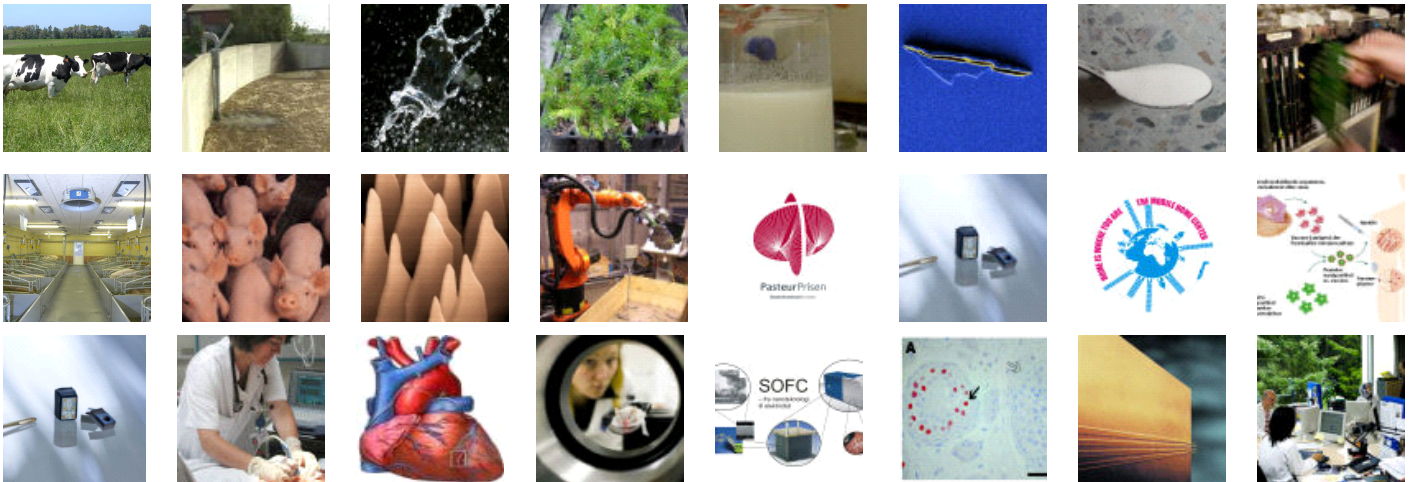
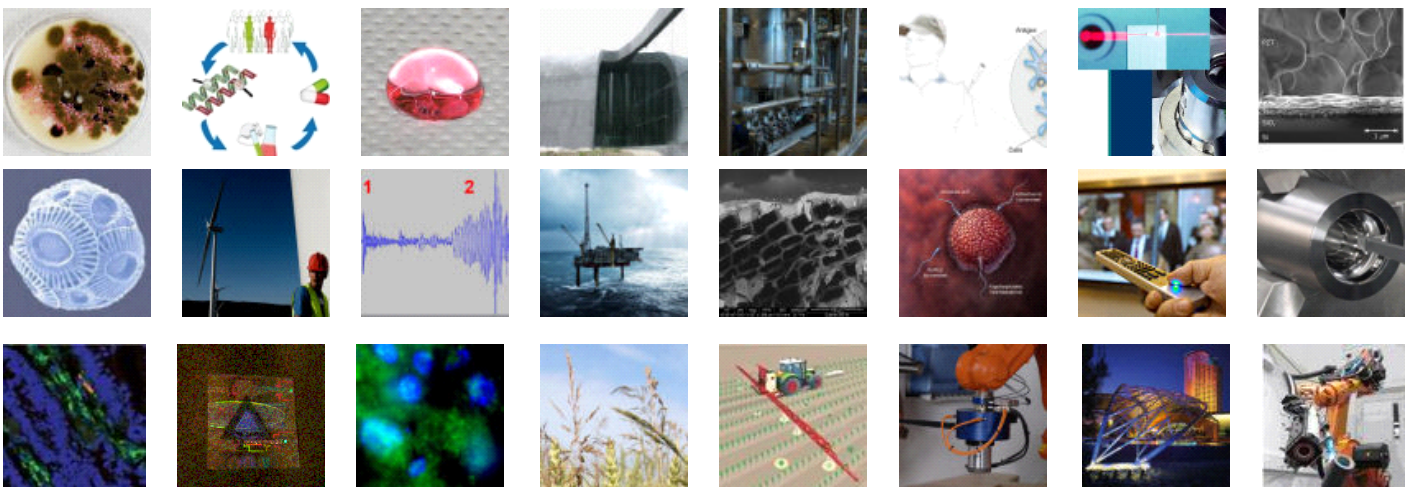




Højteknologifonden



ON PROJECT MANAGEMENT AND ACTIVE FOLLOW-UP - advanced technology projects and platforms





On project management and active follow-up - advanced technology projects and platforms

On project management and active follow-up describes the Danish National Advanced Technology Foundation's expectations to the steering committee, its members, and the project manager as well as the Foundation's role in the active follow-up. As appendix, guideline templates are given for the documents to be prepared for the steering committee meetings.

If you have any questions or comments to this document, please contact the Foundation.

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INTRODUCTION

An advanced technology project takes off with all parties sharing an ambition of reaching the good result.

The risk profile is high as are the expectations held by the participating parties. The reward comes when the project finds its way and reaches its goal – even if the road turns out to be long and winding.

Success or failure - what defines the outcome in a project will often depend on whether the project succeeds in navigating intelligently through the challenges and opportunities that develop on the way. To do this, it is important that the parties have a good mix of commitment, stubbornness, and will – but that alone will not do. The project also needs a well-defined structure and a strong management. The experience of almost 100 projects and the challenges they have met tell us that.

On these pages you can read about the responsibilities linked to the different roles in an advanced technology project. These, however, give no guarantee of success, but it is an important step if the project is to reach its goal – for the benefit of all parties. Hopefully, clearly defined roles and responsibilities may save time for what it is all really about, namely getting results.

Project management and active follow-up in a few words

The Danish National Advanced Technology Foundation (HTF) supports projects and platforms (further on referred to as projects) characterised by high risk and by building bridges between parties with different organisation culture and different reasons for collaborating. A focused management and well-structured project organisation increase the chances of the project's idea being realised.

Project management is the shared responsibility of the steering committee and the project manager:

The steering committee – is the highest authority in the project and thereby has the overall responsibility for the completion of the project.

The project manager – has the daily responsibility for the project, including the coordination of activities between the parties and the ongoing dialogue with HTF.

HTF follows all projects and their progress actively. All projects have a contact at the foundation – a SPOC (Single Point of Contact). The project's SPOC has an active and continuous dialogue with the project through the project manager and the steering committee.

HTF is happy to support projects in communicating their story and their results.

HTF participates in the steering committee meetings at least twice yearly. The foundation's representative takes an active part in the meetings, but is not formally a member and therefore has no voting rights.

The HTF Board follows the project from its commitment to funding to completion and further development through quarterly status reports from the project's SPOC.

1. THE STEERING COMMITTEE (The board of the Project)

The steering committee is the board of the project

As the board of the project the steering committee has the overall responsibility for the completion of the project.

The steering committee consists of representatives from all the participating parties.

Throughout the funding period the steering committee sets the direction for the project and takes the appropriate measures to ensure:

- The overall progress in the project;
- The optimal use and distribution of resources;
- The parties' continuous commitment;
- Ongoing adjustment of expectations.

To strengthen the work of the steering committee, it is important that the appointed steering committee members should be in a position to free and retain resources in their respective organisations.

The steering committee is formed at its first meeting with a chairman and a co-chairman. As the first steering committee meeting often takes place several months after the project has started, a meeting may be set up at the very start of the project to select the chairman and co-chairman.

The steering committee should furthermore appoint a project manager to take care of the day-to-day management of the project. The project manager has the right to meet and speak at the steering committee meetings, but is not a member of the steering committee. A steering committee member should not act as project manager unless unavoidable.

The competence of the steering committee is described in the Co-funding Agreement's section on project management and Appendix 3 to the Agreement, Rules of procedure for the steering committee.

1.1. The steering committee - responsibilities and tasks

The main task of the steering committee is to follow the development and progress of the project and take the appropriate measures to ensure that the set goals are achieved.

It is important to emphasise that the steering committee constitutes the highest authority in the project. It safeguards the common interests of the project and is – on behalf of the project – accountable to HTF. HTF takes part in the steering committee's meetings and its discussions on challenges, results, new activities, etc. HTF should be consulted in questions concerning major adjustments to the project, e.g. major changes to the project plan, the budget, or change of parties.

The steering committee is responsible for:

- Appointing a project manager who will be responsible for day-to-day management;

- The parties cooperating in fulfilling the project's common goal and success criteria throughout the funding period;
- Ensuring that communication takes place between all project participants;
- Maintaining momentum and sense of urgency;
- Making adjustment when needed to, e.g.
 - § Project plan (milestones, resources, etc.);
 - § Project budget;
 - § Project organisation and management structure;
- Considering and approving the project manager's half-yearly report for the steering committee meetings;
- Compiling a final report at the conclusion of the project in collaboration with HTF;
- Being available for evaluation of the project during and after the funding period.

The steering committee is expected both on a regularly basis and, specifically, in connection with the half-yearly meetings to actively consider:

- Technology – research and innovation in the project compared to other relevant players and state-of-the-art in the field;
- Market – the project's business potential, the parties' competitive situation, commercialisation strategy, etc.;
- Entrepreneurship – interaction and management, including ongoing adjustment of the parties' expectations with regard to their respective contributions to and outcome from the project.

1.2. Steering committee members

The individual steering committee members are the parties' representatives in the project's board – the steering committee. The members should thus attend to the individual parties' interests, while also as a steering committee take overall responsibility for project progress.

The individual members should have the authority to free and retain resources in their respective organisations in order to ensure that the steering committee is able to implement decisions about changes in the project without delay. Changes may concern e.g. the budget, the project plan, or recruitment.

The steering committee members are expected to:

- Maintain a strategic view of and actively consider the positioning of the project within relevant fields of technology, research, and business;
- To raise the steering committee's attention to issues relating to the project's scientific/technological content, results, commercial relevance, etc.;
- To collaborate towards shared objectives for the project throughout the funding period;
- To represent the project on various occasions, e.g. the Foundation's Networking Day.

The steering committee members select a chairman and a co-chairman at the first steering committee meeting. Consideration should be given to how the chairman, the co-chairman, and the project manager posts are distributed among the parties. The project may benefit from different parties and both private companies and public sector research institutions being represented.

1.3. Chairman of the steering committee

The chairman is responsible for the steering committee taking an active stand in ensuring project progress

The chairman is responsible for:

- Keeping the steering committee informed about the project;
- Ensuring that the steering committee considers the project's progress, including allocation and use of resources and project organisation;
- Acting upon issues raised by participants in the project (the project manager, steering committee members, or any other person involved in the project);
- Contributing to a constructive dialogue in case of fundamental conflicts of interest between the project's parties, if necessary with the participation of HTF;
- The steering committee's decisions being implemented without delay;

And, unless otherwise indicated in Appendix 3 to the Co-funding Agreement, for:

- Convening steering committee meetings;
- Chairing the meetings;
- Ensuring that minutes are taken for all meetings and subsequently signed by all steering committee members.

The chairman is expected to:

- Be available for ongoing reports on, and discussions of, the project's progress with the project manager;
- Be willing to enter into dialogue with HTF.

The chairman is selected at the first steering committee meeting.

1.4. Co-chairman

The co-chairman will in the absence of the chairman act on his/her behalf and thereby assume his/her responsibilities.

The co-chairman is selected at the first steering committee meeting.

1.5. Steering committee meetings

Steering committee meetings differ from one project to another. For all projects, however, it is important that the meetings allow the committee to step back from the project's daily routines to look at project progress and results from a more comprehensive and strategic angle, with regard both to the project's overall vision and success criteria, and to the parties' present day situation, e.g. changes in the market, new available research, patents, etc.

The meetings should provide the members with an overall understanding of project activities, results, progress, economy, etc., looking both back and forward. The committee will, at the same

time, have the opportunity to discuss central issues with the project manager and thereby support him/her in their work.

HTF can ask for specific items to be put on the agenda for any meeting.

As the board of the project, the committee is expected to consider and take decisions about any necessary adjustment to:

- The project's overall success criteria;
- The project plan – work packages, subprojects, milestones, etc.;
- Budget – e.g. reallocation of funds between the parties, from one budget item to another (apparatus to personnel, from one quarter to another), or similar adjustment;
- Personnel and recruitment – e.g. reallocation of man hours across work packages, converting PhD-scholarship to Post docs;
- Project organisation and management – e.g. convening of project meetings, calling in external consultancy, appointing new project manager.

The meetings also give the parties in the project the opportunity of adjusting and acknowledging their mutual expectations with regard to:

- Project results;
- The parties' position compared to the development and state-of-the-art within relevant fields of technology;
- The market and the commercial potential for the private companies;
- Possible changes within any of the parties' organisation.

The committee will convene at least twice a year, and more often if deemed necessary. HTF may ask for the committee to convene and will participate in at least two meetings yearly.

The meetings should be scheduled with proper warning. At each steering committee meeting the date for the next meeting should be agreed on, approximately six months ahead. If extraordinary meetings are convened, at least two weeks notice should be given, if at all possible.

For the meetings the following documents are prepared:

- Agenda;
- Steering committee report, including appendices (for the half-yearly meetings);
- Minutes.

2. THE PROJECT MANAGER

The project manager represents and acts on behalf of the entire project

The project manager is responsible for the daily management of the project and for ensuring the ongoing progress of project activities. The project manager is thus the natural pivot of the project. It is expected that the project manager has the full endorsement of his/her organisation for acting actively on behalf of the project as a whole. The project manager is the project's main contact to HTF.

The project manager is appointed by the steering committee. When appointing or changing the project manager, the parties should consider carefully which managerial and organisational challenges are relevant at the time, and appoint a project manager accordingly.

Until the project manager is appointed, the project is led by a provisional project manager. The project manager need not be the person acting as contact throughout the application and contractual process. The formal appointment of the project manager may take place at a brief first steering committee meeting at the beginning of the project.

The project manager participates in the steering committee meetings, but is not a member of the steering committee.

2.1. Project manager – responsibilities and duties

While the steering committee has the overall responsibility for project progress, the project manager is in charge of the day-to-day running of the project. The project manager shall coordinate project activities across the participating parties, create momentum in the work carried out in the project, keep the project on track, and thus ensure that everybody works towards a common goal as a team.

The project manager is responsible for:

- Creating and maintaining momentum and sense-of-urgency;
- Keeping the steering committee informed about progress in the project;
- Working with the steering committee to ensure that project resources are used in the best way possible;
- Ensuring that everybody in the project endorses decisions taken in the project;
- Arranging a kick-off meeting for everybody working on the project within two months from project start;
- Compiling well-structured and thorough steering committee reports including appendices for the half-yearly steering committee meetings;
- Compiling and submitting in due time requests for payment of funds (quarterly or half-yearly);
- Compiling and submitting in due time annual accounts for the project;
- Contributing to HTF's Annual Report with a description of the project;
- Ensuring that information about the project is communicated between HTF and the project as a whole.

The project manager is expected to:

- Establish an active line of communication between all participants in the project;
- Work actively towards proper interaction and exchange between the project parties;
- Work actively towards building bridges between different organisation cultures in both companies and public sector research institutions;
- Work with HTF to communicate the project's findings and results to a wider public;
- Maintain an ongoing dialogue with the project's SPOC at HTF;
- Inform the project's SPOC if a critical situation or crucial event arises during the funding period.

The project manager is accountable to the steering committee. In case extraordinary and/or decisive measures are to be taken in the project, the project manager must obtain a mandate from the steering committee.

The project manager maintains an ongoing and active dialogue with HTF about the project's commercial, scientific, managerial, and organisational challenges.

3. ACTIVE FOLLOW-UP

Active follow-up strengthens the working relation and interaction between the parties

The primary focus of a project is to create progress and results. The key to this is a determined project management: both with regard to the ongoing day-to-day management and to the more strategic management towards the project's overall goals and success criteria.

The project's success builds on three overall criteria: market (obvious business potential), technology (internationally recognised research and innovation), and entrepreneurship (management and interaction). These three criteria are considered throughout the active follow-up and the ongoing evaluation of the project.

Through close dialogue with all parties, HTF wishes to support each investment with an efficient and focused organisation. A systematic approach is part of HTF's wish to secure new knowledge and communicate useful experiences and results. Ways of solving problems in one project may turn out to be of great value in other projects facing similar challenges. This could be technological or scientific barriers, the companies' altered business strategies, or specific challenges in the interaction between the parties.

3.1. The project's SPOC (Single Point of Contact)

When the HTF board gives a commitment to funding, a SPOC is assigned to the project. The SPOC is the project's contact at HTF from the first contract negotiations, throughout the lifespan of the project, to its conclusion. The SPOC follows the project through active dialogue with the project manager and the steering committee.

The project's SPOC will contact the project manager on a regularly basis to keep up to date on the project progress and results. In this way HTF hopes to support project management and keep track of project activities and challenges. If the project faces major challenges, HTF will work with the project management to find a pragmatic and flexible solution.

3.2. Kick-off

HTF projects should, within the first two months, hold a kick-off for everybody taking part in the project. There is no set way of arranging these meetings as the projects will have different needs as to what will ensure them a good start. It could thus be a half-day workshop, two-day seminar, or a few hours meeting.

It is the experience of HTF, that kick-off is a good opportunity for the participants to get acquainted with all the parties and their respective expectations, the project plan, work packages, and not least with one another. It is therefore important that time is given for exchanging ideas and establishing contacts. The project's SPOC participates in the kick-off and will give a short introduction to HTF and its role in the project.

The SPOC is of course available for information and advice in the planning of the kick-off.

3.3. Steering committee meetings

HTF participation in the project's steering committee meetings is crucial for the active follow-up. HTF attends at least two meetings a year and, if needed, more. The HTF representatives have no voting rights in the steering committee. The project's SPOC is partly involved in the preparation of the meetings.

At the meeting HTF takes an active part and attempts to get a 360° picture of the project, including current results and challenges with reference to the project plan and milestones, but also the parties' current expectations of the outcome of the project.

3.4. The HTF board

The HTF board follows all investments. The board expects the projects to remain focused on creating the largest possible value added, and on ensuring their effort make a real difference. HTF invests in the most ambitious ideas knowing that not all ideas will be carried through in the way anticipated when they took off.

Every three months HTF compiles a status report on all projects in the HTF portfolio. With reference to the three overall criteria, the project's SPOC looks at the preceding months' results, activities, and challenges, and gives a short general evaluation of project progress. HTF's director presents the status report at the board meetings.

The board may stop investment of funds in a project. The board's decision will be based on either an external reviewer's evaluation of the project's scientific content, or on the board's own evaluation of the project not fulfilling one or more of the Foundation's overall criteria or the milestones described in the project plan.

3.5. Economy

As funding authority HTF has a duty of supervision with the project's use of funds. The HTF project coordinator will, in collaboration with the project's SPOC and the HTF vice president, handle payments to the project and approval of annual accounts.

Funds may be paid quarterly or half-yearly by submission of a request for payment within a set deadline. Annual accounts should be submitted at the end of each calendar year. Deadline for submitting annual accounts is 31 March.

On the HTF website you can find General Terms and Conditions for Grants from HTF and Guidelines for payments and accounts¹.

3.6. Communication

A HTF project is a good communication platform for the participating parties, both private companies and public sector research institutions. HTF is happy to help the project preparing

¹ This document is at present, December 2009, available only in Danish Vejledning om udbetaling og regnskab.

communication material. This could be through dissemination of news to the daily media through HTF's wide network of contacts to Danish journalists, or through preparation of presentations, leaflets, posters, etc. for conferences, fairs, workshops, or other similar events.

Every year HTF prepares an Annual Report in both Danish and English. The report gives every project the opportunity of presenting themselves. In October-November all projects are asked to submit a short description of the project focusing on progress and results. Many projects have received positive attention through the Annual Report.

Films have shown to be a successful way of positioning a project. HTF has set up a framework available to projects interested in making a film. The steering committee may, if they wish so, set aside a given amount in the project's budget for producing a film to present and market the collaboration between the parties.

The HTF website presents all projects and is updated regularly with news on project progress and results. HTF sends out a newsletter on HTF activities on a regular basis. You can subscribe to the newsletter through the HTF website.

4. STEERING COMMITTEE MEETINGS – preparation and documents

Steering committee meetings are the project's board meetings
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The steering committee meets at least twice a year, and more if the project and/or HTF find it necessary to ensure the project's progress. For all meetings, other than the half-yearly meetings, the parties agree on whether HTF will need to take part.

4.1. Preparation of steering committee meetings

Well ahead of the steering committee meeting (4-5 weeks), the project manager and the project's SPOC will be in contact to discuss the coming meeting and any specific items or issues to be raised at the meeting. The steering committee report including appendices should be distributed to the steering committee and the SPOC no later than 2 weeks before the meeting. Everybody thus has the opportunity to raise other issues before the final agenda is set.

For any steering committee meeting an agenda and minutes should be made. For the half-yearly meetings the project manager compiles a steering committee report including appendices.

To establish a more focused meeting it may be useful to provide the steering committee with:

- Further comments and background information for important issues that will need to be decided on at the meeting;
- Documentation for any proposed adjustments to the project plan or budget.

4.2. The actual steering committee meeting

It is the experience of HTF that a determined chairmanship and an active steering committee that will take a stand on both current issues and challenges and long term strategic questions, contribute to successful meetings and useful discussions between the parties.

To cut travel activity, it will in some projects be useful to convene the steering committee in connection with project meetings. With due consideration to the project's organisation and the members of the committee, it should, however, be considered whether keeping the meetings apart will strengthen the work of the committee, as any findings from the project meetings may be formally put forward for discussion and possible decision in the steering committee.

Documents for the steering committee meeting, agenda, steering committee report, and minutes, are described briefly below. Templates and guidelines for the three documents are attached as appendices to this document.

4.3. Agenda

The chairman of the steering committee is responsible for sending a draft of the agenda to all committee members in due time before the meeting, and if possible with the steering committee report. All parties will thus, based on the project manager's status for the project, have the opportunity to comment and put forward items for the agenda.

The project's SPOC and the project manager/committee chairman talk through whether any particular issues should be raised at the meeting.

The final agenda should be sent to all participants no later than a week before the meeting, and should include mention of time and place (incl. room), and a list of the people expected to attend.

Based on the project manager's status, the steering committee meeting will naturally focus on the project's current status, required adjustments, and future challenges. Depending on which phase the project is currently going through, content and extent of this status will vary.

HTF offers a standard template for an agenda including the minimum items expected to be touched upon at the meeting.

4.4. Minutes

The chairman of the steering committee is, unless otherwise indicated in appendix 3 to the Co-funding Agreement, responsible for ensuring that minutes are taken at the meeting. The minutes are distributed to the parties and HTF for approval within 14 days of the meeting. To ensure that all committee decision may be carried out as quickly as possible, a deadline should be set for comments and/or changes to the minutes. If no comments are received within the given deadline, the minutes will be regarded as approved. All steering committee members subsequently sign the minutes. For practical reasons this may be done at the next meeting.

A copy of the signed minutes is sent electronically (as a pdf) to the project's SPOC.

The minutes should at least contain the meeting agenda (including any changes, e.g. revised list of participants or new items) and an account of the steering committee's decisions.

HTF offers a standard template for meeting minutes including the minimum items expected to be included.

4.5. Steering committee report

The steering committee report is the project's log on progress, results, and challenges

In connection with the half-yearly steering committee meetings attended by HTF, the project manager compiles a steering committee report that will form the basis for his/her status and the ensuing discussion at the meeting. If a meeting is convened extraordinarily, the project management will, in consultation with the SPOC, decide whether a report should be made. HTF may at any time request a report on project progress from the parties.

The project manager is responsible for sending the report to the steering committee members and the project SPOC no later than two weeks before the meeting. If the SPOC has any questions regarding the report, he/she will contact the project manager.

The steering committee report is a management tool for the steering committee and HTF in the active follow-up of the project. It varies greatly from one project to another how close the steering committee members are to the daily running of the project. It is therefore important that the report, including the attached appendices, gives all members a thorough and complete picture of the current project status.

The report should be 5-6 pages long and include relevant appendices (see below). If the project management requires more detailed material for the steering committee on individual work packages, specific technical or scientific challenges, etc., these can be attached as appendices.

A steering committee report will typically cover a one year period: 5-6 months back – the period since last steering committee meeting; and 5-6 months forward – the period till the next steering committee meeting.

5. APPENDICES – meeting documents, templates, etc.

In the following, templates are described for the documents that HTF expects to be prepared for the steering committee meetings. The templates are meant as guidelines and will be sent to the project manager at the beginning of the project. The templates can also be found on the HTF website.

5.1. Agenda – first and ordinary steering committee meeting

The template may be adjusted as needed.

5.2. Minutes

The template may be adjusted as needed.

5.3. Steering committee report

The template may be adjusted. The front page should, however, include the data shown, and the report itself should as a minimum account for the following:

- The project manager's status – a brief summary of the project's status as of this day with reference to the project's overall vision and success criteria. Status is given across the project within the fields of market, technology, and entrepreneurship.
- Technology – a brief summary of this period's results and challenges in the project with reference to the current project plan and to state-of-the-art within the project's field of technology.
- Market – a brief summary of the project's commercial potential with reference to the development and results obtained in the project, and to the current market situation, including the participating companies' commercialisation strategies.
- Entrepreneurship – brief description of the project structure and management, including interaction and collaboration between the parties.
- Economy – brief status on project economy.
- Status of the parties – information on any changes in management, ownership, or other relevant issues.

5.4. Appendices to the report

The steering committee report should include at least the following appendices:

1. Milestones and 'the critical path': In drawing up this document the project chooses which format to use. It should include an overview of milestones and tasks (e.g. Gantt chart) that enables the steering committee to get a clear picture of the project's status and the challenges to come. This document should identify the interaction between the various milestones and tasks, including the role played by the individual parties, the most importance deliveries, and potential bottlenecks.
2. Scientific production: This appendix is compiled in the template sent to the project manager. It gives an overview of publications, conference participation, workshops, patents, and other activities. The appendix is updated as of each steering committee meeting.*
3. Overview of people working in the project: This appendix is compiled in the template sent to the project manager. The appendix is updated as of each steering committee meeting.*
4. Economy: The project chooses the most appropriate way of presenting a status on project economy. Quarterly or half-yearly requests for payment and annual accounts could for example be included in the report. This appendix should present the project's economy (joint and for the individual parties) accounting for expected expenditures, budget deficit, or budget surplus, enabling the steering committee to take appropriate decisions on any possible adjustment of the budget.

* The appendices Scientific production and Overview of people working in the project are contained in one joint excel-document. The project manager receives this document with the templates for the steering committee report, the agenda, and the minutes.

Appendices

5.1. Agenda – first and ordinary steering committee meeting

File no: 000-20xx-x

First steering committee meeting in [project title]

Date, Time

Place, Address, Room

Participants: NN (party 1)
NN (party 2)
NN (party 3)
NN (party 4)
NN (HTF)

Agenda

1. Approval of the agenda
2. Presentation of the parties: expectations of participating in the project
3. Election of chairman and co-chairman
4. Appointment of project manager
5. The project's overall goal and success criteria
6. Status: activities and results since starting the project
7. Plans for the coming 6 months (next status period)
8. Specific challenges (e.g. within market, research and innovation, project management, collaboration, recruitment, etc.)
9. Information from HTF
10. Date for the next steering committee meeting
11. AOB

Steering committee meeting no. X in [project title]

Date, Time

Place, Address, Room

Participants: NN (party 1)
NN (party 2)
NN (party 3)
NN (party 4)
NN (HTF)

Agenda

1. Welcome by the steering committee chairman
2. Approval of the agenda
3. Approval and signing of the minutes from the last steering committee meeting
4. The project manager's status
 - i. Overall status: where are we?
 - ii. Results and activities in the past period
 - iii. Critical challenges and actions for the coming period
 - iv. Economy
5. Status from the involved parties: is the project and its vision still relevant?
6. Information from HTF
7. Date for the next steering committee meeting
8. AOB

Minutes of steering committee meeting no. X in [project title]

Date, Time

Place, Address, Room

Participants: NN (party 1)
NN (party 2)
NN (party 3)
NN (party 4)
NN (HTF)

Agenda

1. Welcome by the steering committee chairman
2. Approval of the agenda
3. Approval and signing of the minutes from the last steering committee meeting
4. The project manager's status
 - i. Overall status: where are we?
 - ii. Results and activities in the past period
 - iii. Critical challenges and actions for the coming period
 - iv. Economy
5. Status of the involved parties: is the project and its vision still relevant?
6. Information from HTF
7. Date for the next steering committee meeting
8. AOB

ad 1:

ad 2: The Agenda was approved with the following changes

ad 3: Minutes of the last steering committee meeting [date] were approved and signed

ad 4: The project manager NN gave a presentation on the project's status with the following comments:
Action:

ad 5: The steering committee members commented briefly on their respective organisations' position with regards to project progress and results

ad 6: No/The following information from HTF.

ad 7: Next steering committee meeting will be on xxxday xx Month 20xx, at xx o'clock at Party X.

ad 8: No other business.

Signed:

Date:

Name:

[party]

Date:

Name:

[party]

Date:

Name:

[party]

Date:

Name:

[party]

5.3. Steering committee report

Steering committee report
[project title]
Steering committee meeting no. X
[date]

File no. 000-20xx-x
Parties: [Public research inst., SME, V]
Funding period: [x.x.20xx – x.x.20xx]
Go/no-go milestone: [x.x.20xx]
Total budget: DKK [xx.xxx.xxx]
HTF-investment: DKK [xx.xxx.xxx]

OVERALL VISION/SUCCESS CRITERIA²
(The project's overall vision is described briefly, about 10 lines)

CONTENT

1. The project manager's status – executive summary
2. Technology – research and innovation
3. Market – commercialisation
4. Entrepreneurship – organisation and management
5. Economy – accounts and budget to date and looking ahead
6. The status of the parties
7. Appendices

² If the overall vision/success criteria for the project/platform have been revised, please give a brief outline of the original vision and success criteria as described in appendix 1 of the Co-funding Agreement here.

1. THE PROJECT MANAGER'S STATUS – executive summary

The project's status as of today with reference to among others the overall vision/success criteria:

- 5 most important results/experiences in the project as of this date.
- The most important results/events/activities in this preceding period.
- Critical actions and biggest challenges for the project's overall progress in the coming period.

Consideration is given to issues across the project: results, experiences, challenges, and critical actions within all fields (market, technology, and entrepreneurship).

2. TECHNOLOGY – research and innovation

- Please give a summary of the tasks and activities carried out in the active work packages since the last report, including a status on results with reference to the project plan, milestones, etc. Also include information about competing research groups and competing technology which may influence the project ('state-of-the-art' within the project's subject field).
- Please comment on the most important tasks, challenges, and potential solutions in the project with reference to the project plan and milestones for the coming period. If any major adjustments to the project plan and/or milestones are required, the project manager is expected to put forward proposals for adjustments. A more detailed description of suggestions or any background information can be attached as appendices.

Overview of milestones, work packages, and their mutual dependency ('the critical path') is attached as appendix. The appendix Scientific production is brought up to date and attached to the report.

3. MARKET - commercialisation

Please describe the project's business potential. Give a short summary of:

- The companies' commercialisation strategy as far as the project results are concerned with reference to the current market situation, including competitors, patents, markets, customers, and collaboration partners.
- Any actual initiatives taken by the companies as a result of the project activities, e.g. sale, product launch, recruitment.

Please comment on any possible consequences for the project's progress and direction. Suggestions for possible solutions and/or adjustments should be included as appendices.

4. ENTREPRENEURSHIP – interaction, organisation, and project management

Relevant information on management and project organisation, including personnel, changes to project management, recruitment, students, etc. The interaction and the collaboration between the parties in the project is described. Any particular challenges concerning management, interaction, and organisation, and possible consequences for the project in the coming period are described, including any proposed adjustments.

The appendix Overview of people working in the project is brought up to date and attached.

5. ECONOMY

The project's economy for the current period is reviewed, including any divergences from the budget. Please account for the project's overall economy as well as that of the individual parties with regard to the current budget and any budget deficit or surplus. If the current situation or the general progress of the project give reason for making prospective adjustments to the budget, the project manager should describe any proposed changes to the budget.

Please attach information on the project economy to enable the steering committee to take stock of the current financial situation (e.g. the latest revised project budget, including the distribution among the parties, quarterly/half-yearly budgets, requests for payment, yearly accounts, etc.)

6. THE STATUS OF THE PARTIES

- Have any changes occurred as to the parties' management, ownership, or general status as such?
- Are the participating parties still going-concerns – that is have not declared suspension of payments, bankruptcy or any other administrative proceedings?

Please always answer both questions giving appropriate explanations or comments.

7. BILAG

- § Milestones and 'the critical path': In drawing up this document the project chooses which format to use. It should include an overview of milestones and tasks (e.g. Gantt chart) that enables the steering committee to get a clear picture of the project's status and the challenges to come. This document should identify the interaction between the various milestones and tasks, including the role played by the individual parties, the most importance deliveries, and potential bottlenecks.
- § Scientific production: This appendix is compiled in the template sent to the project manager. It gives an overview of publications, conference participation, workshops, patents, and other activities. The appendix is updated as of each steering committee meeting.*
- § Overview of people working in the project: This appendix is compiled in the template sent to the project manager. The appendix is updated as of each steering committee meeting.*
- § Economy: The project chooses the most appropriate way of presenting a status on project economy. Quarterly or half-yearly requests for payment and annual accounts could for example be included in the report. This appendix should present the project's economy (joint and for the individual parties) accounting for expected expenditures, budget deficit, or budget surplus, enabling the steering committee to take appropriate decisions on any possible adjustment of the budget.

* The appendices Scientific production and Overview of people working in the project are contained in one joint excel-document. The project manager receives this document with the templates for the steering committee report, the agenda, and the minutes.

5.4. Appendices to the report

GUIDELINES

APPENDICES TO THE STEERING COMMITTEE REPORT

Projects and platforms funded by the Danish National Advanced Technology Foundation.

This document contains the present guidelines and two appendices to the steering committee report:

1. Scientific production
2. People

The appendices are compiled and updated on a regular basis in connection with the compilation of the steering committee report. The appendices thus include the project as of the start of the funding period to the current date.

1. Guidelines - the tab 'Scientific production'

1. KEY FIGURES - SCIENTIFIC PRODUCTION

Please give the date for the preparation of the key figures and the relevant key figures. New numbers are given at each steering committee report. The key figures will over time give an overview of work publicised, patents, and other activities in the project/platform.

2. PEER-REVIEWED PUBLICATIONS

Both work in progress, submitted, and published publications are listed. Please indicate status for publications by ticking the relevant box. For publications going through the system, please 'move' the tick accordingly.

3. NON PEER-REVIEWED ARTICLES, TECHNICAL REPORTS, THESES, STUDENT WORK, ETC.

Other articles, reports, etc.

4. CONFERENCES, MEETINGS, WORKSHOPS, PRESENTATIONS, ETC.

Other activities of technical/scientific nature.

5. PATENTS

Please list planned, pending, granted, and rejected patents and tick the relevant box. For patents going through the system, please 'move' the tick accordingly.

6. OTHER ACTIVITIES, E.G. PRESS COVERAGE, COMMERCIAL ACTIVITIES, MEETINGS, FAIRS, TRAINING, ETC.

Please indicate any other activities relevant for/resulting from the project.

2. Guidelines - the tab 'People'

1. PEOPLE FUNDED BY THE PROJECT

Please indicate all persons part of the project's total budget, i.e. including persons financed through the parties co-funding. Any person not yet recruited, but part of the budget is indicated by NN. For each person list the most important task in the coming period, e.g. 'management', 'WP2.3', etc. Please give start and end date for when the person will be working/has worked in the project, and tick the relevant box to indicate how much time the person is dedicated to the project for the coming and the past status period.

2. PEOPLE WORKING IN THE PROJECT (Not funded by the project)

People contributing to the project, but not included in the budget.

Scientific production

[Project title]
[File no.]

Steering committee meeting [date]

1. KEY FIGURES - SCIENTIFIC PRODUCTION

Date										
Peer-reviewed articles as of this date										
Number published										
Number submitted										
Number in progress										
Patents as of this date										
Patents pending (#)										
Patents granted (#)										
Academic degrees as of this date										
Initiated PhD-scholarships (#)										
PhD-degrees awarded (#)										
Master degree theses (#)										
Bachelor projects etc. (#)										

2. PEER REVIEWED PUBLICATIONS

Author(s), Title, Journal, No., Date/Year etc.	Please tick the relevant box		
	In progress	Submitted	Published
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

3. NON PEER REVIEWED ARTICLES, TECHNICAL REPORTS, THESES, STUDENT WORK, ETC.

Author(s), Title, Journal, Date/Year etc.
1.
2.
3.
4.
5.

Scientific production

[Project title]

Steering committee meeting [date]

[File no.]

6.	
7.	
8.	

4. CONFERENCES, MEETINGS, WORKSHOPS, PRESENTATIONS ETC.

Title, subject, participants, contribution (abstracts, presentation, posters etc.), date, etc.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

5. PATENTS

Title/subject/content	Under preparation	Pending	Granted	Rejected
1.				
2.				

6. OTHER ACTIVITIES, E.G. PRESS COVERAGE, COMMERCIAL ACTIVITIES, MEETINGS, FAIRS, TRAINING etc.

Activity, participants, date, etc.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

