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ENROL

UNIVERSITÀ
DELLA CALABRIA

Agreement No. 2015-3539 /001 - 001

ENROL

Empowering and Networking the International Relationships Offices of the Libyan University System (ENROL)

Project Management Handbook

Project start date: 15.10.2015   Duration: 24 months

Project co-funded by the European Commission

Dissemination Level: Public

Document file: ENROL management handbook rev.doc

Work package: WP6 – Project management

Task: 6.1 – Project management

Document responsible: UNICAL

Document history:

Version	Author(s)	Date	Changes made
0.1	Raffaele Longo	April 20th, 2016	
0.2			

Peer review history:

Reviewed by	Date	Comments

Index

List of figures

1 Introduction

This document is part of *WP6 Project Management*, and it is intended as a useful manual that describes the essential procedures that the Consortium will implement for managing the project. ENROL management aims at ensuring that the envisaged activities will be carried out effectively pursuing the project's objectives according to the time schedule, budget and the expected quality standards. The Project Manager is responsible for all communication and management of all partners within the project Consortium and also for the liaison with EC, covering project's meetings, cross-project events, etc

1.1 Purpose and content of this deliverable

The project can be successful only if effective and efficient project management structures and procedures are implemented and project ground rules are agreed among all partners. This document describes the scientific and organizational management of the project, the project bodies, as well as the major procedures for decision making and project management that will be set up and implemented in ENROL. They build upon the expertise and best practices gathered by the project Consortium in the successful operation of a long record of European and international collaborations in the last decade.

1.2 Executive summary

This project management handbook is intended for anyone who is involved in or will be involved in project ENROL 2015-3539 /001 - 001. The present document describes the project management methodology that will be applied through the project-cycle. The review and assessment procedure that will be described in the present report aims to monitor the performance of ENROL with the goal of identifying quantitative or qualitative deviations.

During the project's lifetime there will be periodic assessment reports. The intention is to establish in ENROL a review and assessment procedure as a critical tool for monitoring and ensuring the success of the project. Besides the ongoing day-to-day project monitoring, a three-monthly project assessment will be performed as it is described in the present document.

The defined procedures are indicating that every three months quarterly activity reports will be issued for internal use, and every six months submitted to the EC and that will rate the project's performance. The assessment report will merge inputs received by the work package leaders who will be responsible for rating the respective work packages and work performed.

Dedicated boards will monitor project performance as well as support partners' activities. The proposed ENROL methodology and e-learning object shall be tested in five different countries by the piloting partners, which shall validate the solution specification. The appointed ENROL main bodies and their tasks/responsibilities are presented. Procedures for preparing and submitting technical deliverables and periodical reports are described. Main project financial issues are explained and finally Internet communication channels are showed.

Thus, and in sum, this document is actually a handbook for how to be properly and efficiently involved in the project. All the administrative issues are explained, how reporting must be performed is described and how the overall project management is set up to ensure that the project reaches its goals in a timely and smoothly manner.

2   Project Management Structure

ENROL's project management activities will ensure that the project properly coordinates its multi-party, multi-disciplinary approach and that the work is completed within the terms of the Grant Agreement signed with the European Commission.

The Consortium consists of a relatively large number of partners spread across Europe and North Africa, especially those responsible for the pilot use cases, representing different social and organisational environments. The contextual heterogeneity shall demonstrate the necessary flexibility of the technological as well as methodological solution to meet the related needs.

The project can therefore be successful only if effective and efficient project management structures and procedures are implemented and project ground rules are agreed among all partners. This section describes the scientific and organizational management of the project, the project bodies as well as the major procedures for decision making and project management that will be set up and implemented in ENROL.

The project management structure is concerned with the following main issues:

- The accomplishment of the scientific and technological objectives of the project.
- The accomplishment of all technical targets, such as the punctual delivery with the requested quality within the given budget limits.
- The overall management and synchronization of all activities of the work packages.
- The management and administration of all EC requirements.

2.1 Project roles and Boards

We have identified the following main areas of activity and associated responsibilities illustrated in Figure 1 - Project Management Structure.
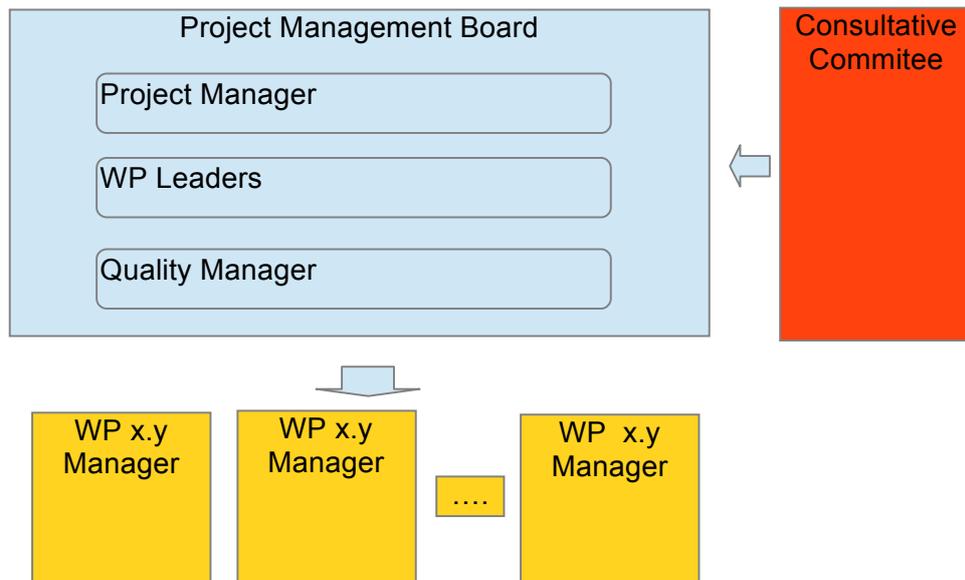

Figure 1 - Project Management Structure

2.1.1   ENROL Project Management Board (PMB)

The Project Board is the executive authority for the overall management and running of the project, and the resolution of any major problems that may arise. It comprises one representative member from each partner. In ENROL the consortium opted for a flexible nomination of the PMB representative members: event by event each partner will be represented by one organisation participant.

A written proxy (by letter or mail) should be provided in case of impossibility to attend the meeting. The decision taken from the proxy is binding for the partner who delegated.

In urgent cases, the PMB may take decisions through the Project Manager consulting with all members via teleconference and/or via e-mail, phone, etc. Such decisions must be ratified by an ordinary meeting.

The PMB is chaired by the Project Manager. Each partner represented on the PB has an equal say in the project.

When necessary, decisions will be taken by voting, where each of the members will have one vote. In cases of equal numbers of votes, the Chairman's decision will prevail. Additional members, such as partner's project managers will attend the PB meetings as agreed; roles are not exclusive in that the PMB representative for a partner may also adopt other roles such as the partners' manager. The Scientific Director will discuss financial, contractual and administrative issues and will have the authority to change the work plan, if necessary, adopting contingency plans.

The PB will meet at least every six months, even via teleconference and/or via internet, at the request of the PM, or, when necessary, at any other time at the request of one of the partners with duly justified reasons. The PMB co-ordinates and manages those items which affect the contractual term fixed at the outset of the project or which involve changes in project orientation. The PMB is the formal decision-making body of the Consortium (formal procedures and rules, such as voting mechanisms, will be defined in the Consortium Agreement).

The Project Management Board control actively the overall success of the project, ensuring thereby the day-to-day running of the project and that all partners can meet their subject responsibilities.

The Project Management Board, appointed by each partner, is composed by the following people:

Partner	Delegate
Università della Calabria	Raffaele Longo
Unione delle Università del Mediterraneo - UNIMED	
Universidad de Granada – UGR	
University of Evora – UE	
Sirte University - SU	
University of Tripoli – UOT	
University of Zawia -ZU	
Misurata Univeristy – MU	

2.1.2   Project Manager (PM)

The Project Manager has the overall responsibility for the running of the project, ensuring delivery to time, cost and required quality. He has a major involvement throughout the duration of the project, being responsible for delivery of the overall project objectives through:

• Definition and implementation of the management framework (structure and procedures) to be adopted throughout the project, and the maintenance of detailed project plans
• Coordination at consortium level of the management, technical and quality activities of the project, ensuring co-operation among partners, anticipating and managing potential conflicts
• Project Reporting and coordination of management material, managing change control and provision of appropriate guidelines for each of the participants
• Coordination of cost statements and certificates on financial statement

The PM collects, monitor and integrates financial and administrative data from the partners at three and six-month intervals, and prepares the technical and financial data for submission to the Commission (Activity Report).

The PM works in close consultation with the other members of the PB and handles all operational relations with the Commission. He works closely with the project's partners to ensure that the ENROL objectives are achieved.

The ENROL PM is Raffaele Longo, appointed by Unical Rector prof. Gino Mirocle Crisci.

2.1.3   Work Package Leaders and Managers

Each Work package is under the responsibility of the WP Leader to oversee the work process. The WP Leader organises, in coordination with the participating partners and other Work Packages, the detailed schedule of the Work package and it is in charge of the realization in due time of the project deliverables and milestones related to the WP, as well as it is in charge of producing periodical WP reports for delivery to the PM. Meetings of the Work package team will be called by the Work package Leader as often as needed for ensuring an effective work progress, to solve work matters and other related issues; however electronic conferencing facilities can be used as much as possible to limit travel expenses. Other meetings can be organised at task level by participants involved in the task.

The appointed WP Leaders are :

Work Package	WP Responsible	WP Leader
WP1 Preparatory activities	UNIMED	
WP2 Capacity building for Libyan Universities.	University of Evora	
WP3 Improvement of the administrative and quality systems in the IROs	Universidad de Granada	
WP4 Quality Plan	Univesidad de Granada	
WP5 Dissemination & Exploitation	University of Evora	
WP6 Project Management	University of Calabria	Raffaele Longo

2.1.4   Tasks Leaders

Work Package	WP Responsible	Tasks	Task Leader
WP1 Preparatory activities	UNIMED	1.1 Updated need analysis for the I.R. in the partner Universities	
		1.2 Action plans for the improvement of the functionalities of the Libyan IROs	
WP2 Capacity building for Libyan Universities.	University of Evora	2.1 Design of CB actions	
		2.2 Delivery of CB actions in Libya	
		2.3 Delivery of CB actions in Europe	
		2.4 Delivery of online training	
		2.5 Knowledge base up and running	
		2.6 Social network up and running	
		2.7 Videoconferencing rooms and IT classrooms operational	
WP3 Improvement of the administrative and quality systems in the IROs	Universidad de Granada	3.1 Design of Admininstration system	
		3.2 Implementation of administration system	
		3.3 Design of Quality Assurance plans for Local IROs	
		3.4 Implementation of QA system	
WP4 Quality Plan	Univesidad de Granada	4.1 Handbook for quality control	
		4.2 Quality assurance monitoring reports	
WP5 Dissemination & Exploitation	University of Evora	5.1 Dissemination Plan	
		5.2 ENROL WEB Site	
		5.3 Dissemination Materials	
		5.4 Dissemination reports	
		5.5 Exploitation and sustainability plan	
		5.6 Report on	

Work Package	WP Responsible	Tasks	Task Leader
		exploitation and sustainability pilot	
WP6 Project Management	University of Calabria	6.1 Project Management Handbook	
		6.2 1st management report	
		6.3 2nd management report	
		6.4 3rd management report	
		6.5 4th management report	
		6.6 Final Report	

2.1.5 Consultative Committee

The Consultative Committee is a group of international experts constituted by 5 outstanding personalities from the participating countries who have the role of providing guidance to the design and implementation of the critical actions and to create a link among the actions taking place elsewhere .
The CC expertise is a key factor to achieve a targeted transnational dimension of the project and allow it to bring the maximum benefits to public administrations.
In other ways the CC will have the precise task to support and to ensure the effectiveness and internationalisation of the project's results. The list of involved experts will be detailed and finalised during the project course.

2.1.6 Quality Manager

A Quality Manager is appointed by University of Granada as responsible of the quality assessment process, selected between the members of the Project Management Board. An external evaluator will be given a subcontract to implement, under the strict control of the Quality Manager, the pre-defined quality procedures.

Quality manager assures that the project's product or service are consistent. Quality Assurance will have four main components: quality planning, quality assurance, quality control and quality improvement. Quality management of ENROL will be focused not only on product and service quality, but also on the means to achieve it. Quality management of ENROL, therefore, uses quality assurance and control of processes as well as products to achieve more consistent quality.
Therefore, the Quality Manager will monitor how the objectives are met, timeliness and consistency of action outcomes, delays, inconsistency of outcomes with respect to plans, analysis of reasons and re-planning, etc, quality indicators are defined and a methodology to quantify them.

3 Deliverable submission

Deliverable production and submission follow a set of rules described in the following.

3.1 Structure of Deliverables

The template *ENROL document template_v1.0.doc* (or successive versions) should be used when preparing deliverables. The document should comprise six parts described as follows:
• Part I - Cover Page, it contains the information as regards the deliverable, name, version, author, submission date, etc. Partners are requested to fill in the front page ensuring that all the information is correctly provided, particularly those appearing in the contract. Besides, include the information for dissemination level of the deliverable.
Same fields in this section have a link with the document proprieties so, to update them, you have just to right click and chose "update" after of course updating proprieties.
• Part II -Version History, table reporting the changes made when delivering a new version of the document should be provided. For each version, the author(s) and the related unit, the date, the status of the document and a short description of the changes made are reported.
• Part III - Table of contents, an index of the deliverable contents should be provided.
Part IV – Descriptive section, it should include the introduction, technical remarks, purpose, outline, methodology used, the specification of the deliverables and the work done to achieve the relevant tasks and the detailed results.
• Part V - Executive Summary, the executive summary contains enough technical information for the readers to become acquainted with the full document without reading it and should be 1 to 2 pages. This should include a summary description of the results of the work carried out and conclusions giving recommendations and highlighting the contribution of the results.
• Part VI - Deliverable content, this will include the main sections of the deliverable, and shall be the deliverable body or substance.
Part VII – Final section, it will include a conclusion and references used for the production of the deliverable
• Part VIII – Annexes, including all information that is relevant to the deliverable with the aim of clarifying the report, that is, all relevant and additional information.

3.2 Deliverables production and submission

All documents must follow a delivery process in order to assure their consistency. There will be three different subjects involved for each deliverable: the author, one reviewer and the Quality Manager. Once the deliverable is finished, the author must submit the deliverable to one reviewer (too be chosen between partners) and to the Quality Manager for reviewing it. All this process lasts 2 weeks and it is ahead of due date. Reviewers' choice is an informal procedure, usually deliverable first author selects one people with right skills for providing useful feedback. WP leader should be aware of the all deliverable working progress as well as reviewing process. The reviewer and the Quality Manager check for format and content, and have one week to provide comments to the author. These comments will be sent to the author through a Document Review Sheet (DRS). In this sheet for each comment the following things will be detailed: if it is a minor comment (m), a major comment (M) or a question (Q).
The author answers to the comments by the Document Review Sheet and makes changes accordingly to generate the final version of the deliverable, within one week.

In the case of official deliverables, the author shall submit that final version of the deliverable to the Project Manager (PM) for approval at least two days before the due date.
Once the internal review is finished, the document is sent to the PM for the final delivery. The PM can ask for a review to the author (informing the Quality Manager) motivating it on project's features. The author has 3 days to review the deliverable (informing the QM) and send it back to the PM. Once the PM accepts the deliverable, he sends it to the European Commission Project Officer and uploads the deliverables in the Project Repository.

4 Financial issues

ENROL is a 24 months running project.The budget of costs has been developed on the base of three main classes of project activities, basically divided into management, core actions and support activities (which include integration and dissemination).
The eligible costs regard the personnel expenditure, the material and components purchased for the project implementation and the travel costs fulfilled for the project activities. Some services can be externalised through sub-contracting.

All the procedures and issue must strictly follow the contents of the Grant Agreement nr. 2015-3539 /001 – 001 Project ref. nr. 561654-EPP-1-2015-1-IT-EPPKA2-CBHE-JP and the Partnership Agreement signed.

Furthermore:

With regard to personnel costs,
1. Only the costs of the actual hours worked by the persons directly carrying out work under the project may be charged to the grant agreement.
   Such persons must:
   • be directly hired by the beneficiary in accordance with its national legislation,
   • work under the sole technical supervision and responsibility of the beneficiary, and
   • be remunerated in accordance with the normal practices of the beneficiary, provided that these are regarded as acceptable by the Commission.
2. Personnel costs shall comprise the actual costs (gross remuneration and related charges).
3. Costs related to parental leave for persons who are directly carrying out the project are eligible costs, in proportion to the time dedicated to the project, provided that they are mandatory under national law.

The purchase cost of equipment is depreciated in accordance with the tax and accounting rules applicable to the beneficiary and generally accepted for items of the same kind. Only the portion of the equipment's depreciation corresponding to the duration of the project at the rate of actual use for the project may be taken into account by the Commission, except where the nature and/or the context of its use justifies different treatment by the Commission.

The basic rules to follow for being sure the costs are acceptable to be declared within the ENROL project are:
• be indicated in the indicative breakdown of the budget and the Community financial contribution between beneficiaries in Annex I
• be necessary for the implementation of the project
• be actually incurred by the beneficiary
• be identifiable and verifiable
• comply with the requirements of the applicable tax and social legislation
• be reasonable and justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency
• be incurred during the duration of the project

All incurred costs must respect such rules for being sure they will be reimbursable.

5 Reporting

WP Leaders and Participants represent the main actors in assessment reporting procedure. The former produces Interim Activity Reports, the latter is characterized by Progress Reports delivery.

The figure 2 illustrates procedure details.

- Participating organizations report on the work done in the various work packages they are contributing to, main objectives of their contributions, achievements, deviations, problems, etc. These reports are used by the WP leaders and the project management who monitor all organizations' work and discuss relevant issues as well as take necessary actions.

- WP leaders aggregates input received from their WP partners report and detail the work done in the work package, main objectives and achievements, deviations, problems, etc. These reports are used by the Quality Manager, the Project Manager and activity leaders who review the reports and propose solutions for relevant issues.
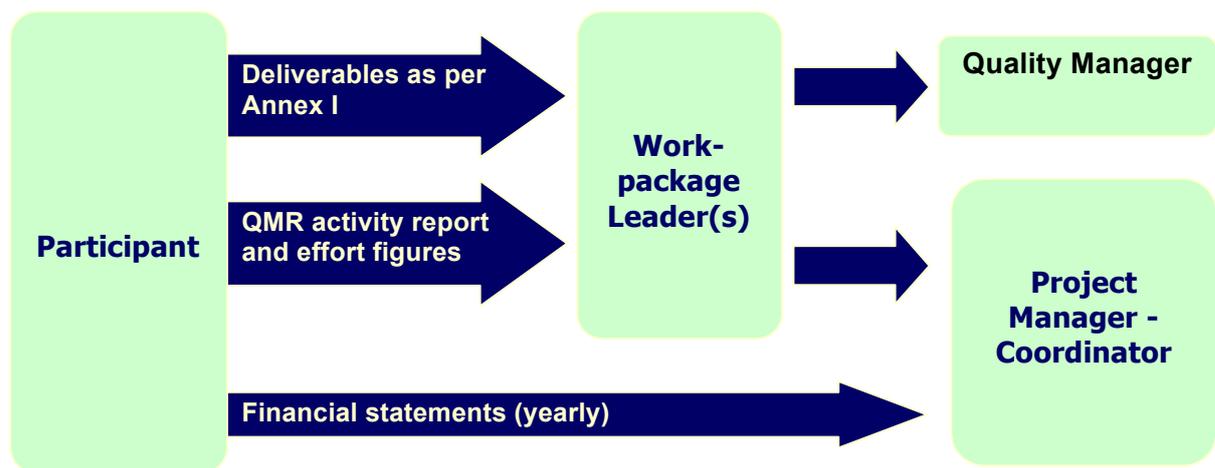

Figure 2 - Reporting Procedure

The reporting period for the Progress reports is planned at each semester and it will be drafted with the help of a quarter activity report (QAR). Every three months each involved partner will report to the WP leader an overview of the work done in respect to the overall WP respective duties, indicating also the consumed Person Months. The WP leader will verify the work reported, prepare a quarterly report (integrating the WP's partners' input) and send it to the QM and PM, who shall approve.

At M6 and M18 the Progress reports will be drafted by merging the previous quarterly reports by the PM. At M12 and M24 the Middle term and Final project reports will be drafted by merging the previous reports by the PM.

The reports provide an overview, including a publishable summary, of the progress of work towards the objectives of the project, including achievements and attainment of any Milestones and Deliverables identified in the Project. Moreover the yearly reports include details on resources employment and a financial statement reporting the eligible costs incurred for the project in the period.

In Progress reports D1.3 (M6) and D1.5 (M18) effort figures are indicative, while the financial statements attached to D1.4 (from M1 to M12) and D1.6 (from M13 to M24) will contain the definitive efforts.

The submission to the EC will be provided within 60 days after the end of each period

6 ENROL on the Web

The main dissemination tool and testbed used for the ENROL project is the Project Portal, soon accessible on: http://www.ENROL.eu.

Within the project portal there will be an area reserved to the partner, with a collaborative tool available for the repository of information and common environment for the day-to-day work.

Each participant in the project will have an account to access the repository. The request for access will be addressed to the Project Portal Administrator.

All documents must be uploaded to the Project Portal and classified according to the defined folder structure. When not explicitly specified, the documents naming will include a representative name of the content, the partner responsible name and the date of the document. The document repository will be also the environment used by the Consortium for submitting documents and deliverables the EC.

7 **Conclusions**

This document has the objective to describe the scientific and organizational management of the project, the project bodies as well as the major procedures for decision making and project management that will be set up and implemented in ENROL. The management plan shall be used as a "how-to" manual for a quick reference.

The project governance main entities are: Project Management Board (PB), Project Manager (PM), Quality Manager (QM), Work Package Leaders, Work Package Managers and Consultative Committee, with defined roles and responsibilities as well as representative people involved.

The Technical deliverables shall use the ENROL Deliverable template shown as an annex. To assure their consistency, once each deliverable is finished, the author must submit the deliverable to one skilled partners appointed (by an informal procedure) and to the QM for reviewing it. The reviewer and the QM check for format and content, and provide comments to the author through the Document Review Sheet (DRS). The author answers to the comments by the Document Review Sheet and makes changes accordingly to generate the final version of the deliverable.
Once the internal review has been completed, the document is sent to the PM that can ask for revision or can accept it. Once accepted he/she will provide it to the European Commission Project Officer as well as upload the deliverables in the Project Repository.

All the procedures and issue for financial issues must strictly follow the contents of the Grant Agreement nr.   2015-3539 /001 – 001 Project ref. nr. 561654-EPP-1-2015-1-IT-EPPKA2-CBHE-JP and the Partnership Agreement signed.
The eligible costs regard the personnel expenditure, the material and components purchased (their depreciation) for the project implementation and the travel costs fulfilled for the project activities. There has to be evidence that the cost occurred for the project fulfilment in order to be eligible.

Every three months each involved partner will report to the WP leader and PM the quarter activity report (QAR), an overview of the work done in respect to the overall WP respective duties, indicating also the consumed Person Months. The WP leader will verify the work reported, discuss relevant issues as well as necessary actions to take, prepare a quarterly report (integrating the WP's partners' input) and send it to the QM and PM, who shall approve.
At M6 and M18 the Progress reports will be drafted by merging the previous quarterly reports by the PM. At M12 and M24 the Middle term and Final project reports will be drafted by merging the previous reports by the PM.

The main dissemination tool for the ENROL project is the Project Portal, soon accessible at http://www.ENROL.eu. Beside the project portal each participant will be able to use a collaborative tool as the repository of information and common environment for the day-to-day work as well as documents and deliverables submission towards the EC.

8 References

1. ENROL Annex I – "Description of Work",
2. Grant Agreement – nr. 2015-3539 /001 – 001 Project ref. nr. 561654-EPP-1-2015-1-IT-EPPKA2-CBHE-JP.

9 ANNEXES

9.1 ANNEX I – Template for ENROL deliverables

ENROL

Erasmus+ CBHE action

Grant Agreement 2015 - 3539 / 001 - 001
Project reference number
561654-EPP-1-2015-1-IT-EPPKA2-CBHE-JP

ENROL

**Empowering and Networking the International Relationships Offices of the Libyan University
System (ENROL)**

Document / Deliverable Title

Project start date: 15th October 2015   Duration: 24 months

Dissemination Level: Public, Restricted, Confidential

Document file: ENROL management handbook rev.doc

Work package:

Task:

Document responsible:

Document history:

Version	Author(s)	Date	Changes made
0.1	Name(s), Partner; Name(s), Partner; Name(s), Partner; …		Expected content and document structure definition
1.0	Name(s)		
			Final version submitted to the European Commission

Peer review history:

Reviewed by	Date	Comments

Version 2.0

19**Errore. L'origine riferimento non è stata trovata.**

Index

List of figures

List of tables

20**Errore. L'origine riferimento non è stata trovata.**

10 Introduction

Text

10.1 Purpose and content of this deliverable

Text

10.2 Outline of this deliverable

Text

Version 2.0

21 **Errore. L'origine riferimento non è stata trovata.**

11 Executive summary

Text

12 Title level 1

Text

12.1 Title level 2

Text

12.1.1 Title level 3

Text

12.2 Title

Text

12.2.1 Title

Text

13 **Conclusions**

Text

Version 2.0

24 **Errore. L'origine riferimento non è stata trovata.**

14 **References**

Surname, N. (year). Title. Publisher, reference

Figure 3 – Example figure 1

Table 1 – Example table 1

Version 2.0

26 **Errore. L'origine riferimento non è stata trovata.**