MilkQua

Milk quality along the dairy chain for a safe and sustainable milk

Deliverable D1.1

Constitution of the Management Committee

Document Classification

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Document Abstract

This deliverable D1.1. Management committee constitution (MC) describes the management structure of MilkQua and its implementation towards project outcomes, including technical controls, financial issues and communication best practices. It can be seen as a practical reference guide and tool for the MilkQua project management dedicated to the entire consortium through the course of the project. It will be regularly updated to take into account project evolution and partner needs.

The document provides guidelines for the reporting activities including submission of deliverables and periodic reports, information regarding financial issues and provide the basis for governance mechanisms. It aims to setup the project management procedures and ensure their wide understanding among the involved partners. It will thus contribute to the quality and consistency of project outcomes.

This deliverable is part of WP1 – Coordination and Management.

This document has been divided into four sections with additional annexes:
- Management Structure
- Project outcomes and technical controls
- Financial Issues
- Communication best practices
- Annex: Deliverables list, Milestones list

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1. Management and project structure

1.1 Methods

This deliverable is based on and complies with the following reference document:

- **The Consortium Agreement (CA) and its annexes**, which specifies with respect to the Project the relationship among the Parties, in particular concerning the organisation of the work between the Parties, the management of the Project and the rights and obligations of the Parties concerning inter alia liability, Access Rights and dispute resolution.
- **Grant Agreements: each beneficiary is funded directly by its own national funding body, therefore a grant agreement is concluded between each beneficiary and its national funding body.** The rules applying for this agreement are the national rules set in the national regulations. The grant agreement will cover the entire duration of the project and must be synchronized in time (starting date of the activities and end of the project) between the different funding bodies involved in funding of the project.
- **Guidelines for applicants, Prima Call for Section 2 funded by Participants States – 5 Feb. 2018**
- The PRIMA Foundation ("PRIMA-IS"), is responsible for all the managerial, administrative, supporting, monitoring and supervising activities necessary to implement the PRIMA Programme. In case of discrepancies between this document and the AWP 2018 the latter legally prevails.
- **PRIMA Amended Annual Work Plan** 2018 (AWP) published by PRIMA-IS.

1.2 Management structure

1.2.1 Project structure

Figure 1: MilkQua project structure

The project coordinator (PCO)

The PCO is represented by Latifa Abdennebi-Najar (Idele) for the technical aspects and Florence Macherez (Idele) for the administrative part, and acts according to the binding provisions of the PRIMA-IS participation rules and implemented according to the detailed procedures of "WP1 – Project Management" which will be formally stipulated and accepted by the Beneficiaries signing the Consortium agreement. This includes the

project overall monitoring, the relations with the PRIMA-IS, the project administration, the due reporting and the financial responsibility and book keeping.

In particular, the PCO is responsible for:

- being the single point of contact between the PRIMA-IS secretariat and the consortium partners;
- being a point of contact between the Funding bodies and the consortium partners in case of
- requiring a grant extension or scientific/managerial modifications;
- ensuring the role of supervision of the project workflow with the help of WP leaders;
- monitoring compliance by the Parties with their obligations;
- keeping the address list of members of the Project Steering Board members and other contact persons updated and available;
- collecting, reviewing and submitting information on the progress of the Project and reports and other deliverables (including financial statements and related certification) to the PRIMA-IS;
- preparing the meetings, proposing decisions and preparing the agenda of Project Steering Board meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings;
- transmitting promptly documents and information connected with the Project;
- fulfilling the reporting tasks described in article 4.3 - Reporting of the Consortium Agreement.

The PCO is not responsible for the financial management of PRIMA research funding, which will be handled directly between national beneficiaries and their national funding bodies in each participating country.

The Project Manager (PM)

The Project Manager is nominated by the Coordinator. The Project Manager is represented by Latifa Abdennebi-Najar (Idele) for the technical aspects and Florence Macherez (Idele) for the administrative part. The PM provides the Beneficiaries with a professional managerial capacity to lead the actual implementation of the high level strategic decisions of the Project Steering Board on a day-to-day basis. She will be in close contact with all work package leaders in order to foster interactions between them. The Project Manager will make available all the information needed for decisions concerning the implementation of the project. The PM is in charge of consistently encouraging professional management up to the project success and must keep archives for as long as stipulated in the Grant Agreement. She will be in charge of the D.1.1. Constitution of the Management Committee update and is responsible of the proper implementation of the procedures.

The Project Steering Board (PSB)

The Project Steering Board as the ultimate decision-making body of the Consortium concerning the project strategy, the budget and costs issues, the dissemination, advises on exploitation and IPR as well as the legally binding actions. The Project Steering Board (PSB) is organised and chaired by the PCO and involves one representative for each Beneficiary.

Each Party shall have one representative and vote in the Project Steering Board. Decisions of the Project Steering Board are taken by simple majority of the votes.

Organisation	Representative	E-mail
IDELE	Latifa Abdennebi-Najar	Latifa.najar@idele.fr
INRAE STLO	Saïd Bouhallab	said.bouhallab@inrae.fr
CSIC	Sonia Andrés	sonia.andres@eae.csic.es
UMIL	Fabrizio Ceciliani	fabrizio.ceciliani@unimi.it
UPFF	David Pereira	dpereira@ff.up.pt
INRAT	Hichem Bensalem	bensalem.hichem@iresa.agrinet.tn
LPAM	Ibtissem Hamrouni	ibtissem_hfr@yahoo.fr
ENMV	Monia Daaloul	moniajd2017@gmail.com
OEP	Henda Hanafi	hendahanafi717@yahoo.fr

DELICE DANONE	Mohamed Ali touzri	Mohamed.ali@delice.danone.com

Each Party representative may appoint a substitute or a proxy to attend and vote at any meeting; and shall participate in a cooperative manner in the meetings.

Each member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in this article hereunder. The Coordinator shall chair all meetings of the Project Steering Board, unless decided otherwise in a meeting of the Project Steering Board. The Project Manager is involved in the Project Steering Board with a consultative power.

The Parties agree to abide by all decisions of the Project Steering Board provided that this does not prevent the Parties from submitting a dispute for resolution in accordance with the provisions of settlement of disputes in article 12.6 of this Consortium Agreement.

The Project Steering Board shall be in charge of:
- supervising and managing of the Project;
- taking all decisions concerning the project strategy, the budget and costs issues, advise on exploitation and IPR;
- reviewing and/or amending plans of the Project, to be agreed by the respective Funding Organisations;
- assessing the relevant deliverables, the achievements against the success indicators, and the evolution of the internal and external risks, the exploitation prospective as well as the efforts and budget consumption;
- deciding procedures for publications and dissemination in accordance with this Consortium Agreement;
- approving the Results of the Project and stating the Project to be finished and ended;
- approving and making decisions that new parties may join the Project in accordance with this Consortium agreement.

Unless otherwise agreed by the Parties, the Project Steering Board shall convene once every year at times and places agreed to by the Parties. Any such meetings shall be organized and coordinated by one of the Parties of the Consortium and can be held by teleconference or other telecommunication means.

The Project Executive Committee (PEC)

The Project Executive Committee is the decision-making body of the Consortium concerning the effective and efficient implementation of the project including quality assurance and quality control pending ex ante or ex post approval by the Steering Board.

The Project Executive Committee is co-chaired by the Project Manager and the Coordinator and is composed of the Work Package Leaders.

The decisions are taken by consensus. In case of disagreement, the controversial issues are submitted by the Project Manager to arbitration by the Steering Board. Responsibilities of the PEC are detailed in WP1 and WP8.

The PEC meets in monthly meetings organized by the PM (face-to-face or by web conferences).

WP	Organisation	Name	E-mail
WP1	Idele	Latifa Abdennebi-Najar	Latifa.najar@idele.fr
WP2	Idele	Bénédicte Fusai	Benedicte.fusai@idele.fr
		Philippe Roussel	Philippe.roussel@idele.fr
WP3	UPFF	David Pereira	dpereira@ff.up.pt
WP4	CSIC	Sonia Andres	sonia.andres@eae.csic.es
WP5	UMIL	Fabrizio Ceciliani	fabrizio.ceciliani@unimi.it
WP6	INRAE STLO	Said Bouhallab	said.bouhallab@inrae.fr
WP7	LPAM	Riadh Ksouri	riadh.ksouri@cbbc.rnrt.tn
WP8	Idele	Florence Macherez	Florence.macherez@idele.fr

The Project Stakeholder Committee (PSC)

The PSC will play the role of an ecosystem for providing inputs for running the project and for assessing the match between the project results and markets and societal and environmental needs. The PSC will in essence provide feedback in order to help align the technological solutions brought about by the project with market and environmental requirements. Additionally, the PSC will contribute to reaching a considerable visibility of the project results at the European level. The PSC will be composed of members of all relevant contributors to the MILKQUA project value chain. The Project Stakeholder Committee meets during three workshops (face-to-face or by web conferences), organized by the OEP Office de l'Elevage et des Pâturages, that has direct contacts with a wide range of relevant Tunisian stakeholders.

The PSC composition is flexible and the members will be invited to participate to work sessions which are described in WP2. During these work sessions will be elaborated and updated a clear view of the external environment linked to project results and they are expected to foster proper internal and external communication towards defined targets to strengthen the expected impacts of the project while ensuring a wise protection of Intellectual Property Rights in the exploitation prospective.

The reporting of activities to the Project Executive Committee and Steering Board is made via WP2 reports/leaders.

The Project Scientific, Intellectual Property, Valorisation and Exploitation Committee (SIPVEC)

The project Scientific, Intellectual Property, Valorisation and Exploitation Committee is chaired by the project coordinator. It will meet regularly to address issues around project data management, scientific production, intellectual property, results valorisation and exploitation. It will discuss on potential publication, protection or patenting and advise the Project Executive Committee.

WP	Organisation	Name	E-mail
WP1	Idele	Latifa Abdennebi-Najar (coordinator)	Latifa.najar@idele.fr
WP2	Idele	Bénédicte Fusai	Benedicte.fusai@idele.fr
		Philippe Roussel	Philippe.roussel@idele.fr
WP3	UPFF	David Pereira	dpereira@ff.up.pt
WP4	CSIC	Sonia Andres	sonia.andres@eae.csic.es
WP5	UMIL	Fabrizio Ceciliani	fabrizio.ceciliani@unimi.it
WP6	INRAE STLO	Said Bouhallab	said.bouhallab@inrae.fr
WP7	LPAM	Riadh Ksouri	riadh.ksouri@cbbc.rnrt.tn
WP8	Idele	Florence Macherez	Florence.macherez@idele.fr
Company	Delice Danone	Mohamed Ali Touzri	Mohamed.ali@delice.danone.com

The Communication and Dissemination Committee

The Communication and Dissemination Committee will be part of the Project Executive Committee and will organise outreach activities, dissemination to stakeholders and public engagement. It will also be in charge of the decision to publish or protect the results obtained during the activities related to the project.

Notice of a meeting

The Coordinator shall give notice in writing of a meeting to each Member of the Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
Project Steering Board	45 calendar days	15 calendar days
Project Executive Committee Project Scientific, Intellectual Property, Valorisation and exploitation Committee	14 calendar days	7 calendar days

Minutes of a meeting

The Coordinator, as chairperson of the Steering Board, or the Project Manager, shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 10 calendar days of the meeting.

The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The Coordinator shall send the accepted minutes to all the Members of the Steering Board and shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties.
The minutes of Project Executive Committee meetings, once accepted, shall be sent by the Coordinator to the Project Steering Board for information.
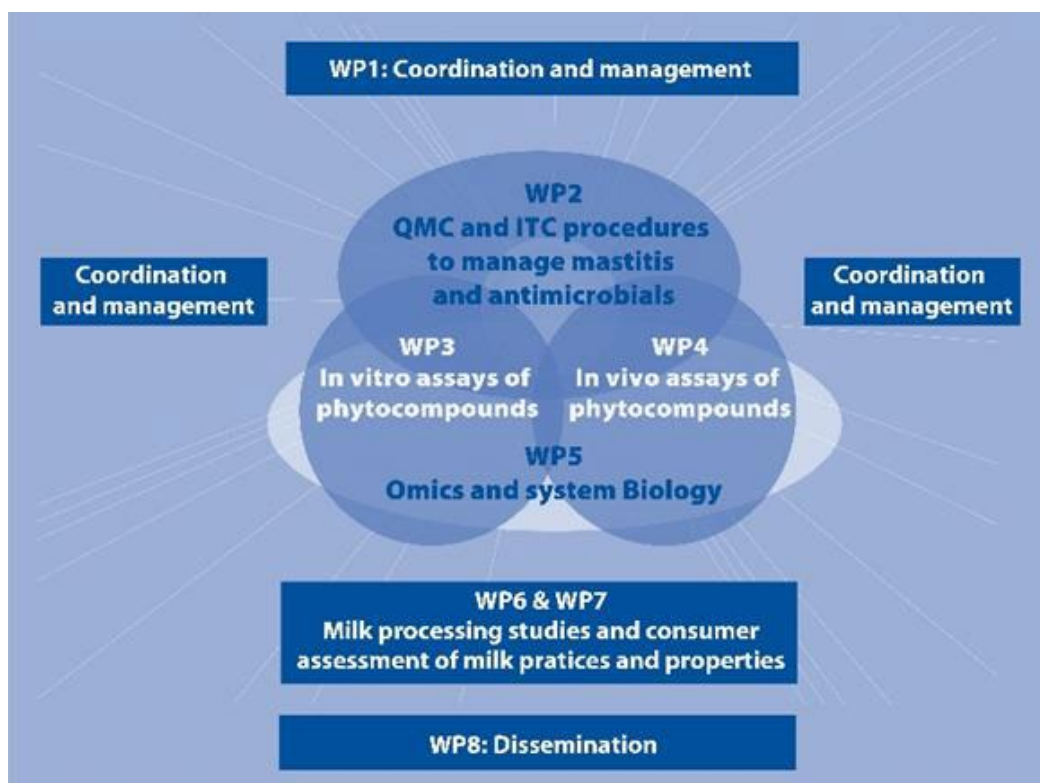
1.2.2   WP interconnections

Figure 2: MilkQua project WP inter-connections

2. Project outcomes

2.1 Deliverables

Deliverables represent verifiable contractual outputs of the project that are submitted officially to the Commission upon completion.

As deliverables are contractual outputs of the project the below details are also contractual. The payments can be conditioned by the timely submission of project deliverables. Project reviewers will thus have the task of evaluating the project deliverables and in providing the Commission with an evaluation report. It is therefore essential that project deliverables are produced in time and with a high quality to ensure not only that the project runs according to plan but also to receive the payment (see article 19 Model Grant Agreement PRIMA).

The coordinator must submit the 'deliverables' identified in Annex 1, in accordance with the timing and conditions set out in it.

PRIMA-IS will — during the implementation of the action or afterwards — check the *proper implementation of the action*, including assessing deliverables and reports. For this purpose PRIMA-IS may be assisted by external persons or bodies. PRIMA-IS may — during the implementation of the action or afterwards — carry out *reviews* on the proper implementation of the action (including assessment of deliverables and reports), compliance with the obligations under the Agreement and continued scientific or technological relevance of the action.

MilkQua project deliverables are listed according to the MilkQua project deliverables are listed according to the workpackage (WP) in which they will be produced in the project proposal and are listed in annex 2 of this document.

<u>NB</u> As deliverables are defined in the contract, any changes to these deliverables are subjected to a revised version of the DoA by the Coordinator and the project manager to be approved by PRIMA-IS.

Deliverables will be produced in each WP during the project lifetime. The deliverable leader is responsible for defining the exact content of the deliverable and the contribution to be made by each participating partner. She/He is also responsible for ensuring the timely submission and quality of the deliverable. <u>NB</u> Each partner must be aware of the deliverables to which they must contribute (see annex 2 of this document).

Deliverables are most often written reports but can also take another form like prototype, molecular data, protocol setting up, software, etc. Even if the deliverable is not a written report, a written document must be produced and sent to the Commission outlining the nature of the deliverable. For example, if the deliverable is a piece of software, a report describing the software (its conception, functionalities etc.) must be submitted to the Commission as the deliverable.

A general process of deliverables production is needed in order to help the WP leaders and deliverable leaders to prepare and deliver MilkQua deliverables in a timely and efficient manner. The project manager (PM) will remind Deliverables to the WP leader 2 months before the due date and provide a template for writing it (also available on the MilkQua collaborative platform).

Step 1: The deliverable leader prepares a plan for the deliverable and circulates it to the relevant WP leader, task leader and to all partners contributing to the deliverable. This plan should include a draft table of contents, expected contributions per partner, timing for contributions etc. The deliverable leader writes the deliverable using the deliverable template and includes the collected contributions of the partners involved in a harmonized fashion (same styles, etc). The deliverable leader sends the drafted deliverable to the involved partners in order to get their feedback.

Step 2: The deliverable leader sends the final draft to the WP leader for feedback and potential modifications. These exchanges may take some time so we advise deliverable leaders to send to the WP Leader the final draft at least 4 weeks before the deliverable due date to PRIMA-IS.

Step 3: The WP leader sends the final draft of the deliverable to the Project Coordinator and the PM at least 2 weeks before the deliverable due date. The Project Coordinator and the Executive Committee has 2 weeks to review the deliverable and send back any comments to the WP leader.

Step 4: The Coordinator submits online (EC platform) an electronic copy of the deliverable to PRIMA-IS in due time.

Figure 3: MilkQua deliverables preparation and evaluation process
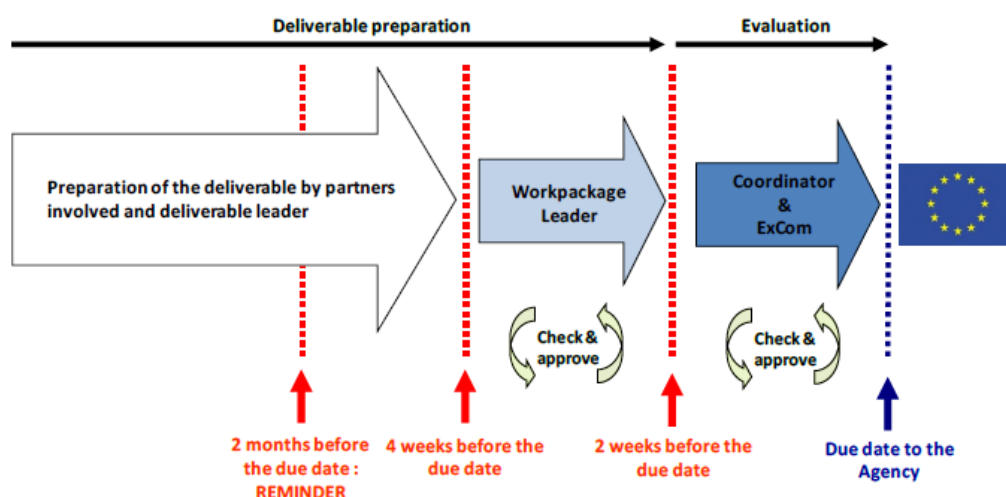
NB: If a deliverable is delayed, no longer relevant to the initial description of Action or its content, its leaders or contributors have changed, please inform the PM (florence.macherez@idele.fr) and the Coordinator (latifa.najar@idele.fr) as soon as possible, at the latest 1 month before the deliverable due date explaining the reason of deviation and indicating the new due date.

Role & Responsibilities

Deliverable leader is responsible for:

- Producing a deliverable plan including a draft table of contents, expected contributions per partners, timing for contribution, etc.
- Overseeing the quality and nature of the contributions from the deliverable contributors or authors.
- Ensuring that the deliverable is produced in line with the contractual documents (DoA) and is submitted in due time to the WP leader for the evaluation process.

WP leader is responsible for:

- Overseeing the timely production of the deliverable by the deliverable leader.
- Evaluating the final draft of the deliverable provided by the deliverable leader and endorsing its quality before submitting it to the Coordination and the European Project Manager (The WP leader is also responsible of the overall content of deliverables of its WP).
- Overseeing any revision to the deliverable further to the evaluation by the European Project Manager.

The PM is responsible for:

- Providing a deliverable template and guidelines on deliverable submission in the project.
- Following up the production of project deliverables.

The Coordinator is responsible for:

- Following up the evaluation and endorsement of project deliverables

2.2 Milestones

A milestone is a critical point of the development of an achievement or product and is a point at which decisions about next steps may have to be made. Milestone reviews will serve to critically assess the progress of the project, the update of internal and external risks and the outlook for the result exploitation compared to the project work plan.

A milestone is not necessarily a document. It could be a prototype, an intermediary report, or a decision to be taken based on previous results to orientate action during the next period. The milestones are defined as well as the mean of verification in the Description of Action (DoA) of each workpackage (see Annex 3 – Milestones list).

NB: The mean of verification of each milestone must be sent to the Coordinator and the PM at least 2 weeks before the due date of the milestone.

The PM is responsible for putting on the collaborative workspace in the appropriate WP folder the information about the milestone.

2.3 Project reporting to PRIMA-IS

The PCO assisted by the PM will coordinate the generation and submission of the Periodic reports to PRIMA-IS. Besides the technical reporting, the PCO will also prepare for PRIMA-IS a consolidated overview of the project budgetary situation, on the basis of the cost statements provided by each individual project partner.

The purpose of this part is to provide guidance to assist partners in preparing reports. When the submission tool of PRIMA-IS will be available for the submission of periodic reports and financial statements, this section will be consequently updated.

MilkQua is divided into two reporting periods:

- Report Period 1: 1st April 2019 (M1) to 31rst October 2020 (M18) -> 18 months report
- Report Period 2: 1st November 2020 (M19) to 31rst March 2022 (M36) -> 36 months report
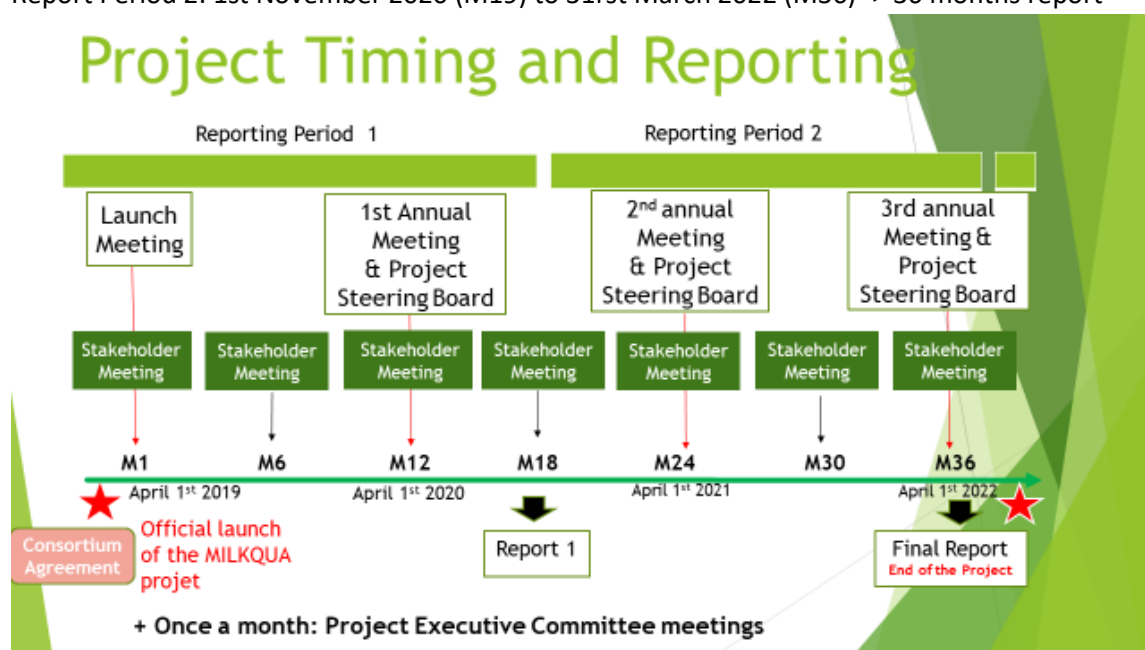

Figure 4: MilkQua project timing and reporting

For each of these major reporting periods, different periodic reports are required by PRIMA-IS. The different reports that are required are the following:

- M18 (31rst October 2020): Submission of the 1st periodic report covering period M1 to M18.
- M36 (31st March 2022): Final report covering period M1 to M36.

Four months before the report submission, the Project Manager will propose a template for the technical report, which will be filled in by each WP leader together with partners involved in their WP, and a template to prepare the financial statement, which will be filled in by each partner. These templates will be sent by email to the WP leaders 4 months before report submission and a reminder will be sent 3 months before submission.

The Coordinator will systematically send each Party copies of the reports, and other documents which have been submitted to PRIMA-IS.

PRIMA-2019 Guidelines for Applicants – Section 2
Project Monitoring and Reporting for Funded Projects
In addition to the specific requirements of the funding bodies, project coordinators will be required to provide a scientific and financial mid-term report by Month 18 and a final report by Month 36 to PRIMA IS, or Month 48 for some projects. All project partners will have to deliver input for these reports. In addition, it will be expected to include evidence of impact in these mid-term and final reports (see the list of Key Performance Indicators in annex 2).

The SmartSheet online platform provided by PRIMA-IS in March 2020 serves as a technical and financial reporting tool. It comprises a deliverable sheet, a technical sheet and a budget sheet.

2.3.1   Periodic technical report

The technical report contains an overview of the activities carried out during the reporting period and describes the progress in relation to the project objectives, the progress towards the milestones and the deliverables set for the period. Any observed or foreseeable problems and corrective actions, taken or to be taken, must to be described in this report.

It will be compiled by the coordinator and the beneficiaries (WP leaders & partners involved in each WP). Once validated, it will be submitted on-line on the SmartSheet tool through the PRIMA-IS portal by the Coordinator.

It will consist of: details about WP/tasks/deliverables/milestones advancements, justification of delays. See technical sheet model provided by PRIMA-IS.

NB Tips to make a good report

- Check the content of the report
- Check reality of the work performed against the DoA
- Explain & justify changes
- Mirror explanations on the use of resources (description of deliverables, tasks & persons performing within the time)
- Write your use of resources based on the invoices
- Reflect the use of resources in describing the work in the report
- Check the report against DoA

2.3.2   Periodic financial report

The periodic financial report should make use of the budget sheet provided by PRIMA-IS. It will contain:

- Total budget per partner, Actual expenses per partner, Difference
- Direct personnel eligible costs– budget and actual
- Consumable eligible costs – budget and actual
- Travel and subsistence eligible costs – budget and actual
- Equipment eligible costs – budget and actual
- Other eligible costs – budget and actual
- Overheads – budget and actual

It may comprise a detailed budget per WP.

2.3.3 Final report

The periodic financial report should make use of the SmartSheet online platform provided by PRIMA-IS.

2.3.4 Project reviews

See instructions provided by PRIMA-IS

2.3.5 Key performance Indicators (KPIs)

See also Annex 2: Key Performance Indicators

PRIMA programme will be implemented in compliance with the objectives and provisions set out in the Decision (EU) 2017/1324 and will be based on the priorities described in the PRIMA Strategic Research and Innovation Agenda (SRIA).

The successful implementation of the PRIMA programme will be measured against specific key performance indicators (KPIs), which have been set out in the SRIA. PRIMA is expected to have significant impact in the Mediterranean area.

The most important assessment criteria will be the ability of the PRIMA programme to develop and eventually adopt innovative and sustainable solutions for water management and provision and agrofood systems contributing to the implementation of UN Agenda 2030 for Sustainable Development. Potential socio-economic benefits include create on of new jobs, increased competitiveness of companies in both shores of the Mediterranean area, social and environmental impacts. Here is reported a table containing the PRIMA KPIs that will measure the PRIMA expected impacts.

MilkQua coordinator will describe how and to which extend contribute to the targeted research and innovation objectives of the PRIMA programme and to its overall expected impacts.

3. Financial issues

Each Party is responsible for arranging individual National Grant Agreements with its respective Funding Organisation.

Each Party receives funding relating to its share of the work directly from the National Funding Organisation responsible for that Party and according to the provisions of the National Grant Agreement. By accepting national funding, each Party is required to abide with the rules and regulations concerning project funding in its own country.

In accordance with its own usual accounting and management principles and practices, each Party shall be solely responsible towards its own National Funding Organisation for the justification of costs. Neither the

Coordinator nor any of the other Parties shall in any way be liable or responsible for such justification of costs of a Party towards its own National Funding Organisation.

The budgetary issues, including potential restrictions for funding, should be carried out and checked based on the national regulations of and by contacting their own National Funding Organisation.

The articles set down in this Agreement do not replace, impinge, impede or otherwise impact the national rules and regulations which apply to each Party.

4. Communication best practices

4.1 Communication between partners

Communication and its traceability are very important particularly in view of the number and geographical distribution of the partners.

NB: It is important to remind to all partners that it is very important to communicate as soon as possible any foreseeable delay in project work and outcomes to the WP leader, Coordinator and to the Project Manager.

4.1.1 Document traceability

During the project, numerous documents will be created and modified by partner. That's why it is important to have a good traceability of any document.

For this purpose, a nomenclature has been defined for MilkQua. Each document must be named as follows: *MilkQua – WPx (or Dx.x or MSx) – document title – name of the creator – version n° - date (ddmmyyyy).*

If you have to modify a document, please active the track changes and rename the document by adding your name at the end.

NB It is important to respect this nomenclature especially for deliverable, milestones and reports to the PRIMA-IS in order to allow the follow up of any contractual documents.

Pay attention if the mention "confidential" is listed.

4.1.2 MilkQua Collaborative platform

The project intranet (collaborative workspace) is accessible at the following address: https://projets.idele.fr/milkqua. The Project Manager (florence.macherez@idele.fr) will ensure its maintenance throughout the project.

This internal website is a secured collaborative workspace on the web (Sharepoint) where all partners can share information and documents:

- scientific documents and data
- administrative documents
- deliverables
- periodic reports
- template for time sheets
- financial documents
- communication tools

This platform is intended to enable collaboration between the different partners at all levels: work packages, Project Executive Committee, etc. and to trace document delivery. It should also be used as a central storage system of the project. Its functions include scientific, administrative and financial information exchange and archiving. It will also be used to monitor the projects through appropriate tools to be developed.

This secured internal website shall be used during the project to avoid any excessive exchange of emails, which may saturate user's mailbox.

This Collaborative Workspace is secured by personal password and only authorized people can access this site. The access levels are the following:

- Reader: can only read pages
- Author: can read and add pages but not edit other's pages (partners access)
- Editor: can read add and edit any pages (WP leader and PEC access)
- Manager: read, add pages, add/remove members and customize (European Project Manager access)

Each participant has been invited to access it and receive the login together with guidelines on its use.

NB: Obligations of the partners:

- Not sharing the login/password
- Asking for new access only to authorized people working for the partner
- Providing information in advance on any withdrawal of persons working for a partner (e.g. temporary employees)

4.2 External Communication

4.2.1 Communication principles

Subject to any restrictions due to the protection of intellectual property, security rules, confidential information or legitimate interests, each Party may disseminate the RESULTS through scientific publications or conferences. Such dissemination activities shall be governed in accordance with the provisions of the consortium agreement to be agreed.

The main results of MilkQua project will be available via the public deliverables that will be on the project website. The scientific results from MilkQua project are planned to be published in high impact factor journals and following the "gold open-access model" to afford the widest availability for generating added value and enabling re-use. Open access pre-prints will also be made available via electronic digital repository at each of the partners' locations, and articles will be accessible by direct request to the partners' and to collaborative research groups and communities via download from the project website ("green" model).

All participants to activities funded by the PRIMA IS or by Participating States of the PRIMA Programme are required to label or co-label any communication or publication related to their activities with the following acknowledgement *"MilkQua is part of the PRIMA Programme supported by the European Union",* as well as with the PRIMA logo.

Figure 5: MilkQua statement to acknowledge funding

4.2.2   Communication activities

The external communication will provide information on MilkQua research in order to share, assess and disseminate MilkQua data and results. A specific workpackage (WP8) is in charge of the dissemination. Its leader (Idele) is working on the development of a dissemination plan and is also in charge of the conception and maintenance of MilkQua public website and on a visual identity, thanks to the support of Absiskey, subcontractor.

MilkQua Visual identity

The strategic branding of the project will be ensured as soon as the project starts with the design of an original visual identity, including official project templates: A number of attractive documents both in traditional as well as in digital form (Power Point presentations, deliverables and reports) have been prepared in order to promote the project's concept and innovations. They are available on the collaborative platform https://projets.idele.fr/milkqua.

MilkQua website

General public awareness about MilkQua project activities will be increased with a public website (in English and French). A project website has been established in January 2019 to disseminate the project information within the consortium and to the wider professional and general public. The website comprises public pages and internal pages. The public pages will describe the project objectives, the consortium and the project communication documents (Press releases, posters, scientific papers and "public" deliverables).

In addition, the websites of all project partners will contain information about the MilkQua project such as aim, objectives, consortium quality and publications, as well as the major event of the projects, and copies of the newsletters.

All deliverables and all documents with public dissemination level have to be put on the website after the review by the PEC. Creation, operation, and maintenance of the MilkQua project website for generating general public awareness about the project activities. The website traffic monitored through detailed analytics such as the possible impacts of the participation to a major event or the contact of the persons that have been interested in downloading a technical deliverable. All communication documents will be made available (press releases, posters, scientific papers and "public" deliverables). The site will be maintained and updated in a regular basis and will remain active for at least 4 years after the finalization of the project for supporting the project impact.

Social media

Social network tools are part of the project web dissemination strategy. They have been be initiated and regularly updated. The goal of a social network presence for MilkQua project is first to inform the dissemination targets about the latest project development or event. A Twitter and a Linkedkin profile will be established. The website and social network communication will also target a large audience such as other industry, researchers, academia, energy regulatory bodies and more particularly women involved in this activity. Presence in professional social networks (such as twitter) will be set-up in order to maximize the visibility of the published results and partners organization/participation of international events, and also to monitor the feedbacks (number and type of followers, comments regarding the project activities).

Publications

Publication of the results in high impact factor journals will be stimulated in direction of targeted audiences, taking care of IPR issues, while the project public website will be the repository of all communications put out in writing for all audiences. Up-to-date facilities will be provided to all categories of potentially interested parties including RSS to other sites and individuals in order to syndicate its content such as news headlines, project's key achievements, technical updates, upcoming events, new articles, new tools and resources, and filtered search results. Moreover, it will support the activities of the Stakeholder Committee thus creating a

focal collaborative platform that the partners will use to consistently supervise and coordinate their communication and dissemination activities.

Dissemination

The Consortium has selected all the relevant communication events and media by which the project and its findings should be successfully promoted in the relevant communities and this consistently with the expected impacts of the MILKQUA project described in section 2.1. Among the selected events, the consortium members may only attend some during the project to be consistent with the project's level of progress and adapt their communication activities to the project's scale. Many of the partners are global level players in their respective field. All will make use of their networks in order to distribute the results to a broad audience: conference and symposia, professional associations, relevant media.

4.2.3 Dissemination targets and access to information

Dissemination will be done mainly to the following three main different audiences:
- Scientific community: publications in conferences and indexed journals.
- End users, in particular the players involved in the diary chain.
- Stakeholders Committee (see section 3.2): 3 workshops will be organized in Tunisia, Italy and in France.

These audiences, expected to globally contribute to the intended impacts of the project, constitute the different key dissemination targets. More specifically, dissemination targets are:
- Scientific community: in order to receive a feedback on technical excellence and promote emulation within the field, MILKQUA will target dairy researchers involved in dairy research and animal nutrition, as well as phytochemistry and OMICS techniques applied to animal sciences and nutrition.
- End users will include the stakeholders directly or indirectly interested in the dairy chain, such as organization representing farmers and breeders, major dairy companies, farm advisory services, farmer associations, agricultural and dairy extension services, veterinarians and feed producers, livestock housing companies and retailers.
- Policy makers, including regional, national and EU policy makers and standard setting bodies.
- General Public: targets will include consumer associations in the four countries, including consumer groups and animal welfare NGO.
- Women, who will be targeted by special training courses about food security, and specific training to identify and select plants with nutraceutical properties for small dairy farms in rural areas

Access to information:
- The industrial stakeholders, potential end-users, brand-owners, investors will receive information focusing on the industrial applicability and exploitability of results.
- The scientific community will receive information focusing on technological results relevant for further research and teaching
- The selection of the events and journals will been made according to the experience of the consortium.

5. Glossary

PCO: Project Coordinator
PM: Project Manager
PMC: Project Management Committee
PSB: Project Steering Board

PEC: Project Executive Committee
PSC: Project Stakeholder Committee
WP Work Package
RP Reporting Period

PR Periodic Report
GA Grant Agreement
CA: Consortium Agreement
Dissemination: sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers

Exploitation: using results for commercial purposes or in public policymaking
Communication: providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange

6. Annexes

6.1 Deliverables list

Del. nr	Deliverable name	WP	Leader	Type	Dissemin ation level	Due date (months)
D1.1	Management committee constitution (MC)	WP1	IDELE	Other	PU	M1
D1.2	Financial and administrative report	WP1	IDELE	D	CO	M18, M36
D1.3	Data Management Plan	WP1	IDELE	R	CO	M18
D2.1	Evaluation and epidemiology reports	WP2	OEP	R	PU	M24
D2.2	Milk quality improvement report	WP2	OEP	R	PU	M24
D2.3	Elaboration of a milk quality payment grid	WP2	IDELE	R	PU	M30
D2.4	Guidelines for educational module	WP2	IDELE	R	PU	M34
D2.5	ITC Communication and training plan	WP2	OEP	R	PU	M34
D3.1	Sampling/extraction protocol and list of plants	WP3	LPAM	R	PU	M3
D3.2	Bioactive extracts for subsequent biological assessment	WP3	LPAM	DEM	PU	M9
D3.3	Phytochemical profile of selected samples	WP3	LPAM	R	PU	M9
D3.4	Report on the effects of plants/essential oils on ruminal fermentation parameters and environmental impact	WP3	CSIC	R	PU	M12
D3.5	Report on the anti-inflammatory, antimicrobial and immunomodulatory properties of selected plant species	WP3	UPFF	R	PU	M18
D3.6	Safety report on selected samples	WP3	UPFF	R	PU	M15
D4.1	Protocols and data collection	WP4	CSIC	DEM	PU	M10
D4.2	Report on EOs newborn calves and feed efficiency	WP4	CSIC	R	CO	M24
D4.3	Report on EOs newborn fed calves and health status	WP4	CSIC	R	CO	M24
D4.4	Report on the effect of EOs fed on milk yield, quality and health in adult cows	WP4	LPAF	R	CO	M24
D4.5	Report on the curative effect of EOs against mastitis in small controlled conditions	WP4	IDELE	R	PU	M32
D4.6	Report on the effect of EOs against mastitis (Large scale study,Tunisian Farms)	WP4	ENMV	R	CO	M32
D5.1	A list of bacterial at genus level that are present in faeces and milk of cows fed with different extracts from WP4 and WP5	WP5	UMIL	R	CO	M32
D5.2	The miRNome of milk as related to feeding with different extracts (WP5)	WP5	UMIL	R	CO	M32
D5.3	A list of milk metabolites involved in the immune response which are modified after different extracts regimen (WP5)	WP5	UMIL	R	CO	M32

D5.4	A list of differentially abundant proteins after feeding with different extracts (WP5)	WP5	UMIL	R	CO	M32
D6.1	Comparative efficiency of two strategies of EOs encapsulation	WP6	STLO	DEM	PU	M26
D6.2	Mechanisms of EOs encapsulation and selection of the most stable and efficient one	WP6	LPAM	R	PU	M26
D6.3	Antimicrobial activity of encapsulated EOs	WP6	LPAM	R	PU	M24
D6.4	Nutritional and sensorial properties and characteristics of EOs UHT milk and cheese	WP6	IDELE	DEM	PU	M30
D7.1	Sensorial properties of milk enriched with encapsulated EOs	WP7	LPAM	R	CO	M18
D7.2	Questionnaire establishment on milk consumption	WP7	LPAM	R	PU	M20
D7.3	Validation of the questionnaire	WP7	LPAM	R	PU	M23
D7.4	Data Collection and verification	WP7	LPAM	R	PU	M28
D7.5	Report on consumer survey	WP7	LPAM	R	PU	M30
D8.1	Communication and dissemination materials	WP8	IDELE	R	PU	M12, 24, 36
D8.2	Plans for dissemination and exploitation of the results	WP8	IDELE	R	PU	M12, 24, 36
D8.3	Completed and planned communication activities	WP8	IDELE	R	PU	M12, 24, 36
D8.4	Report on sustainability of MILKQUA project activities and results	WP8	IDELE	R	PU	M36

6.2   Milestones list

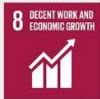| Milestone number	Milestone name	Related work package(s)	Due date	Means of verification
M1.1	Management committee constitution (MC)	WP1	M3	At the launch of the project First meeting of the MC
M2.1	Recommendations for the support of dairy producers and the mobilization of the stakholders to improve the milk quality and the rationalization of the use of antibiotics in the Tunisian dairy herds	WP2	M24	Recommendations are edited and approved by the Tunisian dairy industry
M2.2	Guidelines of every educational module	WP2	M34	Guidelines are available
M2.3	Communication and training plan for the Tunisian dairy farmers through the use of ICT	WP2	M33	Report is edited and approved by the Tunisian dairy industry
M3.1	Obtention of bioactive extracts	WP3	M15	Phytochemical report; Biological report
M3.2	Safety report	WP3	M15	Safety report issued
M3.3	Selection of EOs and doses	WP3	M15	EOs selected
M4.1	WP4 delivers samples for analysis to STLO and OMICS	WP4	M24	Provision of D4.2 and D4.4
M5.1	System biology data collected and reported	WP5	M32	Workshop recommendation
M6.1	Ability of heteroprotein coacervates to encapsulate EOs molecules	WP6	M18	Quantification of EOs after phase separation.
M6.2	Stability of encapsulated EOs without adverse effect	WP6	M24	Analysis over time of encapsulated EOs in comparison with free EOs. Sensorial evaluation
M6.3	Demonstration of antimicrobial activity of EOs ones encapsulated	WP6	M36	Test on pathogens.

M6.4	Dairy products quality determination	WP6	M30	Evaluation of the fatty acid composition of dairy products & the sensorial properties of EOs UHT milk
M7.1	Acceptance of encapsulated EOs milk by comsumer	WP7	M18	Provision of D7.1
M7.2	Tunisian milk aptitude and practices	WP7	M30	Provision of D7.5

6.3 KPIs

IMPACT INDICATORS		
KPIs		**SDGs implementation [1]**
Innovation for MANAGEMENT OF WATER	• Number of applied R&I solutions to the challenges of water management • SDG#6 - 06.21 Biochemical oxygen demand in rivers; • SDG#6 - 06.24 Nitrate in groundwater • SDG#6 - 06.26 Phosphate in rivers every year • SDG#6 - 06.41 Water exploitation index (WEI)	6 CLEAN WATER AND SANITATION
Innovation for FARMING SYSTEMS	• SDG#2 - 2.4.1 Proportion of agricultural area under productive and sustainable agriculture • SDG#2 - 2.5.2 Proportion of local breeds classified as being at risk, not-at-risk or at unknown level of risk of extinction • SDG#11 - 11.3.1 Ratio of land consumption rate to population growth rate.	2 ZERO HUNGER 11 SUSTAINABLE CITIES AND COMMUNITIES
Innovation for AGRO-FOOD VALUE CHAIN	• SDG#12 - 12.3.1 Global food loss index • Percentage increase in Mediterranean agro-food products exported • Percentage decrease in Food imports dependency (%imports/consumption)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Economic Growth/ Competitiveness	• New water and food quality oriented business models and strategies • Start-ups created adopting organisational and technological innovation • SDG#10 - 10.2.1 Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities • SDG#8 - 8.1.1 Annual growth rate of real GDP per capita	10 REDUCED INEQUALITIES 8 DECENT WORK AND ECONOMIC GROWTH
Diet/Health/Well-being	• Decrease in overweight population percentage (of which obese) by sex and by Country • SDG#6 - 6.1.1 Proportion of population using safely managed drinking water services	6 CLEAN WATER AND SANITATION
Migration	• Multidimensional Poverty Index (SDG) by Country [2,3]	

Leftmost column label: General goals

[1] Sachs, J., Schmidt-Traub, G., Kroll, C., Durand-Delacre, D. and Teksoz, K. (2017). *SDG Index and Dashboards Report 2017.*
[2] Alkire, S., Apablaza, M., and Jung, E. (2014). *Multidimensional poverty measurement for EUSILC countries.* OPHI Research in Progress 36b.
[3] Alkire, S. and Robles, G. (2017). *Multidimensional Poverty Index Summer 2017: Brief methodological note and results.* OPHI Methodological Note 44, University of Oxford.