



Program: FP7 Cooperation

Deliverable D1.4 WP 1

Project acronym:	EUROSHELL
Project title:	Bridging the gap between science and producers to support the European marine mollusc production sector
Project coordinator:	Comité National de la Conchyliculture (CNC)
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Deliverable number 1.4	Quality Management Plan

D1.4 Quality Management Plan

(B2.1 - Management structure and procedures)

1.1 - Project management structure

The management of the project is operated at two levels: whole project and work package. In order to enable effective monitoring of the project, good progress of the work plan and the respect of its schedule and deliverable dates, a management system is being implemented that is based on sharing of responsibility. A specific work package is dedicated to the management of EUROSHELL (WP1). It is run by a co-ordination committee, created at the outset of the project. Thus, the component of the project management is the Administrative, Financial and Legal Co-ordination Committee (AFLCC).

Administrative, Financial and Legal Co-ordination Committee (AFLCC)

The Administrative, Financial and Legal Co-ordination Committee is the core decision-making body. It is responsible for the successful completion of the project and the exploitation of its results. The AFLCC allows establishment of an efficient decision making structure. This Committee is composed of the highest-ranking officials of each Contractor/Entity (one person for each Contractor). This officer must have the legal authority to officially conduct business on behalf of the legal entity she/he represents. This Committee also includes an Administrative and Financial representative of the coordinator. The Chair of the Administrative, Financial and Legal Co-ordination Committee is the Coordinator of the project.

The Administrative, Financial and Legal Co-ordination Committee met at month 1, on October the 10th 2012, and will meet again at month 12. A report of this meeting was sent to the Commission on December, the 26th, 2012.

Moreover, extraordinary meetings may be called by the Chair whenever necessary. In practical terms, the Administrative, Financial and Legal Co-ordination Committee represents the Consortium in all related affairs. The duties include, but are not limited to:

- all budget-related matters;
- structure and restructuring of the work packages;
- negotiation and signature of the Consortium Agreement;
- premature completion / termination of EUROSHELL;
- preparation and sending at the due dates of all documents (EC interim and final reports, deliverables, ...);
- management of knowledge;
- communication between the Consortium and the European Commission;
- communication between the Consortium and possible third parties;
- publicity;
- establishment and overview of intellectual property procedures;
- preparation of a detailed work plan;
- steering of the Consortium.

Executive and drafting Committee (EDC)

The executive and drafting committee is the core organizational and executive body. It is responsible for drafting templates and guidelines that are used by each WP leader; it allows an efficient coordination between the different packages and tasks. This committee is composed of the leaders of each work packages (CNC, EMPA, EAS, IFREMER and DLO). DEVNET (the EEIG running the FARNET Support Unit) has expressed its availability to liaise with the EDC on methodological and networking issues. The chair of the EDC is EMPA.

The Executive and Drafting Committee meets on regular basis, and according to the specific needs of drafting requirements for each work package physically or using conference systems. In practical terms, the EDC drafts the necessary documents for the different work packages and the synthesis of their results. The duties include, but are not limited to:

- templates,
- guidelines,
- recommendations.

Project Office

A special project office for Euroshell has been established by CNC to provide the necessary support for day-to-day project management for the AFLCC and the whole consortium, and including timely reporting activities to the European Commission.

European Commission Representative

The European Commission representative and/or Euroshell desk office is invited to all meetings of the AFLCC.

External inputs

Links have been established with EATIP, FARNET, and AQUAINNOVA for advice on the approach. SMEs with specific expertise have also been involved as stakeholders. Parties with specific expertise that express interest (although not being a Euroshell partner) will be invited to the workshops on the basis of a written application.

1.2 - Project Coordinator

As the Coordinator, Participant 1 (CNC) is the single point of contact between the European Commission and the Consortium. The specific obligations of the Coordinator are distinguished from the management of the consortium activities. In this function the Coordinator shall:

- sign the Contract with the European Commission;
- ensure accession to the contract by the other contractors;
- ensure the communication between the Consortium and European Commission;
- receive and distribute the EC contribution;
- collect from all Contractors the cost and other statements for submission to the European Commission;
- prepare, with the support of the members of the AFLCC, the reports and project documents required by the European Commission;

- ensure prompt delivery of all hardware, software and data identified as deliverable items in the Contract or requested by the European Commission for reviews and audits, including the results of the financial audits prepared by independent auditors.

Participant 1 (CNC) is authorized by the consortium to execute the project management and shall report and be accountable to EUROSHELL AFLCC. CNC is also responsible for the preparation of the meetings and decisions and the chairing of the Administrative, Financial and Legal Coordination Committee. EMPA is responsible for the preparation of the meetings, decisions and chairing of the Executive and Drafting Committee.

Participant 1 (CNC) has extensive experience in EU networking activity. B. Guillaumie is a European expert for the mollusc sector, member of the ACFA. He has extensive expertise in EU funded project management in France and at EU level. Administrative resources and computing equipment are provided by CNC, a professional public establishment with extensive experience in management of projects funded by the EU.

The coordinator and the work package leaders professionally and scientifically animate the Consortium and ensure the communication between all the partners. Project meetings are organized with the participation of all the partners and their main staff involved in the project. A particular effort is made to inform all the partners regularly of the progress of the project in general and in each WP as well, in order to maintain a common objective through the EUROSHELL website.

Each work package leader (lead contractor) is responsible for the co-ordination of the technical and scientific activities within the work package and for the good progress of the planned tasks. Work package leaders report to the project coordinator. They produce the scientific progress and task or work package final reports to be sent to the coordinator. Additional meetings relating to the work packages can be organized when appropriate with the partners concerned. Work package leaders communicate to the Coordinator any problem encountered in their work package or task, either technical or linked to one participant.

The work package leaders are the following:

- Work package 1: Participant 1 (CNC)
- Work package 2: Participant 13 (DLO) and 3 (EMPA), in strong relationship with participant 15 (AC2G)
- Work package 3: Participant 2 (EAS)
- Work package 4: Participant 9 (IFREMER)
- Work package 5: Participants 1 (CNC), 4 (CRMG), 5 (AMA), 6 (ISGA), 7 (POM), 8 (SAGB), and 9 (IFREMER)

Co-leaders will be identified for WP5 in each country involved in EUROSHELL due to complementary skills of partners and will reduce risks in terms of obtaining expected results. The coordinator and the work package leaders ensure the correctness of collaborative and exchange activities necessary to meet the objectives. Each partner must use and fill in and regularly sign notebooks especially devoted to EUROSHELL with the aim of helping in the identification of the results generated by

partners. A list of the results is updated by the WP leaders throughout the project and is incorporated by the Coordinator.

1.3 - Project meetings

The Administrative, Financial and Legal Co-ordination Committee met at the start of the project and will meet at its end. The AFLCC considers and approves the accounts for the (financial) year, approves the budget and decides on changes in work sharing. Revision of the strategy can be defined and proposed to the European Commission by the coordinator.

The meetings are held at the headquarters of the coordinator (CNC) in Paris. Funding has been requested by each partner to cover the travel and accommodation costs. The coordinator is responsible for minutes from the meetings, which are provided to the European Commission and to each partner after each meeting. The coordinator, supported by the members of the AFLCC and the WP leaders, will compile substantial financial interim reports at month 9.

The different planned meetings are:

- 2 meetings of the AFLCC,
- 4 meetings of the EDC.

Month	1	3	6	9	12	15	18
AFLCC	X						X
EDC	X		X		X		X

Additional non-periodic meetings could be held depending upon needs within Work package Coordination Units. In case of crisis, exceptional Administrative, Financial and Legal Co-ordination Committee meetings would be held in order to solve any major difficulties as soon as possible.

1.4 - Quality insurance

Participant 1 (CNC) circulated a draft of the Quality Management Plan for the project, prior to the first project meeting and then presented it for approval at the first meeting.

Conflict Resolution - Pragmatic negotiation is the basis for the consortium conflict resolution approach. Conflicts within projects usually arise as a result of low productivity and/or quality, missed deadlines, and personal and cultural clashes. It is the responsibility of the Coordinator to identify these conflicts at an early stage and take steps to talk to the involved parties to quickly resolve the conflict. Negotiation and decisions taken by consensus are the main tools to resolve conflicts. Should this approach and a majority decision not be achievable by the parties involved and the rest of the Consortium, an independent referee will be appointed by the Project Manager, such as the EC Project Officer or another external expert.

1.5 Communication and reporting

The establishment of a fast, reliable and easily accessible communications infrastructure is vital to the proper operation of a pan-European project, especially in a co-ordination project. This can only

be achieved through the intensive use of electronic communications (e.g. e-mail, web based exchanges, call and videoconferencing). An Intranet website (<http://92.103.250.177:8080/share>) and a project website (<http://www.euroshell-fp7.eu>) are used to enable fast and efficient exchanges of information.

1.6 - Consortium Agreement

A Consortium Agreement between the Contractors has been signed. The Coordinator is responsible for this activity.

The Consortium Agreement identifies issues that may arise during the implementation of the project, such as:

- the internal organization and management of the consortium;
- intellectual property arrangements either generated during the project or existing prior to or acquired in parallel with the project;
- settlement of internal disputes, change in consortium membership, potential solution to problems relating to technical implementation and solution to potential financial problems.

The Consortium Agreement ensures that every partner follows the same agreed rules for the management of the project (exchange of information, monitoring, reporting, review, responsibilities). In appropriate cases, specific use of a standard methodology/protocol will be used when teams have to process the same tasks in order to compare results.

The consortium involves 18 partners from 6 nations (France, Italy, Ireland, Spain, The Netherlands and the United Kingdom). It is crucial to ensure an effective communication at various levels, several means are established:

- E-mail messaging, telephone meetings regularly used by the coordinator, the WP leaders, and consortium members;
- A dedicated EUROSHELL website: internal to exchange information, documents between partners and external to communicate project results or data;
- various meetings (AFLCC and EDC) to review progress and priorities in relation to the milestone and deliverable framework.

1.8 Intellectual property

Intellectual property, both pre-existing and that which is attained during the project, are key issues for the smooth management of the project.

To maximize the benefits from the project, including publication of results and deliverables, EUROSHELL partners agree that reports and deliverables remain in the public domain with the mention of the EUROSHELL copyright.

1.9 - Regulatory and safety aspects

Each of the partners agrees on the consortium agreement and in the EC project contract to follow and respect his national laws and safety regulations.