s board (the organization, member of CNIEL, grouping 45 cheese PDOs) confirmed its involvement in the project through the CNIEL. The participating Consortia won’t bear any cost for the participation, other than personal effort. Several French consortia are already working on LCA (Comté, Morbier, Bleu de Gex, Mont d’or, Beaufort, Reblochon, Tome des Bauges, Abondance, Epoisses, Langres, Cantal, Camembert de Normandie, Livarot, Pont-l’Evêque). They have available data and will be interested in the proposal.</p>
<p>PEF reduction measures are not implemented due to technical or economical or financing reasons</p>	<p>Dairies, Farms</p>	<p>Different PEF reduction measures will be suggested, spanning from simple ones to much more comprehensive and impacting ones. The dairies and the farms will understand the convenience to go on with some of the action. Specific dissemination activities are foreseen for this task. If any potential reluctances to implement PEF reduction measures would raise during the project, this will be immediately detected and specific activities will be implemented, encompassing the following measures: enforcement of the dissemination and networking activities towards the specific stakeholders; elaboration of specific short case studies, demonstrating the benefit and technical feasibility of the measures, as already implemented by stakeholders in similar conditions to the ones concerned; preparation of specific dissemination material to convey this information to the final stakeholders through the PDOs Consortia. The PDOs consortia will act as “sentinel” of this potential risk, which will be assessed during the project and reported, together with the contingencies measures, in the monitoring report.</p>

The contingency management will follow all the steps outlined in this document to avoid/limit various type of problems. A contingency plan format is provided as Annex of this document; the action leader and the WTG will use the format to identify any preventive and corrective actions in order to avoid/limit problems in each project action.

5. APPROVAL OF THE DOCUMENT

This document is sent to all SC members. The SC members confirms their admission by e-mail or in a manner that is deemed more consonant.

BIBLIOGRAFY

ISO, 2011. ISO 50001: 2011, Energy management systems.

Studying Marketing Vist, 2017. Contingency Planning [WWW Document]. URL <http://www.learnmanagement2.com/contingencyplanning.htm> (accessed 7.20.07).

University of Tasmania, 2013. Project Management Methodology [WWW Document]. URL <http://www.utas.edu.au/project-management-methodology/project/governance-and-planning/steering-committee> (accessed 7.20.07).

ANNEX

CONTINGENCY PLAN FORM

Table A 1: Contingency plan form

Event description	Impact on project	Priority	Solution to deal with event	How	Who	By when

(Studying Marketing Vist, 2017)

HOW TO DEFINE IMPACT ON PROJECT AND PRIORITY (TABLE A-1):

The impact of an event on project is obtained through a procedure based on 4 parameters, as follows:

- damage in terms of cost (weight of 30%);
- likelihood of event occurring (weight of 20%);
- consequence in terms of technical project implementation (weigh of 30%);
- consequence in terms of positive environmental and socio-economic impacts (weight of 20%).

The value of each parameters could range from 0 to 3 (4 levels: 0 - very low, 1 - low, 2 - medium, and 3 - high).

The impact of each event is evaluated by the sum of each parameter value (from 0 to 3) multiplied by the weight of each one. In any case, the minimum value is 0 (impact 0%) and the maximum is 3 (impact 100%).

The prioritization of event solutions (and therefore their monitoring) are defined in accordance with the results obtained: events with greater impacts will have greater priority, conversely events with lower impacts have lower priority.

An example is shown below:

Event - ELCD and other freeware LCI databases do not cover all the process in the life cycle.

Table A 2: Significance matrix

Parameters	Value
A- Damage in terms of costs	2 - medium
B- Likelihood of event occurring	1 – very low
C - Consequence in terms of technical project implementation	3 - high
D - Consequence in terms of positive environmental and socio-economic impacts	0 – very low

Table A 3: Impact of the event

Parameters	Value	Weight	Result
A	2	30%	0.6 (2*0.3)
B	1	20%	0.2 (1*0.2)
C	3	30%	0.9 (3*0.3)
D	0	20%	0.0 (0*0.2)
Impact of the event			1.7