REE4EU: Integrated High Temperature Electrolysis (HTE) and Ion Liquid Extraction (ILE) for a Strong and Independent European Rare Earth Elements Supply Chain

Project type:	Innovation action		
Start date of project:	01/10/2015	Duration:	48 months

D10.2 Progress Monitoring and Risk Management Reports

WP n° and title	WP10. Project Management
Responsible Author(s)	SINTEF
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List of abbreviations and definitions

Abbreviation	Definition
AMD	Amendment
D	Deliverable
DOA	Description of the action
GA	Grant agreement
GB	Governing board
PO	Project Officer from the EU Commission
PP	Participant portal
WP	Work package

Executive Summary

The ambitious objectives, and complex project execution demanded an effective progress monitoring and risk management from the very beginning.

During the first months of the project, the coordinator team established the bases of an effective follow-up of the activities, by creating effective templates assuring an effective monitoring, without falling into ineffective micro-management routines.

The project implementation was closely monitored by the project Coordinator throughout the whole project period at numerous consortium telephone conferences (35 in total, cf. D10.6) and the face-to-face progress meetings (2 per year), where the Governing Board members (highest level decision-making body of the project) evaluated the encountered risks hindering the accomplishment of the project implementation and managed the mitigation measures.

1   Introduction

Effective progress monitoring and risk management can be done only through an effective and successful project management. In this way, smooth communication and good reporting routines were the two main pillars for progress monitoring and risk management during the lifetime of the project (cf. Figure 1).

An overview of the consortium communication means will be reported in D10.6, whereas reporting routines will be summarized in D10.3 (financial reporting) and D10.5 (technical reporting).
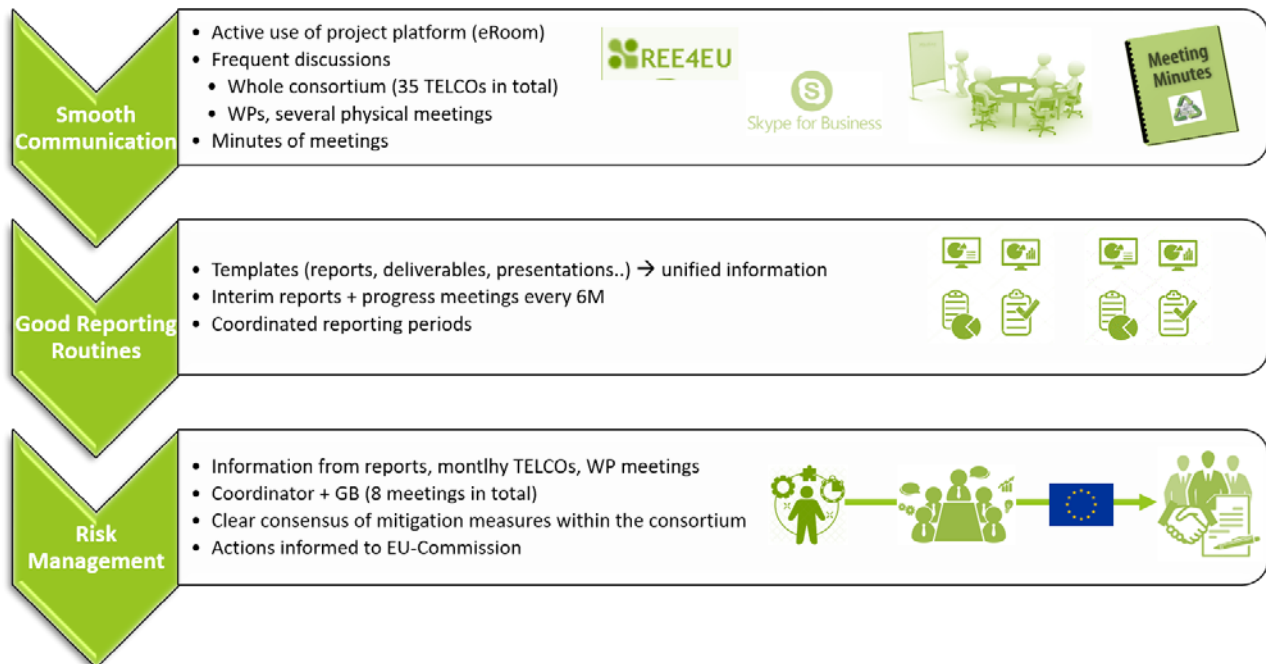

Figure 1. Implementation through project management in the REE4EU project. Short description of activities and actions carried out

2   Progress Monitoring and Risk Management

Progress monitoring of the different activities was done through regular reports to the coordinator, by means of:

- Telephone conferences. The whole consortium gathered, and each partner reported the different activities carried out on the different Task. A total of 35 TELCO took place through the 4 years of project lifetime, which means an average of 8 per year, almost monthly. The coordinator prepared minutes of each of the TELCO, with a short summary of the reported activities, discussions and actions agreed.
- Interim reporting. Every 6 months, each partner sent a technical report of the different activities carried out in the different Tasks and WPs. Each reporting was carried out during the same period of the progress meetings, so partners could prepare the presentations out of their reports, or vice versa.

Moreover, WP meetings were arranged upon partners own initiatives. The coordinator and the whole consortium were informed on the discussions and actions agreed upon during those meetings.

Whenever any sign of implementation risk was detected, either by the coordinator or by any of the partner/s, this was discussed, first in the frequent TELCO, and then in the face-to-face progress meetings. In the case of being a consensus about a tangible implementation risk, this was reported to the Governing Board (GB).

The GB members met at each of the face-to-face progress meetings, 8 meetings in total. It was the highest-level decision-making body of the project and consisted on one representative per partner with the adequate

level of experience within the partner organisation and the authority to take binding decisions for the organization, like:

- Changes to planning, shifts in budget, tasks, and responsibilities.
- Major work plan modifications and contract amendments, 3 in total.
- Consortium changes (partner withdrawal and accession of new partners).
- Delays, risks and contingency plans.
- Management of communication and dissemination and exploitation.

Each risk was presented, together with suggestion for a contingency plan, either by the coordinator, or by the partner responsible of the activity of concern. In other cases, the GB came up with a suggestion for mitigation measure. The discussions and decisions were reported in the minutes from the GB meetings.

Moreover, the anticipated risks reported in the DoA were reviewed, discussed, and the corresponding contingency plans were made and reported.

In the case of the mitigation measures implied a change in the GA, a specific document was made, gathering the proposed changes, reason, and impact the change may had in the implementation of the action. After approval of the document by the GB members (often by e-mail), the coordinator contacted the PO, and an AMD session launched in the PP, if needed.

Acknowledgements