



# Deliverable

**Project Acronym:** AgRemSO3il

**Project full Name:** Agrochemical remediation of farm soils by combining solarization and ozonation techniques

**Grant Agreement No.** LIFE17 ENV/ES/000203

## E1 Project Management Plan

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Action(s) concerned	E1
Nature	Report
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### Disclaimer

This deliverable **a.** Reflects only the author's view; and **b.** Exempts the Agency for any use that may be made of the information it contains.

## Document history

<b>Date</b>	<b>Author</b>	<b>Action</b>	<b>Status</b>
05-01-2019	Rodrigo Arandi-Klee	1st draft sent for revision	Draft
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## Summary

The purpose of this document is to define how the project will be managed, executed and controlled. This document will define the basis of all project work and will refer to more detailed subsidiary plans to integrate and consolidate all management activities into a comprehensive document.

This document applies to all activities aimed to achieve the overall goal of the project which is to develop and tune at farm scale a new technology and its associated techniques for the agrochemical remediation of farm soils by combining solarization and ozonation in situ. Overall, the Project Management Plan will set a common framework for the different project activities to operate efficiently. These activities include all coordination and management actions, as well as, communication and dissemination activities. The intended audience of this Project Management Plan is all internal project stakeholders including the European Commission, senior leadership and the project team.

## Introduction

As a prerequisite to the preparation of this Project Management Plan, the Project Management Team has undertaken a review of the Grant Agreement requirements to determine the necessary management, technical and other necessary activities that need to be planned and implemented during AgRemSO<sub>3</sub>il. The necessary operations, processes and techniques have been planned and scheduled accordingly.

The Project Management Plan is linked to the Grant Agreement and the activities to be performed during the project and is subjected to document control. In addition, this Project Management Plan will refer to other relevant processes and procedures, subsidiary plans and other applicable contractual requirements. The Coordinator is responsible for approving the Project Management Plan before its submission to the European Commission.

## 1. General Information:

**Project Name:** AgRemSO<sub>3</sub>il

**Project Grant Agreement:** LIFE17 ENV/ES/000203

**Project title:** Agrochemical remediation of farm soils by combining solarization and ozonation techniques.

**Project sector:** Resource efficiency

### 1.1. Project Objectives:

The pilot project LIFE AgRemSO<sub>3</sub>il aims at developing and tuning at farm scale a new technology and its associated techniques for the agrochemical remediation of farm soils by combining solarization and ozonation in situ. Thus, the innovation involves technological applications (new equipment) and the methods used (advanced oxidation processes as ozonation and H<sub>2</sub>O<sub>2</sub>; or solarization). The project will test and demonstrate the technical, economic, and ecological feasibility of the innovation - without any alternative available in the market- through a prototype in commercial farms at real running scale.

### 1.2. Project Actions:

The project is composed of the following actions, which are Preparatory, Implementation, Monitoring, Public awareness and dissemination of results and Project management.

#### **A. Preparatory actions (if needed)**

A1 Optimization of the remediation method

A2 Engineering and Design of the Prototype

#### **B. Implementation actions (obligatory)**

B1 Manufacturing and Optimization of the Prototype

B2 Ozonation Effect on Soil Quality

B3 Agronomical Effects of Soil Ozonation Strategies

B4 On-farm demonstration and methodology to set up the LIFE AgRemSO<sub>3</sub>il technology in other locations

B5 Design and Implementation of the Replicability and Transferability Plan

#### **C. Monitoring of the impact of the project actions (obligatory)**

C1 Monitoring of the AgRemSO<sub>3</sub>il effects

C2 Economic and Environmental Assessment (LCA)

C3 Project Performance Indicators

**D. Public awareness and dissemination of results (obligatory)**

D1 Public Awareness and Dissemination of Project Results

**E. Project management (obligatory)**

E1 Project Management by IMIDA

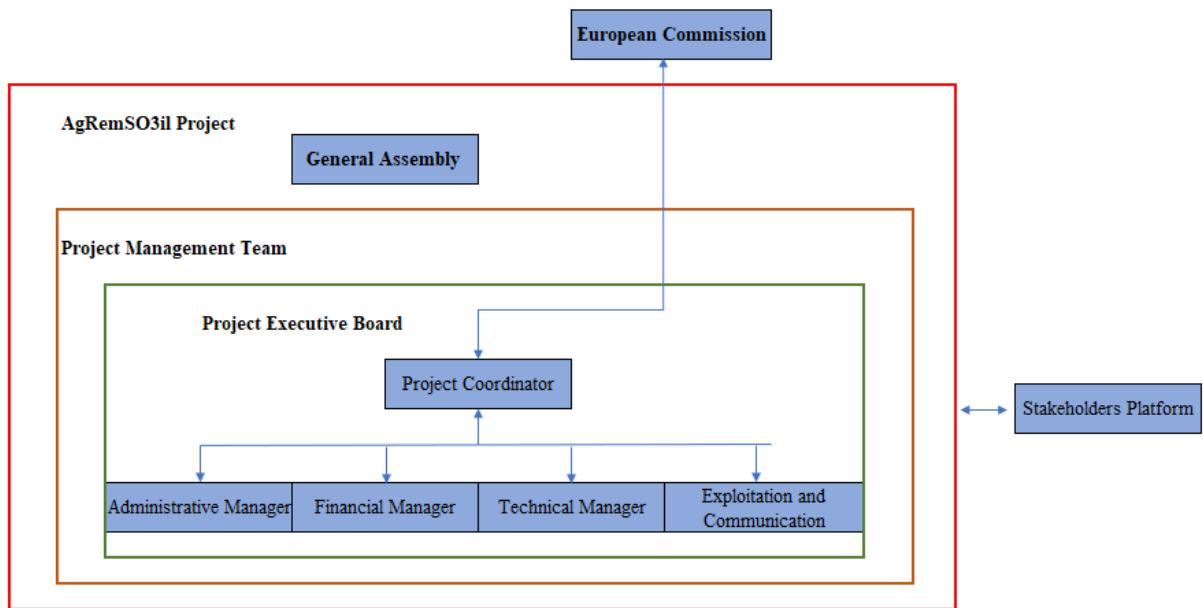
E2 Financial and Administrative Management E3 After-Life Plan

## 2. Management structure:

### 2.1. Organizational Structure:

For the AgRemSO<sub>3</sub>il project, IMIDA will assume the role of **Project Coordinator** and **Project Manager** being in charge of the final approval of all the documents and deliverables acts as intermediary between the commission and the beneficiaries. The Project Coordinator will be the main responsible for the overall project management. Also, there will be a **Project Support Office**, that will be set-up by IDC in order to assist the Project Coordinator and all the other beneficiaries in the day to day management issues. A **Technical Manager** will be in charge of providing support to the project Coordinator by supervising all the technical aspects of the project, coordinating the technical interfaces between the different preparatory and implementation actions, etc. There will be also a **Stakeholders Platform** that will be composed of representatives like technicians of the public administration, associations with knowledge in different areas and companies supporting the project.

As it can be seen there is a solid project management structure to ensure effective internal coordination, monitoring and control and clear communication and reporting with the Commission.



## 2.2. Key Roles and Responsibilities:

The following responsibilities have been clearly defined in the Consortium Agreement:

- European Commission:** Represented by the Project Officer (PO) or other EU officials. All liaisons with the EU shall be done through the Project Coordinator except in agreed circumstances. The project officer, for this project, is Michel Quicheron.
- General Assembly:** The General Assembly (GA) is the ultimate decision-making body of the Consortium and is responsible for taking major strategic decisions and determining the long-term strategy and direction of AgRemSO3il. The GA is the forum in which all partners are represented. Its purpose is to monitor and harmonize the activities and progress of the project and serve as a communication channel to keep all partners up-to-date on the global progress of AgRemSO3il.
- Project Coordinator:** The Project Coordinator (PC) is a legal entity (Partner), which represents the Consortium in the negotiations with the European Commission (EC) and is the intermediary between the consortium parties and the EC during the project. All liaisons from the project with the European Commission, represented by the PO, shall be carried through the PC with the exception of specifically mandated or agreed circumstances.  
 The PC carries out the leadership and overall coordination of the project activities as well as the executive function. Besides fulfilling its obligations described in the Description of Work and Grant Agreement, he acts upon instructions from the General Assembly and ensures that the Consortium Agreement is adhered to. The Project Coordinator is represented by Mr.



Fulgencio Contreras from IMIDA with strong experience in coordinating national and international projects.

- **Technical Manager:** In order to ensure a high technical quality of the AgRemSO<sub>3</sub>il project, a Technical Manager (TM) is appointed. This role is performed by Mr. Jose Fenoll, from IMIDA. The TM acts as a high-level advisor in charge of the supervision and monitoring of the progress of the different tasks regarding the technologies for the remediation of soils.
- **Administrative Manager -Project support office:** The overall administration of AgRemSO<sub>3</sub>il project is undertaken by the Administrative Manager (AM). The AM is in charge of processes and controls for fair and effective internal administration. The AM is responsible for asking the partners of the consortium the administrative responsibilities of their organizations with regards to submissions of deliverables or other administrative information requested by the PO. The AM for AgRemSO<sub>3</sub>il is Ms. Isabel Garrido from IMIDA, with proven experience in administration tasks in European projects. IMIDA is supported by Mr. Rodrigo Arandi-Klee, with proven experience in national projects, as part of the Project Support Office
- **Financial Manager-Project support office:** The overall financial control of AgRemSO<sub>3</sub>il project is undertaken by the Financial Manager (FM). The FM is in charge of controlling the fair usage of resources-human and monetary. The FM is responsible for asking the partners of the consortium the individual financial statements and all the related information that supports all the information in them. The FM for AgRemSO<sub>3</sub>il is Ms. Isabel Garrido from IMIDA, with proven experience in financial tasks in European projects. IMIDA is supported by Mr. Rodrigo Arandi-Klee, belonging to IDC with proven experience in financial tasks in national projects.
- **Project Executive Board:** The Project Executive Board (PEB) has responsibility for monitoring and reporting of AgRemSO<sub>3</sub>il progress, execution of annual technical and financial auditing of the consortium partners, proper execution of the matters decided by the GA and/or the PC, monitoring and communication with operational bodies, i.e. the Project Manager Team and interaction with the Stakeholder Platform. It also manages the legal, financial and administrative matters.
- **Innovation, Exploitation and Communication Manager:** The IE&C Manager will be in charge of the communication and dissemination of results that will be subject to internal validation processes in order to ensure the intellectual property rights of the partners agreed in the Consortium Agreement are upheld. Other responsibility of the E&C Manager is to coordinate the exploitation activities and the Intellectual Property management, which role will be performed by Ms. Macarena Sanz from IDC.
- **Project Management Team:** The Project Manager Team (PMT) is the overall technical management body of this project. The PMT is comprised by the Project

Coordinator (PC), Technical Manager (TM), Administrative Manager (AM), Financial Manager (FM).

The main tasks of the PMT are the coordination among the action strategies, monitoring progress, and advice and decide on major action revisions, exchanges of tasks & budgets, intellectual property, dissemination strategies, communication, interaction with other activities and political issues.

- **Stakeholder Platform:** It will act as Project Strategic Advisor. It will be composed of representatives like technicians of the public administration, representatives of companies and associations with knowledge in different areas, and representatives of the companies that sent support letters. They will operate by giving advise based in their knowledge of soil remediation.

## 2.2. Decision Making Mechanism:

Item	Description
<b>Management by Exception</b>	The GA sets tolerances for time, cost and quality. Tolerances are permissible deviations from the plans that need not be brought to the attention of the GA and where the PC is authorized to take corrective actions as necessary to ensure fitness for purpose.
<b>Issue Management</b>	Issues are adverse events that affect the project. Any project team member may report an issue to the implementation of the action responsible or GA. The responsible for the implementation of the action should be the first to collect issue reports and try to resolve issues within the tolerances set by the PC; otherwise they will be escalated to the PC. Issues will be also escalated if, for example, they affect more than one action package or are more significant.
<b>Change Management</b>	Scope changes can occur for many reasons: changes in requirements and specifications (due to internal or external reasons), deviations from plans, changes in Partners issues, risks etc. Besides from the project scope, changes may have an impact on schedule, budget, quality/performance (or combinations). The responsible for the implementations of the actions are authorized to implement changes within the tolerances set by the PC; otherwise a request for change is used to escalate changes to the GA.
<b>Conflict Resolution</b>	Attempts will be made to resolve conflicts as close as possible to the source of conflict. The responsible for the implementation of the actions and the PC will employ a problem-solving approach in order to achieve consensus, ensuring a win-win outcome for conflicting parties. If conflicts cannot be resolved at that level, the GA will be asked to intervene. If this cannot be achieved, then the rules of the Consortium Agreement dealing with this topic will come into play.
<b>Decision making</b>	The decision-making process is structured in multiple tiers based on the tolerances set by the GA. Therefore, the responsible for the implementation of the actions can take decisions on budget and effort

Item	Description
	changes, without consultation from the GA provide they are below the agreed tolerances.

### 3. Project management Processes:

#### 3.1. Scope Management:

For each action there will be an associated responsible for the implementation of the action. It is the role of the responsible for the implementation of the action to review the requirements stated in the **AgRemSO3il Project Grant Agreement**, collect additional requirements that could come-up throughout the development of the project and decompose its actions into detailed activities to ensure the scope stated in the Grant Agreement is met and that the required project deliverables are provided on time.

The activities will then be used to develop a detailed schedule with the goal of meeting the deliverable timeline set in the Project Grant Agreement. The Project Management Team (PMT) will use this activities and deliverable schedule as the scope baseline. This document will therefore become the main source to control and validate project scope as well as to control any additional deviation from the original plan.

The Project Coordinator, together with the project executive board and the project management team will work together to measure scope performance against the scope baseline or deliverable schedule and validate that the completed scope of work is acceptable to the customer.

#### 3.2. Change Control Management:

Over the course of the projects changes to the original scope and baselines will be inevitable. In order to manage change efficiently and avoid scope creep during the project, changes must be recorded on a regular basis and there must be a change control procedure in place.

On a day to day basis, the responsible for the implementation of the action(s) are authorized to implement changes in their activities within the tolerances set by the Project Coordinator and using the Project Grant Agreement and Consortium Agreement as a framework. When there is a change that implies a significant variation or an amendment in an approved document a change request must be issued to the Project Coordinator in order to start the change management procedure.

The change management process starts by the submittal and record of a change request. Once the change request is issued, the project coordinator together with the project executive board will evaluate the impact of the change and identify different options. Once this is done the change request will be approved or rejected internally. Finally, the Project Coordinator will communicate the change to the European Commission if this is required and will assign the new resources required or implement the actions stated in the approved change.

### 3.3. Schedule/Time Management:

Using a similar structure to the scope management procedure, the deliverable schedule together with the milestone schedule approved in the grant agreement (**Refer to AgRemSO3il-Project Description- Deliverable List**) will establish a high level schedule baseline for the project. The project management team will monitor progress against both schedule baselines on a weekly basis and update the project executive board on variances against the schedule baselines on a regular basis. The Project Manager will be responsible for ensuring the project schedule is updated with the latest information and never more than ten business days out of date. For variances on executive milestones greater than 10%, the project manager may choose to escalate the issue to the project coordinator in order to initiate actions to mitigate risks.

### 3.4. Cost/Budget Management:

It is important to manage and control project costs in order to provide reports to the European Commission with ease and to identify promptly any deviations from the original budget to take corrective or preventive actions.

The EC Payments milestones are:

<b>EU Payments Schedule</b>	<b>M1</b>	<b>M24</b>	<b>M48</b>
<b>Payment Amount</b>	399.817,20 €	533.089,60	399.817,20 €
<b>Total Project Budget</b>	<b>1.332.724,00€</b>		

Funding of costs will be paid to each partner after receipt from the Funding Authority (EC) without undue delay and in conformity with the provisions of the Grant Agreement.

The Coordinator is entitled to withhold any payments due to a Party identified by a responsible Consortium Body to be in breach of its obligations under the Consortium Agreement or the Grant Agreement.

It is important to mention that the EU contributes only to the 60% of financing of eligible costs. To be considered eligible costs, it must fulfil the specific conditions of the Annex X to the Model LIFE Grant Agreement Financial and Administrative Guidelines.

### 3.5. Risk Management:

The Risk Management Plan (RMP) for AgRemSO3il describes how risk management will be structured and performed during the project for the monitoring of risks and the applicable actions to mitigate them. Furthermore, it comprises the preliminary risks identified in proposal phase (please, refer to table 1 “Critical risks for implementation”)



which will be updated according to new risk scenarios that could arise during the project (new risks/new mitigation actions).

## 4. Project Monitoring and Control:

### 4.1. Project Reporting:

AgRemSO3il0s coordinator has the obligation to submit the deliverables identified on the Project's Description-Deliverable List mentioned previously to the European Commission. Also, the coordinator needs to report the technical and financial activities of the project to the European Commission's Agency. Please see table at the end of the report regarding the reporting requirement throughout the duration of the project.

To monitor the progress of the project 2 progress report have been planned (M13 and M37) and one midterm report (M25) and one final report (M48) are planned. They will be delivered to the EC following their guidelines and instructions.

**Graph No. 2: Timetable of the reports**

Year	2018						2019						2020						2021						2022																															
Date	juin-18	juil-18	août-18	sept-18	oct-18	nov-18	déc-18	janv-19	févr-19	mars-19	avr-19	mai-19	juin-19	juil-19	août-19	sept-19	oct-19	nov-19	déc-19	janv-20	févr-20	mars-20	avr-20	mai-20	juin-20	juil-20	août-20	sept-20	oct-20	nov-20	déc-20	janv-21	févr-21	mars-21	avr-21	mai-21	juin-21	juil-21	août-21	sept-21	oct-21	nov-21	déc-21	janv-22	févr-22	mars-22	avr-22	mai-22	juin-22	juil-22	août-22	sept-22				
Month	M0	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48	M49	M50	M51				
<b>Progress Report</b>																																																								
<b>Mid-term report</b>																																																								
<b>Final report</b>																																																								
<b>Internal Reports</b>																																																								
<b>Timesheets</b>																																																								
<b>EC payments</b>																																																								