



VETERANS

PROJECT MANAGEMENT HANDBOOK



Project Number: 101129468

VETERANS as a Result of Educational Program
through Educational Innovative Hubs (EduHubs)



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INTRODUCTION

This document is the contractual report Project Management Handbook for the VETERANS project. It has been prepared under Work Package 1 (WP1): Project Management, Coordination, and Quality Assurance.

- The purpose of this handbook is to:
- Provide guidance for project administrative and financial management.
 - Clearly define tasks, deliverables, and roles for all partners.

ABBREVIATION LIST

Abbreviation	Full description
EAB	External Advisory Board
EACEA	European Education and Culture Executive Agency
EQR	External Quality Reviewer
KPI	Key Performance Indicator
PC	Project Coordinator
PMB	Project Management Board
QA	Quality Assurance Team
SC	Student Committee
SSO	Student Support Office
WP	Work Package
WP leaders	Work Package Leaders

Figure 1 List of deliverables

GOVERNANCE STRUCTURE

Project Management Board (PMB)

The PMB consists of one representative of each partner. It is the decision-making and supervisory body. It will meet twice a year. In addition, video conferences will be held every two months to follow-up regularly the development of the project.

Project Coordinator (PC)

The PC is Anax Energy, the legal entity acting as the intermediary between the partners and the EACEA.

Quality Assurance Team (QA)

QA will supervise every quality aspect of the project. It will meet at least two times each programme year (before, during and after the programme implementation)

QA members are part of the Board of Examiners.

External Quality Reviewer (EQR)

An EQR will be contracted by the PC to analyse the relevance and the quality of the programme. He will support the consortium in the identification of EAB members and in the organisation of the EAB meetings. The EQR is a member of the Board of Examiners.

Work Package Leaders (WP leaders)

WP Leaders are responsible for the quality of their work package. They oversee the monitoring and analyse the execution of their respective work package. WP leaders are as follows:



WP1	WP2	WP3	WP4	WP5	WP6
ANAX ENERGY	EQUALINE	UC	FIFTY-FIFTY	CTCB	CeP

Mobility Activities & Events Leaders

Mobility Activities & Events Leaders are responsible for the quality of their Mobility Activities & Events. Mobility Activities & Events leaders are as follows:

Event No	Participant	Event Name	Type	Area	Location	Duration	Attendees
E1.1	ANAX	Kick-off Meeting	Transnational Meeting	Organisational	Skydra, Greece	2	16
E1.2	ANAX	Final Meeting	Transnational Meeting	Closing Processes	Skydra, Greece	2	16
E3.1	CTCB	EduHub1	Workshop	Collaboration of Experts	Petrila, Romania	5	16
E3.2	UC	EduHub2	Workshop	Collaboration of Experts	Kosovo	5	16
E3.3	CTCB	EDUGREEN	Train-of-VET Trainers and Pilot-testing Workshop	Pilot-testing and Evaluation	Petrila, Romania	5	16
E5.1	FIFTY-FIFTY	EDUTRAIN1	Training	Train-the-entrepreneur s-to-be green	Thessaloniki, Greece	3	15
E5.2	CeP	EDUTRAIN2	Training	Train-the-entrepreneur s-to-be green	Herceg Novi, Montenegro	3	15



Consortium Body meetings

Consortium Bodies will meet as follows:

- Project Management Board: twice a year
- Quality Assurance Team: at least two times each programme year
- External Advisory Board: twice a year

Meetings may be held online.

PROJECT WORK PLAN, MILESTONES, DELIVERABLES & INDICATORS

The implementation of the project is based on the development of 6 Work Packages (WPs), which are in line with the objectives and deliverables, as followed: WP1: VETERANS Management and Coordination of the Action: to establish the operational management and coordination of the project activities through managing the budget and financial resources, monitoring and evaluation of the quality of the project, including outputs, results and deliverables, and assuring the effective communication/dissemination and sustainability/exploitation of project outcomes and results.

WP2: VETERANS State-of-the-art report on the current situation of VET education of green skills, energy efficiency practices and environmental protection approaches of entrepreneur learners in the partner WB countries and mapping of needs to frame critically the project focus WP3: VETERANS Educational Program through Educational Innovative Hubs (EduHubs): A training curriculum and training contents will be developed through the contribution and flow of knowledge of all partners by organised EduHubs. The Curriculum and training materials will respond to EQF levels 3 to 5 in compliance with the classification of EQF standards.

They will be pilot-tested and evaluated during Educational Hackathons (EDUGREENs) for VET trainers and will follow an accreditation process through the responsible accreditation bodies. WP4: VETERANS e-Learning platform and online training tools: An e-Learning platform and online training tools will be developed to promote digital learning, placing education and training in a virtual interactive environment.

WP5: VETERANS EDUTRAIN & VETERANS trainings by the Network of trainer-VET trainers: A Network of Training Centres will be built across the EU to offer the quality training program to learners.

It will involve the training-the-VET trainers and train-the-learners in EDUTRAINs from all participating countries through EDUTRAIN trainings WP6: VETERANS Communication and Dissemination Pathway: includes the organization and strategy of the project communication and dissemination activities. This work package is essential to communicating to stakeholders and the overall sustainability of project efforts, developed tools, and outcomes. In this context, the activities within this project occur throughout the project and beyond.

This section provides an overview (i) of the project schedule (GANTT chart), (ii) of the partners' involvement in the WPs & tasks, (iii) of the milestones and deliverables, and (iv) of the project indicators.

Timetable (projects up to 2 years)																								
Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.																								
Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	
T1.1 Project management Steering Committee (SC)																								
T1.2 Kick-off meeting/Coordination meetings, Final meeting																								
T1.3 Project Evaluation and Quality Assurance management																								
T1.4 Project Sustainability and Exploitation																								
T.1.5 Administrative, legal and financial Coordination																								
T1.6 Risk management and contingency plan on monitoring																								
T1.7 GDPR compliance and Open Data considerations for the project's research and development framework																								
T1.8 External Evaluation																								
T1.9 External Audit																								
T2.1 Identification of research resources for desk and field research																								
T2.2 Data collection processes																								
T2.3 Finalization and evaluation of results																								
T2.4 Dissemination of the Report																								
T3.1 Design of the structure of the Module – Basic Level of the curriculum and training contents during the EduHub																								
T3.2 Design of the Compendium of EU entrepreneur learners' green skill practices and a collection of Digital																								
T3.3 Pilot-testing of the Educational program through1 Educational Hackathon																								
T3.4 Accreditation of the Educational Program based on EQF standards																								
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T4.4 Feedback and translation of the Platform																								
T4.5 Dissemination of the Platform																								
T5.1 Building the organisational Structure of the EU Network of VET Training Centres																								
T5.2 EDUTRAIN training to entrepreneur learners at the local level																								
T5.3 Dissemination of the EU Network of Training Centres and EDUTRAIN trainings.																								
T6.1 Development of Dissemination Plan																								
T6.2 Development of Project Branding and Logo																								
T6.3 Development of the Project Website																								
T6.4 Creation of project Social Media Accounts																								
T6.5 VETERANS Multiplier events																								
T6.6 VETERANS Final Conference in Greece																								

PARTNER'S INVOLVEMENT

The table below gives an overview of the WP & Tasks and the partners involved.

ANAX	EQUALINE	CTCB	UC	EIC	UNSA	CeP	FIFTY-FIFTY
•Lead the kick-off and final meetings. •Chair the project steering committee. •Oversee project budget and financial management. •Manage risk and GDPR compliance. •Coordinate external evaluations and audits.	•Lead Work Package 2: State-of-the-art report on VET education. •Conduct field research in Western Balkan countries.	•Develop and manage quality assurance plans. •Lead the pilot testing and evaluation of educational programs. EDUGREEN •Organize EduHub1 in Romania. •Engage in curriculum development and quality assurance activities.	•Develop the VETERANS curriculum and activity guide during EduHub events. •Organize EduHub2 in Kosovo.	•Participate in curricular development and field research. •Attend all project meetings and contribute to dissemination activities.	•Develop sustainability and exploitation plans. •Engage in curriculum development and quality assurance activities.	•Lead the communication and dissemination work package. •Develop branding, manage the project website and social media. •Engage in curriculum development and quality assurance activities. •EDUTRAIN2	•Develop the e-Learning platform and online training tools. •Lead digital tool dissemination and exploitation •Engage in curriculum development and quality assurance activities. •EDUTRAIN1

Figure 4 Partners' involvement in WPs and tasks

(KPIs)

KPIs are listed in the table below. KPIs which can be related to the work of some partners are assigned to these partners in section "Tasks, deliverables, KPIs and consortium bodies per partner."

Key Performance Indicator	Units of Measurements
People trained per training edition	N° of participants per Activity
Feedback on the activities	Satisfaction Rate measured in the questionnaires completed after the activities
On-Time Completion Percentage	% of tasks completed in accordance with timeline established during the design of the activities
Replicability of the training programme	Replication guideline
	N° of trainers that will be trained and will have access to the methodology developed
Green, digital and resilience skills taught	N° of green, digital and resilience skills included in the training programme

Green, digital and resilience skills acquisition	N° of Innovation granted
Increased environmental awareness	% of the participants who consider that their knowledge on climate change and environmental issues have improved after the event after Activity 1
Boost of local initiatives to address environmental climate or societal issues	Commitment Recommendations developed
	N° of local initiatives derived from all the activities are visualized through short presentations
Communicate the impact of project outcomes	Number of local, regional, national and international venues where results are presented
	Project website views
	Number of brochures and newsletters
	Number of followers, number of interactions and shares in social media
	Number of Press Conferences and Press Releases
	Number of presentation days
	Number of final event
	Number of external European Events attended
Quality of the different materials produced	Quality in accordance with the Standards and Guidelines for Quality Assurance in the EHEA , the European Approach for Quality Assurance of Joint Programmes the EQAVET

Figure List of KPIs

REPORTING & PAYMENTS, AND MONITORING



Reporting and monitoring are two important tasks of the project management and are vital to ensure a timely implementation of the project. This section describes :

- how the project progress will be reported to the EACEA and how project partners are invited to report their work to the coordinator.
- How the coordinator will monitor the project progress

Reporting

Continuous reporting

Continuous reporting is a contractual obligation. To ensure the continuous reporting, project partners will:

- Report their progress through the delivery of deliverables to the coordinator[1] who will upload them;
- Share their communication, dissemination and exploitation activities with all other partners, in particular with WP6 leader and the coordinator;
- Share any achievement towards the Key Performance Indicators with the coordinator;
- Report any critical risk for the project implementation they may encounter to the WP leaders and the coordinator
- Provide inputs to the internal activity reports (M12 and M24)

For the deliverable reports, partners should use the template which has been developed as part of the Quality Assurance Plan and is available on the sharepoint. The management handbook has been written using the project deliverable template.

Both reports consist of a technical part and a financial part. The coordinator will distribute payments among partners after receiving it from the EACEA at the end of reporting periods.

Technical part

Templates for these reports are provided by the EACEA. The coordinator will start collecting inputs to the reports one month before the end of the reporting period.

Financial part

VETERANS is funded on a lump sum basis. In lump sum grants, project reviews do not focus on financial and budgetary aspects (no reporting on the actual costs) but on technical aspects and on the completion of tasks and work packages.

[1] For the full list of deliverables, refer to the previous section of the document. For the list of deliverables per partner, refer to the next section.

Periodic report

The financial part of the periodic report will consist in reporting the status of work packages.

The coordinator will report the status of the WP as "completed", "not completed" or "partially completed". If a WP is "partially completed", the coordinator will indicate a percentage of completion. The percentage of completion corresponds to the share of activities carried out. It does not correspond to the share of objectives achieved (i.e., it is independent of a positive or negative outcome of the work). The completion of work packages in lump sum grants is based on the activities carried out, irrespective of the results obtained or objectives achieved.

A WP should be declared as completed when the work has been carried out as described in the description of action (Annex 1 of the Grant Agreement). It can also be declared as completed if some elements are missing, as long as all essential tasks have been completed, and/or equivalent tasks have been carried out, and/or when deviations have been duly justified.

A WP should be declared as partially completed if essential parts have not been carried out and not been replaced with equivalent work. In this case, the percentage of completion declared should correspond to the share of activities that have been carried out. The percentage of completion declared corresponds to the percentage of payment requested. The payment for the WP concerned will correspond to the percentage of completion accepted by the granting authority.

Once the coordinator has completed the status of WP, the reporting platform will automatically generate one Financial Statement for all partners.

Monitoring

The coordinator has developed a set of monitoring tools that will help to keep track of the project progress, to collect inputs to the progress reports (both internal reports and reports to the EACEA) and to identify any potential deviation from the work plan.

Deadline calendar and monitoring sheet

The coordinator has set up an agenda with events on the dates of all project deadlines and reminders ahead of the events.

Milestone and deliverable deadline events and reminders are shared with the lead partner responsible for the milestone/deliverable and the relevant WP Leader. When getting reminders, the coordinator will send an email to the lead partner to collect information on the progress of the milestone/deliverable. The WP Leader will be in Cc to ensure that he/she gets the information too.

In addition, the coordinator created a monitoring sheet in which all milestones and deliverables are listed to keep track of:

- The deadlines;
- The remaining time before the deadline (with automated colour codes);
- The actual delivery date to the EACEA;
- The date when the milestone/deliverable is shared with the partners;
- The date when the deliverable is made available on the project website (in case of public deliverables) or on the sharepoint (in case of non-public deliverables).

KPI Scoreboard

The performance of the project implementation will be monitored using a scoreboard in which, for every KPI, the implemented values will be looked at against the target values.

TASKS, DELIVERABLES, AND CONSORTIUM BODIES PER PARTNER

In this section, each partner will find:

- The tasks that they lead and those to which they contribute;
- The deliverables for which they are the lead partner;
- The consortium bodies in which they are involved.

ANAX	EQUALINE	CTCB	UC	EIC	UNSA	CeP	FIFTY-FIFTY
• Lead the kick-off and final meetings. • Chair the project steering committee. • Oversee project budget and financial management. • Manage risk and GDPR compliance. • Coordinate external evaluations and audits.	• Lead Work Package 2: State-of-the-art report on VET education. • Conduct field research in Western Balkan countries.	• Develop and manage quality assurance plans. • Lead the pilot testing and evaluation of educational programs. EDUGREEN • Organize EduHub1 in Romania. • Engage in curriculum development and quality assurance activities.	• Develop the VETERANS curriculum and activity guide during EduHub events. • Organize EduHub2 in Kosovo.	• Participate in curricular development and field research. • Attend all project meetings and contribute to dissemination activities.	• Develop sustainability and exploitation plans. • Engage in curriculum development and quality assurance activities.	• Lead the communication and dissemination work package. • Develop branding, manage the project website and social media. • Engage in curriculum development and quality assurance activities. EDUTRAIN2	• Develop the e-Learning platform and online training tools. • Lead digital tool dissemination and exploitation • Engage in curriculum development and quality assurance activities. EDUTRAIN1

-Attend all scheduled meetings: kick-off, regular online, and final meetings.

-Contribute to curriculum development during EduHub events.

-Support data collection for the state-of-the-art report.

-Participate in dissemination and exploitation activities, including multiplier events and conferences.



Work Package 6

P7 CeP:

- Task 6.1: Development of Dissemination Plan
- Task 6.2: Development of Project Branding and Logo
- Task 6.3: Development of the Project Website
- Task 6.4: Creation of Project Social Media Accounts
- Task 6.5: VETERANS Multiplier Events
- Task 6.6: VETERANS Final Conference in Greece

Work Package 5

P3 CTCB:

- Task 5.1: Building the Organisational Structure of the EU Network of VET Training Centres
- Task 5.2: EDUTRAIN Training to Entrepreneur Learners at the Local Level
- Task 5.3: Dissemination of the EU Network of Training Centres and EDUTRAIN Trainings

Work Package 4

P8 Fifty-Fifty:

- Task 4.1: Planning and Specifications of the e-Learning Platform and Online Training Tools
- Task 4.2: Implementation of the Platform and Online Training Tools
- Task 4.3: Development of the Training Content of the Platform
- Task 4.4: Feedback and Translation of the Platform
- Task 4.5: Dissemination of the Platform

Work Package 3

P4 UC:

- Task 3.1: Design of the Module - Basic Level of the Curriculum and Training Contents during the EduHub
- Task 3.2: Design of the Compendium of EU Entrepreneur Learners' Green Skill Practices and a Collection of Digital Narratives
- Task 3.3: Pilot-testing of the Educational Program through Educational Hackathon
- Task 3.4: Accreditation of the Educational Program Based on EQF Standards
- Task 3.5: Dissemination of the Educational Program

Work Package 2

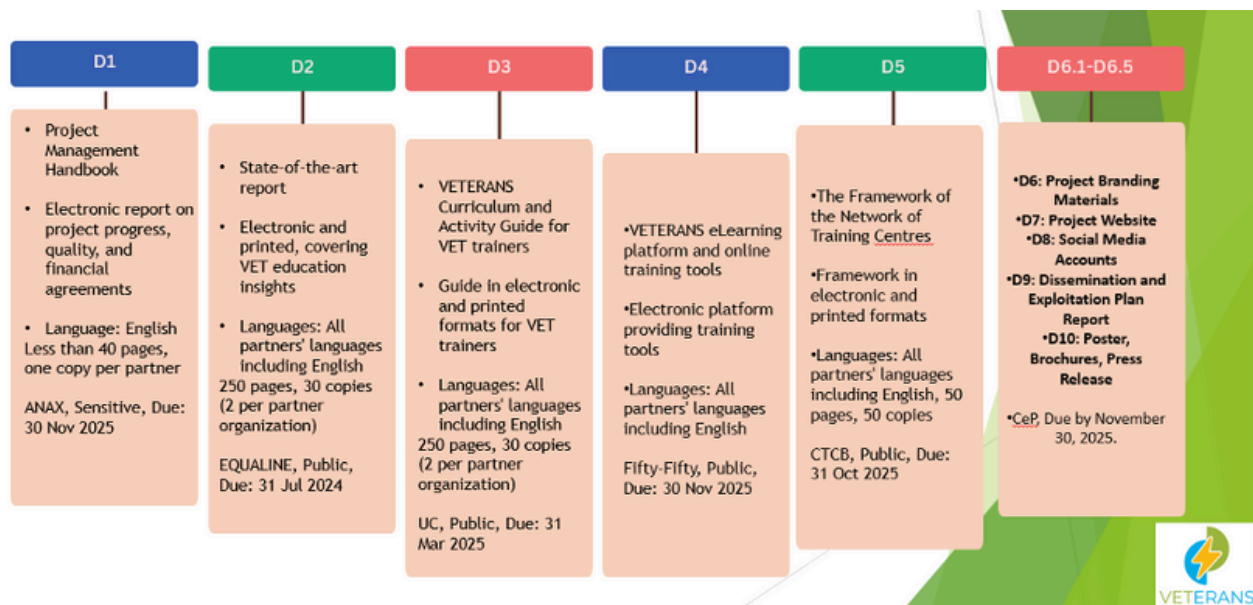
P2 EQUALINE:

- Task 2.1: Identification of Research Resources for Desk and Field Research
- Task 2.2: Data Collection Processes
- Task 2.3: Finalization and Evaluation of Results
- Task 2.4: Dissemination of the Report

Work Package 1

P1 ANAX:

- Task 1.1: Project Management Steering Committee
- Task 1.2: Kick-off Meeting/Coordination Meetings, Final Meeting
- Task 1.3: Project Evaluation and Quality Assurance management (CTCB)
- Task 1.4: Project Sustainability and Exploitation (EIC)
- Task 1.5: Administrative, Legal and Financial Coordination
- Task 1.6: Risk Management and Contingency Planning
- Task 1.7: GDPR Compliance and Open Data Considerations
- Task 1.8: External Evaluation
- Task 1.9: External Audit



INTERNAL COMMUNICATION

Writing emails

When writing emails to other project members, partners are invited to start the subject of their emails with the project acronym.

A contact list of all project members is regularly updated by the coordinator. Partners are invited to refer to the list to get the latest contact details of other project members.

A distribution list has been set up by the coordinator: mmsymeonidou@gmail.com. When writing an email to the whole consortium, partners are invited to use this distribution list to make sure all project members will receive the email.

SharePoint

A SharePoint has been set up to host all relevant project documents and make them easily accessible to all project members.

CONCLUSIONS

Management procedures have been set-up to ensure an efficient and timely implementation of the project.



VETERANS

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