ENEX Project

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Template for Management Handbook

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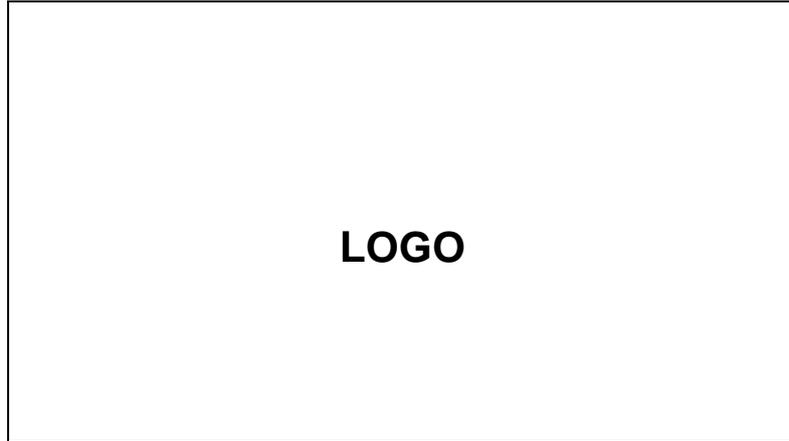**Co-Autor**

Daniel Bleich

INTERNAL
MANAGEMENT
HANDBOOK

LOGO

Version x
Month Year

LOGO

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1. Introduction

This Handbook gives an overview of the organization of the XXXX Project and shall act as the reference manual for management, decision-making and reporting. In detail, this Handbook provides information on

- General management structure of the project;
- Objectives, activities and time plan of the project indicating roles and tasks among the Partners and deadlines;
- Management tools to be used in the framework of the project;
- Communication details of the Project Partners.

2. […] management structure

A management structure has been set up to allow the Project Partners an effective and sound implementation of the […] Project. It includes the following bodies that correspond both to the administrative and technical levels:

- Coordinator
- Project Partners
- Steering Committee

These bodies will be briefly described in the following paragraphs. A full description of the tasks and responsibilities of the Coordinator and the Project Partners is given in the Grant Agreement and Partnership Agreement and shall not be repeated here to avoid repetition.

2.1 Coordinator (CO)

[…] is the Coordinator of the […] Project and as such the legal entity acting as the intermediary between the Project Partners and […].

The Coordinator will be responsible for [….]

In addition to its responsibilities as a Project Party, the Coordinator shall be in particular in charge of:

- Responsibility A
- Responsibility B
- […].

2.2 Project Partners

Each party of the […] consortium will be responsible for […].

To this effect, each party appoints a Project Manager (PM) who will be in charge of:

- Daily management of the project in its respective organization and/or region, including translation of project documents prepared by the Coordinator in […] language into the partner languages;
- […]
- […]
-

2.3 The Steering Committee (SC)

The project will be managed by a Steering Committee formed by the Project Managers mentioned above and chaired by the Coordinator. The SC is the guiding force in overseeing the project. Its main role is to ensure delivery of the project outputs and the achievement of project targets. This is done by the following processes:

- Defining the role and duties of each party;
- Reviewing the progress of the project against the milestones set;
- Identifying the priorities in the project;
- Monitoring and identifying potential risks;
- Monitoring the quality of the project on an on-going basis;
- Contributing to the evaluation of the project, both the process of implementing the project as well as the products to be developed;
- Taking decisions regarding the project, particularly decisions of major and strategic relevance.

The SC works at a distance using conventional communication channels (email, phone, Skype conferences), however, as an option or if required, will organize personal meetings in conjunction with the periodic […].

3. General decision-making process

The decision-making body is the Steering Committee. Decisions shall be taken by a simple majority of votes cast, with each party having one vote.

As a general rule, consensus will be applied for all decision-making procedures. In taking decisions the Steering Committee shall seek to promote the interests of all members of the partnership.

In case of substantial questions, the Steering Committee may defer the taking of a decision in order to facilitate further negotiation whenever it appears that all efforts at achieving consensus on a question have not been exhausted.

A party that can demonstrate that a decision goes against its national legislation, its administrative procedures or against the Agreement shall exercise a veto with respect to the corresponding decision or relevant parts of the decision.

4. Project objectives

The […] Project aims to

Aim A

Aim B

[…]

5. Date of project start and duration

From […] to […] ([…] years/months/days).

6. Project activities and deliverables

6.1 Management and Implementation

Activities are described in Chapter 2 of this manual.

6.2 […] Meetings

[…] meetings will be organized at […] in time intervals of […]. Meetings are typically […] with a duration of […] and are important management tools for project monitoring and evaluation, information exchange and decision-making. If required, meetings can be connected with meetings of the Steering Committee.

Each meeting will be organized by the Partner hosting the meeting in close cooperation with the Coordinator. The Coordinator is responsible for drafting the meeting agenda and distributing it to the Partners at least 2 weeks prior to each meeting. The Coordinator is also in charge of writing the minutes of each meeting, with support of the Partner hosting the meeting. Drafts of the minutes shall be produced during a 2 week period after the end of the meeting and sent to all partners for comments. The partners will have a 2 weeks period for sending back comments in order to include them in the final minutes document. The final documents will be sent to all Project Partners.

At the end of each meeting, participants are requested to give their feedback on the meeting by completing satisfaction questionnaires that are integral part of the PROJECT quality management.

6.3   Outputs

[…] will be produced during the Project:

6.3.1 OUTPUT 1

[…]

6.3.2 OUTPUT 2

[…]

6.3.4 […]

[…]

6.4   Events

For the purpose of dissemination of project results, […]

7. Responsibilities and deadlines

The following table provides a summary of the […] Project activities, detailing responsibilities and deadlines.

No.	ToDo / Deliverable	Responsible partner	Deadline planned	actual
Management and Implementation				
M 1	[…]	[…]	MO YR	MO YR
M 2	[…]	[…]	MO YR	MO YR
M 3	[…]	[…]	on-going	on-going
Communication				
M 4	[…]	[…]	on-going	on-going
Project Meetings				
Meet. 1	[…]	[…]	MO YR	MO YR
Outputs				
Outp.1	[…]	[…]	MO YR	MO YR
Outp.2	[…]	[…]	MO YR	MO YR
Events				
Event 1	[…]	[…]	MO YR	MO YR

8.   Management tools

The main tools used for project management are as follows:

- Management Handbook:
  The manual regulates all relevant management issues, including ways of cooperation amongst Partners, ways of solving disputes etc.

- Partnership Agreement (PA):
  The PA was finally signed in Month Year.

- Project Meetings (see above).

- Skype Conferences:
  organized on a […] basis. The frequency of Skype conferences can be changed if required.

- Day-to-day communication exchange between the partners:
  organized by conventional channels (mail, fax, letter, phone). Communication between Partners shall be characterized by short response times.

- Financial management:
  In accordance with the […], the elaboration of ‚internal' Progress Reports including financial information is requested almost every […]. These reports will be provided on agreed deadlines.

- Quality Handbook.

- Communication and Dissemination Plan.

9.   Communication

9.1   Internal communication

Internal communication refers to the sharing of information amongst the Project Partners in the framework of the project. Efficient internal communication ensures that all Partners have the correct information, leading to overall alignment in both strategy and operation.
Any misunderstandings can be detrimental to the success of the project. While good communication reduces risk and enables issues to be addressed quickly, poor communication can significantly increase the overall project risk.

The progress of the project must be monitored on an on-going basis and delivery methods revised as required.

For that reason, the Project makes use of a complementary set of communication channels:

- […] Transnational Project Meetings (TPM) to inform about activities carried out, outputs produced, overall implementation and dissemination, as well as financial and administrative issues (see chapter […]);

- […]-monthly Progress Reports (PR) of the Partners to be submitted to the Coordinator. PRs serve a dual purpose: (1) for the internal assessment of the work carried out and (2) for preparing the Interim and Final Report requested by the […]

- If required, optional face-to-face meetings of the Steering Committee in order to streamline the strategic management of the project;

- […] Skype conferences amongst the Project Partners to monitor project achievements and to plan the next activities. The Coordinator will summarize the conferences in brief protocols.

- Conventional communication via email, phone, fax or letter. In general, communication should be traceable. Therefore the partners should, as a rule, primarily use channels in which evidence remains for most of the communications.

Working languages

The project language of the partnership is English.

The official language with the […] is […]. All official documents (reports etc.) submitted to the NA and other correspondence with the NA will have to be written in […]. To inform the partnership on the correspondence with the NA, the Coordinator will translate this correspondence or relevant parts of it into English.

The national partner languages can/will be used in regional documents, such as questionnaires sent to regional stakeholders, press releases for dissemination purposes etc.

9.2   External communication

External communication is of critical importance for raising awareness amongst the target groups, informing about project goals and activities, and exploiting and marketing the unique products and services developed within the project.

Communication Handbook

The Communication Handbook will as a reference manual describe strategies, tools and measures designed by the partners to reach these goals.

[…] Logo

The partners have agreed on the following project logo:

LOGO LOGO LOGO

[…] domains

The following domain names have been registered for the […] project:

- www.[...]com
- www.[...].eu

Project Website

Project website developed for communication and dissemination purposes (in English + partner languages). The website will provide information on

- project objectives,
- activities carried out,
- products developed,
- the partnership.

The website will further

- provide short information on and links to other stakeholders of the […] Project,
- contain a news section, a download section and a press release section,
- inform about upcoming events adding value to the project and about the […]

In addition to the […] website every partner website will have […].

10.   Documentation

Documentation stands for the set of files related to the work carried out by the partners in the framework of the project.

Project document folder

A central online […] folder will be used by the Project Partners to upload and download files, track versions and share working documents and deliverables.

The […] folder is divided into several subfolders in order to file project documents in a clear, transparent and easy-to-find way.

Codification of documents

Codification helps to clearly identify documents filed in the central folder and shall indicate the type of documentation, the deliverable it contributes to, author/partner and version. Files shall be identified according to the following structure:

yyyy-mm-dd_[…]_abcd_P*i*_v*i*.*<suffix>*   for interim versions,

yyyy-mm-dd_[…]_abcd_P*i*_final.*<suffix>*   for the last version

where:
- *yyyy-mm-dd* designates the date of document creation;
- *abcd* is the filename, without restriction, but logical (e.g. minutes skype 04, progress report 02, […]);
- *Pi* is the number of Partner organization as defined in the Application Form ([…]).
- *vi* indicates the sequential number of the document version (e.g. v1 – 1st version, v2 – 2nd version etc.).

Confidentiality

Although the nature of the implementation of the operation is public, part of the information exchanged in the context of its implementation between the Coordinator and the Project Partners, the partners themselves or others bodies can be confidential.

Only documents explicitly provided with the statement "confidential" shall be regarded as such. Other documents without any mention of confidentiality will be considered as internal.

Whenever a document should contain confidential information, it will be clearly stated as a formal decision in a project meeting or communication. The confidentiality classification is decided by the partnership.

All partners commit to taking measures to ensure that all staff working on the project respect the confidential nature of this information, and do not disseminate it, pass it on to third parties or use it without prior written consent of the Coordinator and the Project Partners that provided the information.

The confidentiality classification may be changed by a decision taken by all partners during the progress of the project. This confidentiality clause shall remain in force exceeding the termination of the […] Project.

11. Financial management

The Coordinator is the […].

12. Reporting

12.1 Interim and Final Report

During the life of the project […] reports have to be prepared and sent to the […]:

1. […]. The […] refers to the period that runs from the date of project start until one month prior to the submission date of the report […], i.e. the time period from […].

2. Final Report: The FR covers the entire project duration and must be submitted to the NA at the latest 60 days after end of project (30 Aug 2017), i.e. on 29 Oct 2017.

Both reports have the same basic structure, consisting of

- a public part summarizing the contents of the project and its achievements. This part is conceived for public dissemination and contains information on the project objectives and results, how these objectives were achieved, how they will be exploited and disseminated.

- a confidential part, containing detailed information on the management of the project, the time plan, confidential results as well as a financial report. It constitutes the main source of information required for evaluating the project performance by the NA.

All partners are called to contribute to the reports with details on their activities. In correspondence with every reporting period, the Coordinator will contact all Partners in order to participate to the editing of the reports.

12.2 Progress Reports (PR)

PRs are important elements of the internal quality management of the project and must detail the activities carried out, outputs achieved and costs/ expenditures incurred in the corresponding reporting period. Progress Reports have to be submitted by the Partners to the Coordinator on an almost six-monthly basis with deadlines as defined in the PA.

The financial part of the PRs shall contain

- information on the days/hours the Partners have worked on specific outputs of the project in the respective reporting period,

- supporting documents confirming that representatives of partner organizations have participated in TPMs (i.e. air tickets, hotel bills, boarding passes, etc.).

13. Monitoring and Evaluation

The purpose of monitoring and evaluation activities is

- to control management activities (process evaluation);

- to quantify and value the accomplishment and quality of specific outputs produced in the framework of the Project (product evaluation).

Monitoring is carried out continuously to check the progress of project implementation against planned activities, aiming to bring actual schedules and deliverables in line with planned activities, if there are significant deviations from the original work plan.

As agreed upon by […] project evaluation shall be organized by the partnership internally, i.e. no external evaluator will be subcontracted to carry out the (process/product) evaluation of the project.

Process evaluation will be the responsibility of the Coordinator and partly instrumentalised by specific management tools. For example, it is foreseen to carry out regular participant satisfaction surveys at the end of project meetings, carried out in a standardised form.

Product evaluation will be undertaken by […]

14. Conflict resolution

Conflicts will be solved according to the rules stated by the PA.

In case of conflict between two or more Partners, the Coordinator will mediate using the most appropriate channels of communication (mail, phone, meeting).

In case of dispute between a Partner and the Coordinator, the rest of the consortium is called to give an opinion and to suggest possible solutions. For this purpose, specific conference calls with the participation of all Partners are organized.

In case a rule has not already been specified, appropriate solutions will be drafted by the consortium and a decision will be taken by the majority of Partners.

15. […] partner information

Partner no.	P1 (CO)
Organisation	**[…]**
Country	[…]
Address	[…]
Website	[…]
PM 1	**NAME**
Email	[…]
Phone	[…]
Skype name	[…]

PM 2	NAME
Email	[…]
Phone	[…]
Skype name	[…]

Partner no.	P2
Organisation	[…]
Country	[…]
Address	[…]
Website	[…]
PM 1	[…]
Email	[…]
Phone	[…]
Skype name	[…]
PM 2	[…]
Email	[…]
Phone	[…]
Skype name	[…]

Partner no.	P3
Organisation	[…]
Country	[…]
Address	[…]
Website	[…]
PM 1	[…]
Email	[…]
Phone	[…]
Skype name	[…]
PM 2	[…]
Email	[…]
Phone	[…]
Skype name	[…]

16. Abbreviations

[…]

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