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D1.3 Project Management Handbook

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Project duration:	48 months

Abstract	Project Management Handbook represents the manual, accepted by project Consortium, and it is setting out the procedures by which the partners will manage the Project, and in particular contains cross references and checklists between the partner's own normal reporting procedures and the required procedures by EACEA, as such manual may be amended or updated from time to time by agreement in writing between the project partners.
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VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision description	Partner responsible
1.0	15/04/23	First draft	UNS
2.0	27/04/23	Data protection added	UNS, UBANS
3.0	02/05/23	Chapters on Google drive and portal added	UNS
4.0	04/12/23	Exchange rate added	UNS

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1. INTRODUCTION

The main aim of DUGEOR project is to improve competences of higher education graduates in Georgia through development of generic model of dual education (DUGEOR model) and legal and strategic framework for introduction of dual education on order to support different needs and interests of students, companies, higher education institutions (HEIs) and to provide recommendations to HEIs for implementation of dual education in Georgia. The model will be implemented as a pilot test in five universities in Georgia.

The overall aims of the project are

- Improvement of competencies of higher education graduates in Georgia according to the needs of employers,
- Increase motivation to study as well as to improve the employability of graduate students,
- Enable students from lower income families to access higher education, and
- Improvement of legal and strategic framework in Georgia to adapt to dual higher education.

The project started on January 1st 2023 and it will last until December 31st 2026.

One of the first steps is to establish sound organization of the consortium and understandable procedures for project management, reporting, quality assurance, dissemination etc.

Project Management Handbook represents the manual, accepted by project Consortium, and it is setting out the procedures by which the partners will manage the Project, and in particular contains cross references and checklists between the partner's own normal reporting procedures and the required procedures by EACEA, as such manual may be amended or updated from time to time by agreement in writing between the project partners.

A project management handbook contains all the relevant information and rules in order to successfully execute the project. It documents the project, its management and procedures according to a selected project management standard. The project management handbook is intended to be a work of reference for the involved project participants and facilitates project management by providing structured processes that can be followed. The handbook will be a living document and updated as required throughout the life of the project, typically during project controlling.

2. PROJECT MANAGEMENT

Project management activities, overall project management, organization of coordination meetings, and conducting monitoring and reporting, will be led by the University of Novi Sad (UNS). UNS (coordinator) will perform the planning, organization, coordination and control functions to ensure effective implementation of the project. UNS will establish functional connections with all partners and support them in achieving their goals and planned project tasks. The relationship between parties is defined in the Grant Agreement and Consortium Agreements. The agreements will be uploaded to Google Drive of the project.

Partner institutions and members of project management will communicate on daily basis via e-mail, phone, Zoom, Microsoft Teams, etc. In the case of the continuation of the Covid19 pandemic, all project meetings will be organized virtually, by ZOOM, Teams, or other available software for online meetings. For the exchange and keeping of documents, the Google Drive is prepared, and all partners have the access.

Coordination of overall project activities and work packages will be done by the Steering Committee (SC). SC will be responsible for continual project management, providing major channels for communication, interaction and monitoring of partners. SC will provide input into strategic and organizational issues and define the project standards and agree on all project policies that must be formally and explicitly stated. At first SC meeting in Tbilisi, on February 22nd, the SC was established, with the following representatives of partner institutions:

University of Novi Sad	UNS	Mirko Savić
FH JOANNEUM Gesellschaft mbH	FHJ	Hagen Helge Hochrinner
Duale Hochschule Baden-Württemberg (DHBW)	DHBW	Ursula Christine Göz and/or Yvonne Zajontz
University Business Academy in Novi Sad	UBANS	Marijana Mladenov
Georgian Institute of Public Affairs	GIPA	Nikoloz Bakradze
LLC Batumi Navigation Teaching University	BNTU	George Gabedava
Iakob Gogebashvili Telavi State University	TeSaU	Tamar Aslanishvili
Batumi State Maritime Academy	BSMA	Teona Dzeladze
Georgian Technical University	GTU	Tamar Sachaneli
Vengo group	Vengo	Levan Nebieridze
INTERLOGGEORGIA	INTLOG	Besarion Tchkonja
Wine Company Shumi LLC	Shumi	Tamara Begiashvili
Ministry of Education and Science of Georgia	MoESG	Maia Shukhoshvili
LEPL - National Center for Education Quality Enhancement	NCEQE	Ketevan Panchulidze
Wilhelmsen Port Service Georgia LLC	WSS Georgia	Mariam Kiladze
National Forestry Agency	NFA	Natia Iordanishvili

At national level, the Local Committee (LC) is formed by institutions in Georgia. LC will be responsible for implementation of project activities and reporting to the overall project management. LC will be responsible for the implementation of local institutions (participants), preparation of an action plan at the national/local level and a clear allocation of responsibilities for tasks and results of the project to local partners. The continual local project management structure will ensure regular communication with the project coordinator and their involvement in the project activities. At first SC meeting in Tbilisi, on February 22nd, the LC was established, with the following representatives of partner institutions:

Georgian Institute of Public Affairs	GIPA	Vano Tsertsvadze
LLC Batumi Navigation Teaching University	BNTU	Lali Khvedelidze
Iakob Gogebashvili Telavi State University	TeSaU	Tamar Aslanishvili
Batumi State Maritime Academy	BSMA	Teona Dzeladze
Georgian Technical University	GTU	Giorgi Kvartskhava
Vengo group	Vengo	Levan Nebieridze
INTERLOGGEORGIA	INTLOG	Archil Shalikadze
Wine Company Shumi LLC	Shumi	Tamara Begiashvili
Ministry of Education and Science of Georgia	MoESG	Maia Shukhoshvili
National Center for Education Quality Enhancement	NCEQE	Ketevan Kobakhidze or Salome Abramishvili
Wilhelmsen Port Service Georgia LLC	WSS Georgia	Mariam Kiladze
National Forestry Agency	NFA	Nino Tsilosani

At the level of the entire project, the Steering Committee (SC) will be the one to make decisions, and it will be done via a consensus. The SC meetings will be organized at least twice a year. At the LC level, the decisions will be made from the bottom to the top, and on the level of the entire project, from top to bottom. Coordination between the SC and LC will be conducted in English. The stakeholders can participate in meetings as advisors, but will not have the right to make decisions (vote).

After every meeting, the minutes of the meeting will be prepared and draft version will be distributed to partners for the approval. The template for the agenda and minutes of the meeting can be found at the Google Drive of the project.

3. WORK PACKAGES

The project has the following work packages:

No.	WP title	WP leader
1. Management	Project management	UNS
2. Preparation	Research and needs analysis	GIPA
3. Development	Generic Dual Higher Education Model	GTU

	(DUGEOR model)	
4. Development	Creation of Legal and Strategic Framework on the implementation of DHE	UBANS
5. Development	Pilot testing of the generic DUGEOR model	TESAU
6. Quality Plan	Quality Assurance and Monitoring	FHJ
7. Dissemination&Exploitation	Dissemination and Exploitation of Results	BSMA

Each WP has its WP leader. The WP leader is coordinating activities and distributing tasks to other project partners for WP in question. All activities must be finished according to the schedule in the project application.

Description of all work packages, tasks, deliverables and complete application of DUGEOR project can be found in the document " DUGEOR Application Form (Part B SEP) v 2.0". This document is also on the Google Drive of the project.

The focus of all project activities is on the project deliverables (outputs). All deliverables must be finished on time, as declared in the project application. The list of project deliverables with deadlines as separate document can be also found on the Google Drive.

After the finalization of specific project activity, the WP leader is sending the deliverable to coordinator and FH Joanneum for quality control. Afterwards, coordinator is sending the deliverable to other partners for comments and suggestions. At the end, deliverable is uploaded to the project platform and Google Drive.

4. QUALITY ASSURANCE

The quality control and monitoring process will be performed following the conditions and requirements of the project, especially relying on the experience of EU partners during the course of the project, quality control will be carried out according to developed quality and assessment plan. The kick-off meeting at the beginning of the project will assure that all project members will have the same notions about the quality assurance process. They will be in contact with each other and resolve problems about reaching of milestones. All partners will generate and submit internal reports about performed quality control activities. All internal reports will be submitted to Steering Committee, which will generate and submit final report about quality.

Quality plan consists of four activities planned for the entire duration of the project, which will deliver the final outcome of the work package. The purpose of these activities is defining metrics

that will be used to analyse the results of the project, development plan for project quality and assessment control, internal project monitoring and control, external evaluation.

Quality assurance is explained in detail in the document "D6.1 Quality Assurance and Evaluation Plan". This document can be found at the Google Drive of the project.

5. DISSEMINATION

The aim of dissemination is to bring project aims, benefits and results close to participants and stakeholders in the academic as well as non-academic world of the participating countries and beyond. The key goal of this WP is to raise awareness of all stakeholders of benefits of DUGEOR, which should ensure sustainability of project results and initiate development of dual study program in Georgia. Additionally, this will be a possibility to promote development of study programs based on dual education. With help of non-academic partners (the Ministry of Education and Science of Georgia, National Center for Educational Quality Enhancement of Georgia and industrial sector), wide range of stakeholders will be reached with our dissemination activities and products. This WP starts with project's visual identity (project logo, motto and web site). Further on, different kinds of activities are considered: social media sites, participation at education fairs, presentations of specific model of dual education to college students, etc. The final dissemination report is to be prepared in last stages of the project. At the end, final conference will be organized with the aim of demonstration of achievements of the project and working out plans for the sustainability of project result.

Dissemination is explained in detail in the document "D7.1 Dissemination and exploitation plan", including the visual identity of the project. This document and templates for the reporting, logo of DUGEOR, logo of European Commission and disclaimer can be found at the Google Drive of the project.

6. MEETINGS

Preparation of the meeting

The time and location of the meeting must be decided at least two months before the meeting if it is international, and two weeks if it is on the national level.

The room for the meeting must have internet connection and media equipment.

Necessary documents

Before the meeting:

- Agenda – it must be sent to all participants at least three weeks before the meeting. Agenda includes the time and place of the meeting, contacts from the host, and link for online participation if necessary.
- Travel list, if it is international meeting (list of all participants coming to the meeting). The cost is asking all partners to fill out the list before the meeting.
- Attendance list (all participants are signing the list during the meeting)

After the meeting:

- Report about the meeting developed based on the template.
- The minutes of the meeting, if it is Steering Committee meeting or Local Committee meeting. Minutes for SC will be prepared by coordinator, while in the case of LC prepared by the host institution.
- Presentation of all presenters at the meeting.
- Feedback survey about the quality of the meeting (conducted by FHJ)

After the meeting, the host is sending the pdf version of attendance list to all participants, and sending the information to BSMA for dissemination on website, social networks, and in media.

All documents related to the meeting must be sent to the coordinator (UNS). The coordinator will upload all documents to the Google Drive.

All documents must be in line with the data protection regulations.

The templates of all documents can be found and downloaded from the Google Drive of the project.

7. REPORTING

Every partner is in obligation to submit the reports to coordinator, as stated in the Article 7 of the Consortium Agreement. The following table is showing the time frame of reporting during the project lifetime:

Reporting period:	From-To	Deadline for submission of the partnership reports by the beneficiary to the

		coordinator
The 1 st reporting period	1/1/2023-30/6/2023	10/7/2023
The 2 nd reporting period	1/7/2023-31/12/2023	10/1/2024
The 3 rd reporting period	1/1/2024-30/6/2024	10/7/2024
The 4 th reporting period	1/7/2024-31/12/2024	10/1/2025
The 5 th reporting period	1/1/2025-30/6/2025	10/7/2025
The 6 th reporting period	1/7/2025-31/12/2025	10/1/2026
The 7 th reporting period	1/1/2026-30/6/2026	10/7/2026
The 8 th reporting period	1/7/2026-31/12/2026	29/1/2027

Deadlines for submission of the final report are the following:

Type of the report	Deadline for submission of the report by the coordinator to the EACEA	Deadline for submission of the report by the beneficiary to the coordinator
Final report	60 days after the end of the contractual period	29/01/2027

For every reporting period, the following reports must be submitted:

- DUGEOR Financial Statement.xls
- DUGEOR Dissemination Report.docx (submitted to UNS and BSMA)
- Internal QA report (submitted to UNS and FHJ)

The file "DUGEOR Financial Statement.xls" is the overview of the grant management and all costs occurred during the reporting period. The partner must fill out the worksheet "Reporting". UNS will check the submitted report and after corrections, if necessary, the report will be added to the same document for the whole consortium.

The file "DUGEOR Dissemination Report.docx" is the overview of all dissemination activities of the partner during the reporting period. The coordinator will upload the dissemination activities to the project portal.

Internal QA report is the document prepared by FHJ, for QA monitoring of all activities.

The templates for the reporting ("DUGEOR Financial Statement.xlsx", "DUGEOR Dissemination Report.docx, and Internal Quality Report) can be found at the Google Drive of the project.

Each partner institution will assign one person (project manager / financial manager) who will be responsible for monitoring work activities and financial implementation, as well as preparation of Interim Report and Final Report. Interim Report (IR) will be submitted halfway through the project period. IR will include information on the implemented project activities, achieved planned results, used resources, as well as possible changes to those plans and diversion of resources to the remaining duration of the project. Upon completion of the project, Final Report (FR) will be submitted with the final results of the project, information and report on used financial resources and funds spent the contribution of each participant in the project and suggestions for further development in order to achieve sustainability of the project results.

8. THE BUDGET

The budget of the project is uploaded to Google Drive.

Transfer of the grant in installments from coordinator to project partners is defined in the Consortium Agreement.

For the transfer of the installment, each partner must send the following documents to the coordinator:

- Annex II (Request for payment)
- Instructions from the bank (with the memo of the bank, or with the signature and stamp from the bank) – only for the first installment, and only by email.

The partner will send the Word version of the document by email to coordinator, and after the approval from the project office of UNS, the partner will send the Annex II by regular mail.

Information in all documents for the transfer of the installments must be identical with the information in the Consortium Agreement, to the letter: name and address of the partner institution, name and address of the bank, name of the signatory, amount. In the case of any change, the partner institution must send official letter and proof about the change of the information.

The budget must be spent only according to the project proposal and the budget submitted to EACEA. In the case of any change, the coordinator must be consulted, while coordinator will consult project officer of EACEA if necessary, and ask for the approval.

All costs must be reported to coordinator through submission of the document "DUGEOR Financial Statement.xlsx" at the end of the reporting period. Supporting documents will be sent

to coordinator only if the coordinator specifically asks for it. The template "DUGEOR Financial Statement.xlsx" can be found on the Google Drive.

All the costs must be justified in accordance with the national legislation of the partner institution. There are four types of costs:

1.Travelling costs

For a specific trip, each partner has at disposal the budget for traveling expenses (tickets for airplane, train, taxi, car, etc.), for accommodation, and for subsistence costs, for specific number of project team members. For one person, it is possible to transfer the funds from one category to the other in the case of, for example, expensive airplane tickets and to cover the expenses from the budget for accommodation and subsistence. It is not possible to cover the expenses of one travelling team member from the budget of the other team members by sending one person on the trip instead of two or three.

The supporting documents from the trip must be scanned and archived.

2.Equipment costs

The equipment must be obtained through public purchase, in accordance with the national regulations. The supporting documents must be scanned and saved.

Every item of the equipment must have the stickers with the logo of the project and European Commission. The pictures of all items, with the stickers, must be saved.

The report about the purchase of the equipment must be prepared by all Georgian universities.

3.Staff costs

Behind every staff cost must be a proof that the work has been done (report, presentation, and other supporting documents).

It is not possible to spend the budget from other categories to staff costs.

4.Subcontracting costs

The budget for subcontracting can cover the cost of activities not performed by project partners, where project partners do not have capacities to do the activity. For example, printing, certified translation, external expertise, promotional material, etc.

The subcontracting must be done in accordance with national legislation.

Exchange rate

For the purposes of exchange rate calculations, the project partner can use the InforEuro. InfoEuro provides the European Commission's official monthly accounting rates for the euro and the corresponding conversion rates for other currencies.

Follow the link:

https://commission.europa.eu/funding-tenders/procedures-guidelines-tenders/information-contractors-and-beneficiaries/exchange-rate-infoeuro_en

9. DATA PROTECTION

Personal data are all data that are personally available to you, e.g. name, address, e-mail addresses and user behavior (information relating to an identifiable natural person (Article 4 (1) of the EU General Data Protection Regulation (EU-GDPR)).

According to DUGEOR Grant Agreement, "The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/6791).

The beneficiaries must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the data

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement."

To ensure compliance to data protection legislation, personal data:

- will only be used for the purpose of conducting the project, to the exclusion of other applications, in particular for commercial purposes;
- will not be disclosed, distributed, transferred or licensed to a third party, for any purpose whatsoever, without prior written authorisation from the supplier and in accordance with the authorisation/declaration necessary for the transfer;
- will be used and stored in accordance with the applicable legal and regulatory provisions;
- will be returned to the supplier (or destroyed, at the supplier's discretion and without any copy being made thereof) in the event of the withdrawal of the consent or the exercise of the opposition right of the person which would be communicated by the Supplier to the Recipient;
- will be stored exclusively on the premises of the recipient within the performance of the project and only used on the premises of the Recipient or under its direct responsibility








and with the same degree of security that applies to its own Personal Data.

10. GOOGLE DRIVE

Google Drive is a virtual location (cloud), where the most important documents about the project will be placed. Each partner has at least one person with an access to the Google Drive of the project, but only coordinator can upload the documents. The idea is to avoid confusion about the content of the drive.

The partners can send the documents to the coordinator, and coordinator will place the documents on the drive.

The picture shows the folders on the Google Drive:

Name	↑
	00 DELIVERABLES
	00 REPORTING
	00 TRAVELS AND MEETINGS
	Basic elements
	Visual identity, templates
	D1.3 Project Management Handbook v2.0.doc 

The content of the folders is the following:

- 00 DELIVERABLES – The copies of all deliverables uploaded at the project platform.

- 00 REPORTING – Contains folders for each reporting period, and for each partner institution. There is a separate folder for the purchase of equipment for Georgian universities. In addition, the templates of reporting documents are there.
- Basic elements – Project application form, Grant agreement, budget, list of deliverables, consortium agreements, etc.
- Visual identity, templates – Logo of the project, logo of European commission, templates of all documents (agenda, official letter, reports, travel list, etc.).

The last copy of the Project Management Handbook will be also available at the Google Drive.

11. PROJECT PORTAL (Project continuous report)

Project portal serves for the monitoring of the project activities by EACEA, and for the communication between project consortium and EACEA.

The following picture shows the main page of the project portal:

The screenshot displays the 'RESEARCH & INNOVATION Grant Management Services' portal. The user is logged in as 'Mirko Savic'. The main content area is divided into two sections:

- Consortium Requested Amendment (AMD-101081771-3):** Shows a progress bar with stages: Launched (22 Mar 2023), Prepared, Submitted, Admissible, and Decision. A 'Cancel amendment' button is visible. Below the progress bar, there is a '+ Amendment - AMD-101081771-3 to validate' entry with 'Unlock to draft' and 'EU Review' buttons.
- Continuous Reporting (101081771 - DUGEOR):** Shows a progress bar with stages: Started (01 Jan 2023) and Completed. Below the progress bar, there is a '+ Continuous reporting data' entry.

On the left side, under 'MY PROJECT', there is a sidebar with project details: Call: ERASMUS-EDU-2022-CBHE, Type of Action: ERASMUS-LS, Acronym: DUGEOR, Current Phase: Grant Management, Number: 101081771, Duration: 48 months, GA based on the: Erasmus Lump Sum MGA – Multi & Mono - 1.null, Start Date: 01 Jan 2023, Estimated Project Cost: €0.00, Requested EU Contribution: €868,991.00, Contact: Rosalba NARDELLI. Below this are buttons for 'Latest Legal Data', 'Active Processes', 'Document Library', 'Communication Centre', and 'Archived Processes'. At the bottom, there are links for 'H2020 ONLINE MANUAL', 'ONLINE MANUAL', and a 'HOW TO' button.

In order to better understand how the portal and continuous reporting work, please read the online manual, or click on the "HOW TO" option, in the bottom left corner.

The main part of the portal is "Continuous reporting" module. The following picture shows the content of the module:



The portal and "Continuous reporting" module will be administered by coordinator, but all partners have an access to the portal. This enables them to follow the project activities and communication with EACEA.

In the case of any strange activities on the portal, or missing documents or information, please inform the coordinator immediately.

12. Important notes on addressing, payment instructions and legal signatory

The name of the partner institution, the address, details of the bank and legal signatory of the partner must be the same in all documents:

- Consortium agreement
- Annexes
- Financial identification form
- Payment instructions (issued by the bank, with the memo of the bank)

The information must be 100% the same in all documents mentioned above!

For example, if in one document the address is "Radetzky strasse 15", it is **unacceptable** to write in other documents "Radetzky str. 15". Also, if in one document the name of the institution is "FH JOANNEUM GESELLSCHAFT M.B.H", it is **unacceptable** to write in other document "FH JOANNEUM G.M.B.H." or "FHJ GMBH".

If the address where you wish to receive the mail is different from the address in the Consortium agreement and other official documents, please inform the coordinator about the alternative address.

In the case of any change, please send the email to coordinator, with the official letter about the change. The coordinating institution will prepare the annex of the consortium agreement related to the change, and both partners will sign it.

If any of the documents is signed by someone else, but not by the legal signatory, please send the authorization for the new signatory.