

## LIFANA

Lifelong Food and Nutrition Assistance

AAL-Call-2017-013

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Duration: 30 months



# D5.2 “PROJECT MANAGEMENT PLAN”

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**Partners involved:** LIST, FhP

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0.9	01.06.2018	FhP, LIST	First draft, Contributions from partners
1.0	21.02.2019	LIST	Udate of meetings and Figure 1
1.0	25.02.2019	FhP	Review by Ana Barros

<sup>1</sup> L = Legal agreement, O = Other, P = Plan, PR = Prototype, R = Report, U = User scenario

<sup>2</sup> PU = Public, PP = Restricted to other programme participants (including the Commission Services), RE = Restricted to a group specified by the consortium (including the Commission Services), CO = Confidential, only for members of the consortium (including the Commission Services)

## Consortium

Participant n°	Participant organisation name	Participant short name	Organisation type	Country
1 (Coordinator)	Luxembourg Institute of Science and Technology	LIST	Research	Luxembourg
2	Luxembourg Institute of Health	LIH	Research	Luxembourg
3	Associação Fraunhofer Portugal Research	FhP	Research	Portugal
4	Sonae Center Serviços II, S.A.	SONAE	Company	Portugal
5	Santa Casa da Misericórdia do Porto	SCMP	End-user	Portugal
6	Gociety Solutions	GOC	Company	Netherlands
7	Unie KBO	KBO	End-user	Netherlands
8	cereneo Schweiz AG	CER	Company	Switzerland

## Acknowledgements

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## Table of contents

Introduction.....	3
The LIFANA Consortium .....	3
Project goals.....	3
Project management structure .....	5
Organisational structure .....	5
Team Leader .....	5
Management Team .....	6
The Technical Committee.....	7
The Quality Evaluation Committee .....	7
The Coordination Board .....	7
Responsibilities of the partners .....	8
Conflict resolution procedure.....	8
Project Monitoring .....	9
Project meetings.....	9
Past meetings .....	9
Upcoming meetings .....	10
Key Performance Indicators .....	10
Risk Management .....	11
Periodic reporting .....	14
Document management.....	14

# INTRODUCTION

This document is part of Task 5.1: Project management within Work Package 5: Management. The lead partner of this work package and this task is LIST. The document describes the project management structures and procedures to be followed within the project LIFANA and it is meant to be, together with the Project quality plan, a tool to assist all partners during the project.

When necessary in the course of the project, the document will be updated.

## The LIFANA Consortium

LIFANA (Lifelong Food and Nutrition Assistance) is funded by the AAL (Active and Assisted Living) Programme's 2017 Call Challenge, project nr. *AAL-CALL-2017-013*, with financial support from the European Commission and the national funding agencies of Luxembourg (FNR), Portugal (FCT), The Netherlands (ZonMW) and Switzerland (SERI).

The consortium consists of 8 partners and is coordinated by LIST:

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## Project goals

The objective of LIFANA is to develop and evaluate a software application called the LIFANA Nutrition Solution that supports healthy nutrition through all phases of ageing, from active seniors to elderly users and patients in need of daily care. It will recommend meals for a whole week based on the user's preferences, such as culture, taste, and budget, but more importantly on personal advice provided by professional nutritionists. The objective is to

include dishes that are nutritionally appropriate on their own and that the user likes. Depending on the individual abilities and situation of the user, the package will further support shopping tasks for self-cooking, coordination of shopping tasks with informal carers, such as family members, and grocery delivery services.

The project integrates software components for meal recommendation and shopping assistance, as provided by LIST and Fraunhofer Portugal, in the GoLivePhone® mobile application that addresses the needs of elderly users. The GoLivePhone® is developed and distributed by our SME partner Gociety Solutions® from The Netherlands. Grocery shopping is provided in Portugal by our partner SONAE's hypermarket Continente. Nutrition services delivered by the LIFANA Nutrition Solution through telecare are provided by our partner Cereneo.

We should reach the market within 2 to 3 years after the end of the project, i.e. from January 2020 to January 2022. In order to reach this goal, we will conduct market research, analyse business models and define a roadmap for commercialisation through an exploitation plan.

# PROJECT MANAGEMENT STRUCTURE

The project management structure has been defined in detail the Consortium Agreement (CA). In this document, we will give an overview and introduce the staff that is involved according to the first coordination board meeting during the kick-off event. In case of inconsistencies between the text in this deliverable and the Consortium Agreement, only the CA is relevant.

## Organisational structure

The project is organized as shown in Figure 1. The Coordination Board is the decision-making body of the consortium. The Coordinator acts as intermediary between the Parties and the CMU. The Team Leaders are responsible for managing the team within the partner institution. The Work Package Leaders are responsible to assure the successful completion of their relevant work packages. The Technical Committee determines the technical direction of the project. The Quality Evaluation Committee coordinates the testing and evaluation process, and assures conformance with ethical issues.

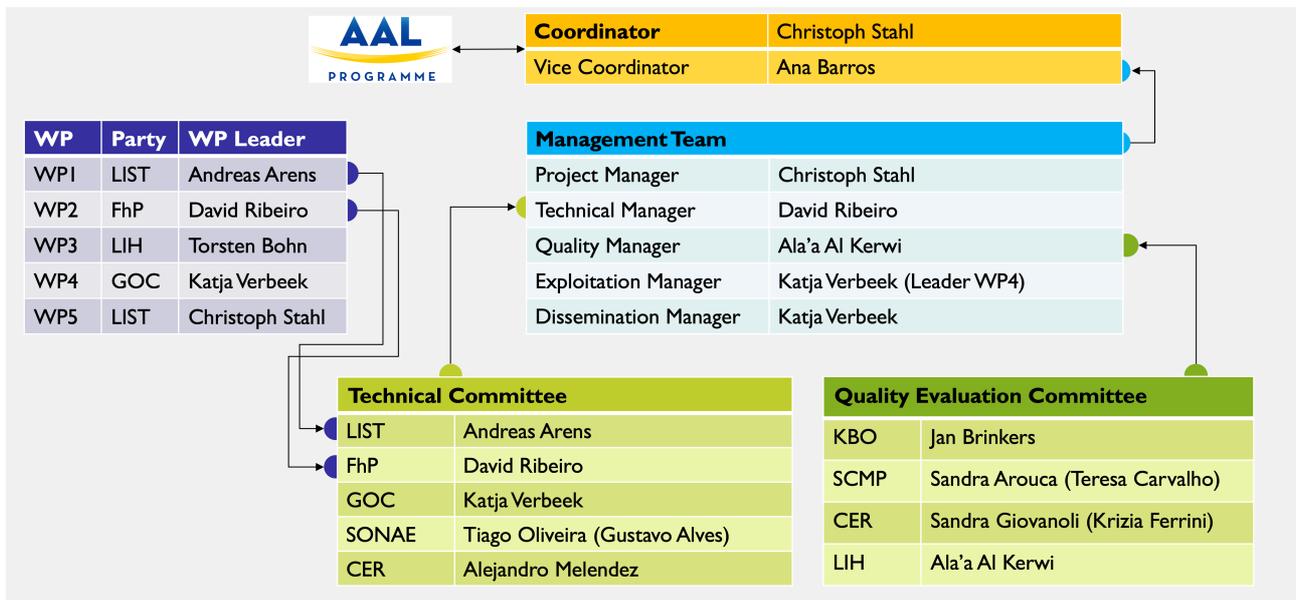


Figure 1: Organisational structure

## Team Leader

The following team leaders have been appointed by the project partners:

Participant short name	Team Leader

LIST	Christoph Stahl
LIH	Torsten Bohn
FhP	Ana Barros
SONAE	Marlos Silva
SCMP	Sandra Arouca (Teresa Carvalho)
GOC	Katja Verbeek
KBO	Jan Brinkers
CER	Krizia Ferrini

## Management Team

The Coordinator is assisted by the Management Team that includes:

- Project Manager
- Technical Manager
- Quality Manager
- Exploitation Manager
- Dissemination Manager

The **Technical Manager** keeps track of technical integration and monitors the technical work on the WP level. He/she represents the Technical Committee at Coordination Board meetings, reports on the technical status of the project and submits changes to the work plan for endorsement. He/she is in close collaboration with the Quality Manager for assuring the required technical quality.

The **Quality Manager** is responsible for quality assurance, document review, and monitoring the quality of the project process and results. He/she will prepare the Quality Assurance Plan, organise the mid-term review with the AALA CMU, interact with potential external (or internal) reviewers for deliverables. The Quality Manager is invited to the Technical Committee as a guest to ensure proper feedback.

The **Exploitation Manager** supervises the work regarding commercialisation of project results, initiating improvements after assessment, and is responsible for establishing and implementing the project exploitation strategy, i.e. the Business Plan (after Coordination Board approval). He/she is the Leader of WP4 and shall come from GOC.

The **Dissemination Manager** is responsible for dissemination of project results, establishing and implementing the Dissemination Plan (D5.1), with good access to the target group. In particular, he/she checks for adherence to and further development of standards.

## The Technical Committee

The Technical Committee determines the technical direction of the project. It recommends technical amendments to the work plan in order to mitigate risks or to develop corrective actions. It comprises representatives from the development partners, LIST, FhP, GOC, SONAE, and CER, among them the Leaders of the technical WPs WP1 and WP2. The Technical Committee elects the Technical Manager as its chairperson. Resolution of differences will be referred to the Coordination Board.

## The Quality Evaluation Committee

The Quality Evaluation Committee coordinates the testing and evaluation process, and assures conformance with ethical issues. The goal is to satisfy the needs of the end users. It comprises representatives from the partners representing end-users, KBO and SCMP together with CER and LIH. The Quality Evaluation Committee elects the Quality Manager as chairperson. Resolution of differences will be referred to the Coordination Board.

## The Coordination Board

The Coordination Board structure is shown in Figure 2. The Coordination Board shall be in charge of the overall directions and major decisions with regard to the Project. The Coordination Board shall consist of one (1) representative of each Party. The Management Team, the Team Leaders and the WP Leaders may attend to the meetings of the Coordination Board. Each Member present or represented in the meeting shall have one vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes. The Coordination Board shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

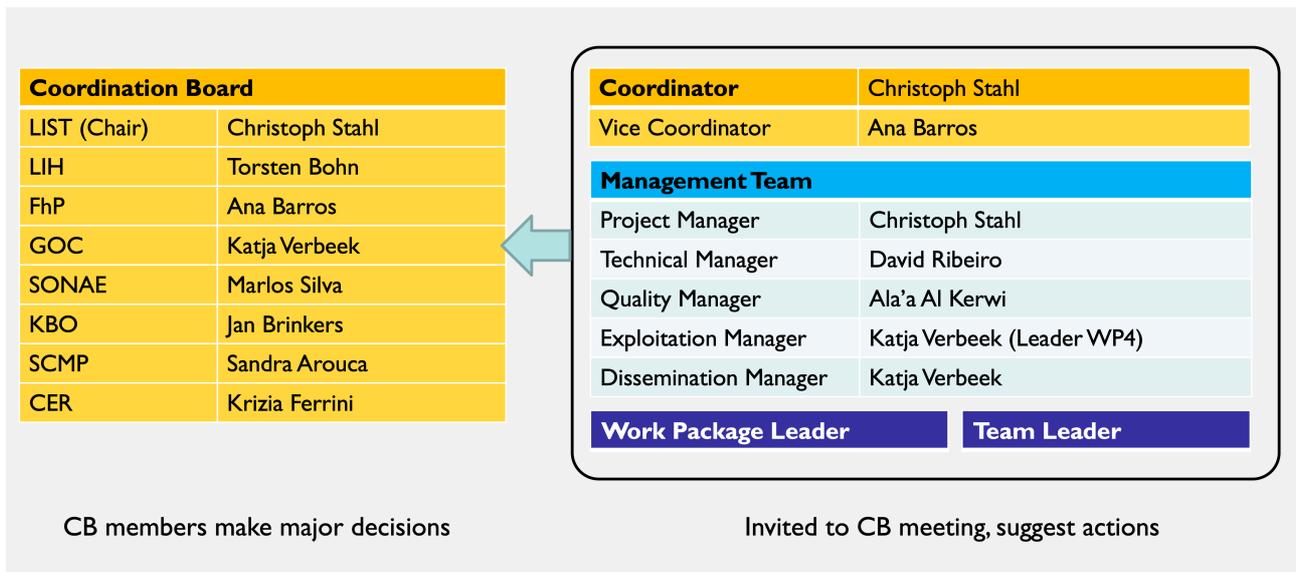


Figure 2: Coordination Board members.

## Responsibilities of the partners

Each partner shall use reasonable endeavors to supply the Project Coordinator and the Work Package leaders the information, documents and any other inputs required to deliver the project to the agreed upon timescales, within cost and quality level.

Each partner will make sure to:

- Promptly notify all the partners in the same Work Package and the Project Coordinator about any significant problem or delay in performance;
- Inform all partners in the same Work Package and the Project Coordinator of relevant communications it receives from third parties in relation to the Work Package and/or the Project;
- Verify the accuracy of any information or materials it supplies and promptly correct any error therein of which it is notified. The recipient Party shall be entirely responsible for the use to which it puts such information and materials.

## Conflict resolution procedure

Upon receiving a written request from any of the project partners, the Project Manager will organise a conflict resolution meeting within 30 days. Attempts at arbitration will be performed in the following order:

- Within the team of a WP under the management of the WP Leader;
- Within the Technical Committee under the management of the Technical Manager;

Within the Co-ordination Board under management of the Co-ordinator.

# PROJECT MONITORING

## Project meetings

The operational procedures for the organisation of meetings are described in the CA. We usually use the Doodle service to schedule specific meetings besides the two weekly slots, as needed.

## Past meetings

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Until the time of writing this document, the following meetings have been held in 2018 and 2019:

- Kick-Off Meeting, 7-8 May 2018, Esch/Belval, Luxembourg, hosted by LIST
  - First meeting of the Coordination Board: nomination of WP Leaders, Management Team, Technical and Quality Committee.
- 1<sup>st</sup> General Assembly, 11-12 September 2018, Porto, Portugal, hosted by SONAE and Santa Casa
  - Presentation of the results of the focus groups in PT, NL, and CH
  - Planning of the field trials study design (WP3)
  - Technical progress (WP1)
  - Agreement on the general goals of the LIFANA nutrition solution (WP2)
  - Visiting Continente Retail Store and Museum of Santa Casa
- 2<sup>nd</sup> General Assembly, 12-14 February, Porto, Portugal, hosted by Fraunhofer
  - Discussion of the field trials and in PT, NL and CH
  - Presentation of the screen design and demonstration of the first prototype of the LIFANA app
  - Report on the technical aspects, such as the semantic food knowledge model and integration of recipe content
  - Discussion of the Business Models for CER, SONAE, and GOC
  - Lab visit at AICOS

Since in July 2018, the Technical Committee had weekly telcos (Skype) each Tuesday to discuss the technical progress of the project. In parallel, the User Integration issues were discussed in weekly telcos (Skype) each Thursday.

In addition, several telcos were addressing specific topics, such as

- National field trials planning
- Recipe content
- Requirements for Nutrition Experts
- Etc.

## Upcoming meetings

The next meeting is planned for the midterm review meeting with external reviewers, in conjunction with the 3rd General Assembly of the partners.

We also plan to exhibit the LIFANA prototype at the AAL Forum 2019 in Copenhagen with a joint booth of the partners. It would be suitable to combine this with a 4<sup>th</sup> General Assembly.

## Key Performance Indicators

The success of the LIFANA project will be assessed every six months based on a number of Key Performance Indicators (KPIs) encompassing evaluation and usability related criteria, involvement of external caregivers and service providers as well as indicators associated with the project's scientific dissemination as well as outreach activities directed at dementia organisations and the general public. Successful parameters regarding the project are summarised and classified in the following table.

Area	Indicator(s)	Target value
User Integration	Number of seniors engaged in co-design	≥ 40
	Number of seniors engaged in the field trials	≥ 260
	Relevance to end-user needs: Number of participants that finish the trial, user satisfaction	>50%
	Positive effect on health and well-being regarding tested parameters before and after the field trials.	Significant improvement
Technical development	Development of the system accomplishes the technical requirements and is in accordance with both end-user and stakeholders needs.	Reliability and accordance with technical specification
	TRL level	6 - 7
Scientific Relevance	Journal publications (peer reviewed, international)	≥ 2
	Conference publications and presentations	≥ 5

Dissemination	Participations in public conferences, exhibitions and demonstrations addressing public bodies, public health initiatives, senior organisations and the general public.	≥ 8
Marketing	European-wide marketability requires user satisfaction in PT, NL, CH	>50% in each country
Economic Success	Proper approach to the market and end-user needs: Number of participants willing to license the service after trial period justifies investments for further development and marketing.	Desired market share for GOC (ca. 5-10%)

## Risk Management

The major risks, and measures to overcome them, are listed below. The risk  $\sigma$  describes the impact on the project, should the analysed problem occur. The likelihood  $\lambda$  describes the chances of the problem actually occurring during the project. The product of these two classifications, the overall risk category  $\pi = \sigma \cdot \lambda$ , allows project management to prioritise potential risks (L=Low, H=High, M=Moderate).

Risks Identified	$\sigma$	$\lambda$	$\pi$	Risk Mitigation	Contingency Measure
<i>Analysis Risks</i>					
User needs not sufficiently known: users have difficulties to express their requirements, stake-holders are not involved, etc.	H	L	M	Strong end-user involvement, close co-operation between partners, workshops with core personnel, using existing models of user needs - input from relevant projects	The vast experience of partners KBO and SCMP will make it possible to specify user needs based on past experience.  Related WP: WP3  Milestone to clear the risk: M1
<i>Technical &amp; Scientific Risks:</i>					
Failure to develop cutting-edge food-tech products.	H	M	H	State-of-the-art is known from previous projects and components. LIFANA's Technical Manager will	State-of-the-art food-tech components will be adapted to the specific end-user application scenarios. Related WPs: WP2

				continuously monitor this issue and risk.	
Insufficient generality or flexibility of solution: various individual requirements.	<b>H</b>	<b>L</b>	<b>M</b>	Experienced product developers and industrial partners; adaptation of existing software packages; open system approach.	If granularity for partial models is high, solutions will be reconsidered /refined. Related WPs: WP2, WP3. Milestone to clear the risk: M3
The industrial implementation fails: benefits cannot be sufficiently demonstrated	<b>H</b>	<b>L</b>	<b>M</b>	Consortium structure guarantees a balance between scientific and practical approach, and that the industrial benefit will be ensured.	Demonstrations to regional and national technology-transfer networks and organisations. Related WP: WP4. Milestone to clear the risk: M3
<i>Project Management Risks:</i>					
Missing Coordination and leadership.	<b>M</b>	<b>L</b>	<b>L</b>	Experienced managers; roles distinguish Management, Technical, Evaluation and QA responsibilities (section 3.1.2).	The Vice-Coordinator takes over certain responsibilities temporarily or permanently (section 3.1.2). Related WP: WP5
Resources too limited for objectives	<b>L</b>	<b>M</b>	<b>L</b>	Partners have the right balance in competence and testing facilities; are experienced to make realistic resource estimations.	Shifting of resources between tasks or WPs, adaptation of the work plan.  Related WPs: WP5, all other WPs
<i>Dissemination Risks:</i>					
LIFANA cannot reach the “target market” as planned.	<b>M</b>	<b>M</b>	<b>M</b>	Partners are very experienced in successful dissemination in high-profile projects, e.g. through Europe-wide business and end-user organisation contacts.	Solutions will be demonstrated to regional and national technology-transfer networks and organisations in the countries of the LIFANA partners. Related WPs: WP4
Developed solutions too difficult to learn for users, or the	<b>M</b>	<b>L</b>	<b>L</b>	Participation of end-users in the development; use of design guidelines to ensure	Revision of solutions, possibly with additional development cycles; adaptation of the work plan.



functionality is too complex.				consistent “look and feel” between system components.	Related WPs: WP2 – WP3 Milestone to clear the risk: M2
<i>Exploitation Risks:</i>					
Software too costly.	<b>H</b>	<b>M</b>	<b>M</b>	Exploitation perspective and business plan in mind from the very beginning.	Downgraded solutions marketed first to create a market for more sophisticated products. Related WP: WP4
<i>Socio-cultural Risks:</i>					
End-user acceptance and willingness to participate low, especially in the beginning.	<b>L</b>	<b>H</b>	<b>M</b>	Super-users from the same socio-cultural environment will take non-experienced users under their wings. Direct feedback on development ensures overall acceptability in Europe.	Evaluation partners hold public co-creation workshops on design approaches and experiences with product developers. Related WP: WP3

# PERIODIC REPORTING

The partners are asked to frequently report their activities according to the template of the AAL annual report, which will be at least presented and discussed at the General Assemblies (approx. every six months).

This includes the following categories.

- Scientific and technical progress
- Deliverables
- Actual and planned effort
- Deviations from the workplan

## Document management

In order to provide immediate access to all relevant documents (such as the Deliverables and Reports) for the partners, FhP has set up and shared a Microsoft OneDrive cloud server where all partners can directly access and contribute to the documents online, also in parallel, through Microsoft Word Online. This eliminates the need to send documents by email and to integrate them manually.