

PEER CIVIC

STRENGTHENING THE CIVIC COMMITMENT OF YOUNG
PEOPLE THROUGH PEER LED INITIATIVE COMMUNITY

Project Management Handbook

PROJECT MANAGEMENT HANDBOOK



This Handbook is prepared during the PeerCivic - project, which received funding from the Erasmus+ Programme – KA3, Support to policy development and cooperation – European Youth Together under grant agreement no **101131845 – 949131033**. The content of this document reflects the authors' view and the European Commission is not responsible for any use that may be made of the information it contains

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LIST OF ACRONYMS



- **PMH - PROJECT MANAGEMENT HANDBOOK**
- **PC - PROJECT CONSORTIUM**
- **WP - WORKING PACKAGE**
- **WPs - WORKING PACKAGES**
- **GA - GRANT AGREEMENT**
- **MOU - MEMORANDUM OF UNDERSTANDING**
- **PCO - PROJECT COORDINATION**
- **PM - PROJECT MANAGEMENT**
- **SC - STEERING COMMITTEE**
- **NGO - NONGOVERNMENTAL ORGANISATION**
- **LO - LEAD ORGANISATION**

CONTENT

ABOUT THE PROJECT

The project aims to bring progress in the youth led development process, pursuing the development of skills among young people from Romania, Italy, Bulgaria, Greece, Spain and Ireland to intervene in the decision-making process through appropriate information and intervention in the dynamics of the candidacy program of future candidates for the European elections of 2024 and continue cooperating with them during the mandate in order to approach direct needs of young people, expressed by them.

Through the project, we are pursuing the civic responsibility of young people not only by reaching a level up of young people's participation in voting, but especially by getting involved in the public consultation actions initiated by the candidates for the European elections and during their mandate when they put in practice actions directed to support youth sector development. Through a methodology of the peer led initiative type, it is aimed to assume the role of participatory intervention in the debates regarding the development plan of the European youth sector, the young people going to provide a cooperation framework between themselves and the future decision-makers, regarding the youth policies assumed by the European Strategy of Youth 2019-2027.

EXECUTIVE SUMMARY

- **Objectives of the Project Management Handbook (PMH)**
 - increase partner's understanding of the project management process
 - creation of a working framework for the partners, with procedures and steps to follow during the 24 months
 - successful implementation of the project
 - establishing the steps to follow regarding the role and involvement of different adjacent actors such as young beneficiaries, youth workers, local stakeholders, decision makers, non-governmental organizations, etc. Setting out the roles and responsibilities of each actor
- This Project Management Handbook takes into account both the **implementation stages and the technical elements** such as: project duration, legislative aspects by reference to the legislation of the partner countries, safety and security, aspects of professional ethics, aspects regarding decision-making transparency, aspects regarding the administrative and organizational elements that to comply with the standards in force, the coordination system of the project.
- Starting from the analysis of the implementation stages, correlated with the objectives and indicators of the project, this PMH establishes clear **implementation directions** to increase the efficiency and quality of project management.



ROLE OF THE PROJECT MANAGEMENT HANDBOOK

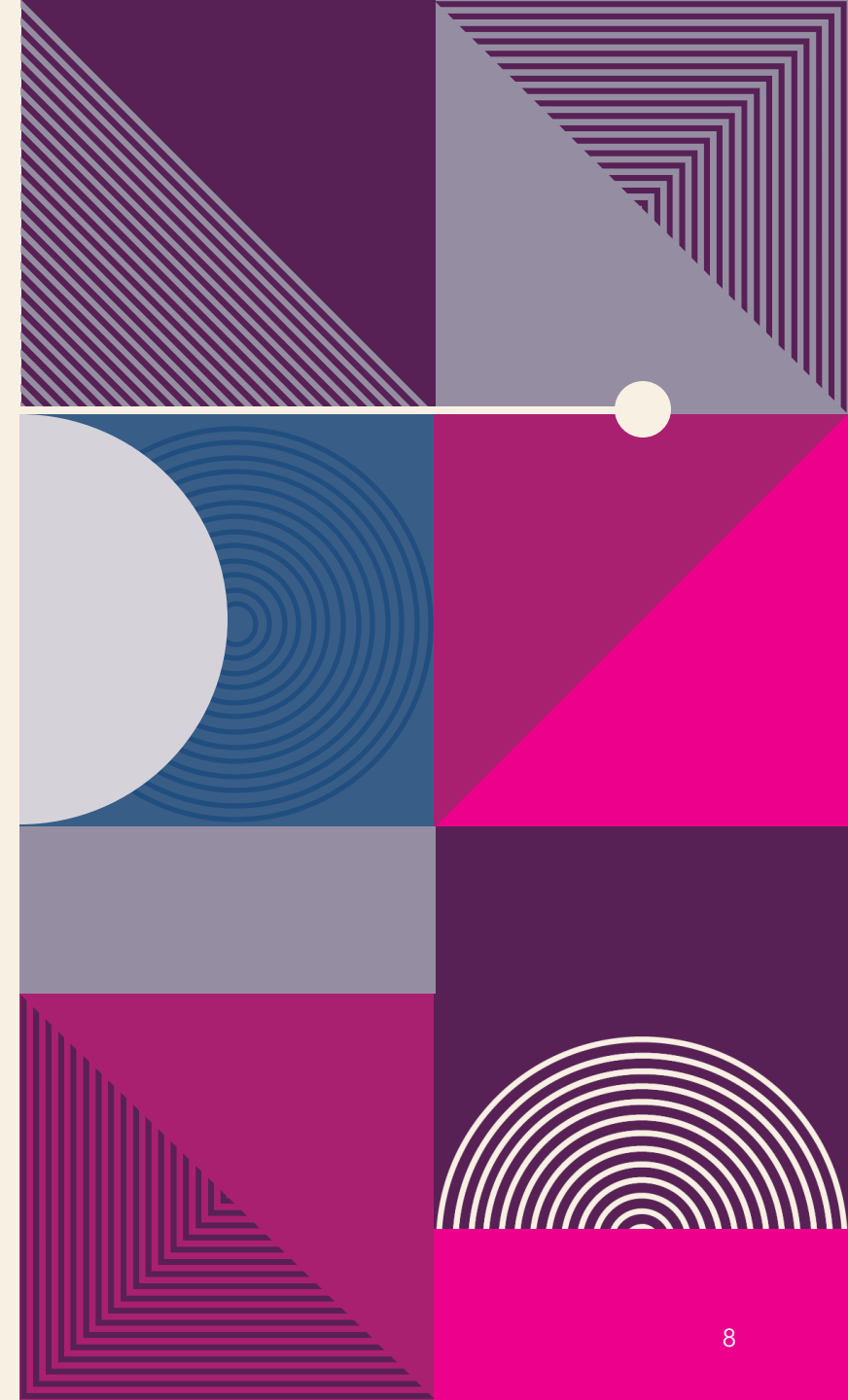
PMH ROLE

It provides a useful implementation context

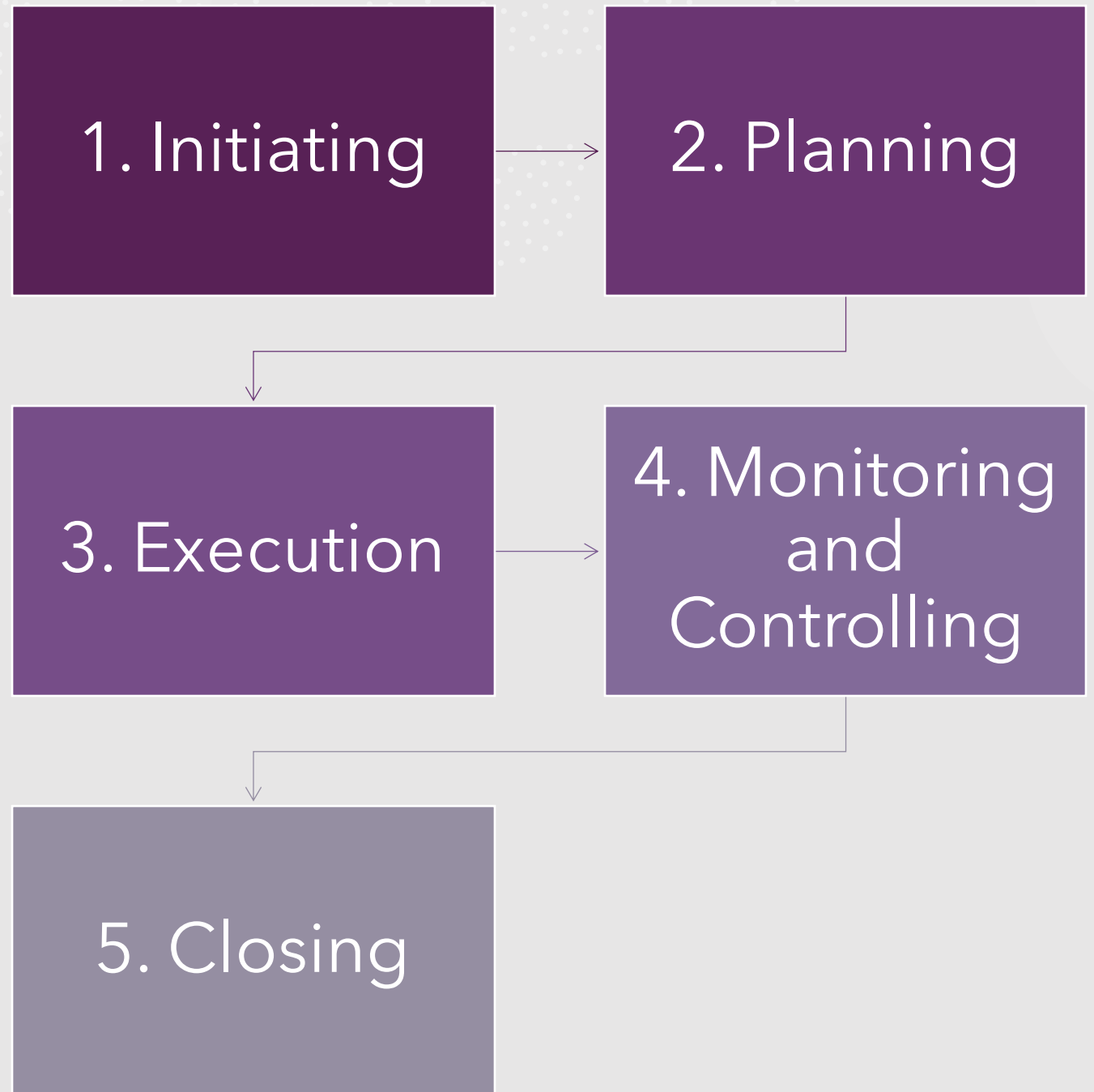
Is flexible and has a practical character, with easy applicability

Provides effective indications in implementation

Provides working tools and monitoring indications regarding general management aspects



IMPLEMENTATION STAGES OF THE PROJECT



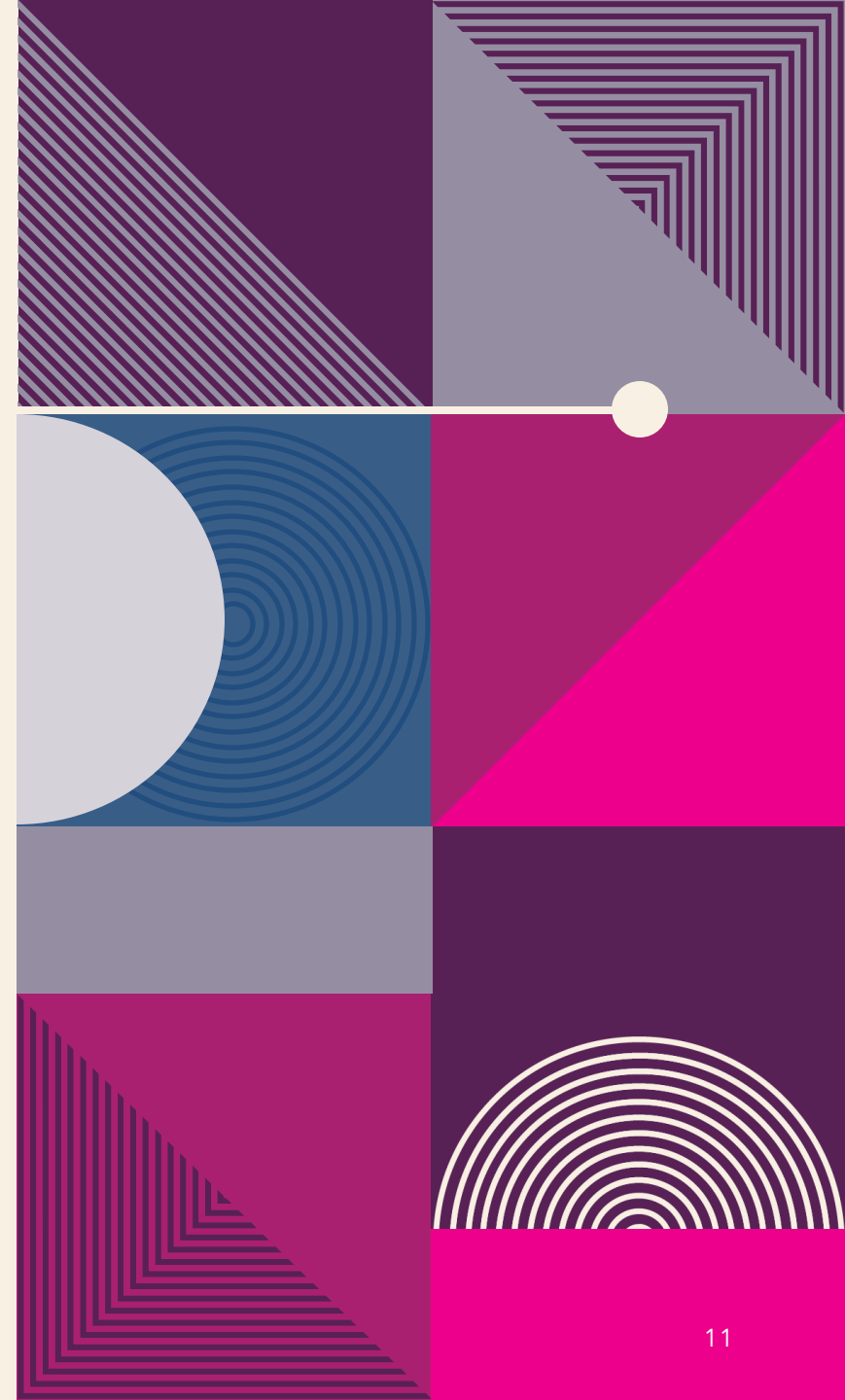


PROJECT CYCLE

THE **PROJECT CYCLE** IN THE PEER CIVIC CONTEXT

1. CONCEPTUALIZATION

This phase was developed in the creation of the application form, by referring to the specific context of each community regarding the situation of young people and their need to reach a higher level of understanding of the principles of democracy



THE PROJECT CYCLE IN THE PEER CIVIC CONTEXT

2. ACTION PLANNING AND MONITORING (WP)

With the division of responsibilities for each WP, an action plan with milestones and deliverables, with deadlines, was created.

Each WP lead partner has created and provides you with:

- The action plan with indicators and deadlines
- Working tools
- WP centralization tools from each lead partner
- Impact assessment and validation tools

THE PROJECT CYCLE IN THE PEER CIVIC CONTEXT

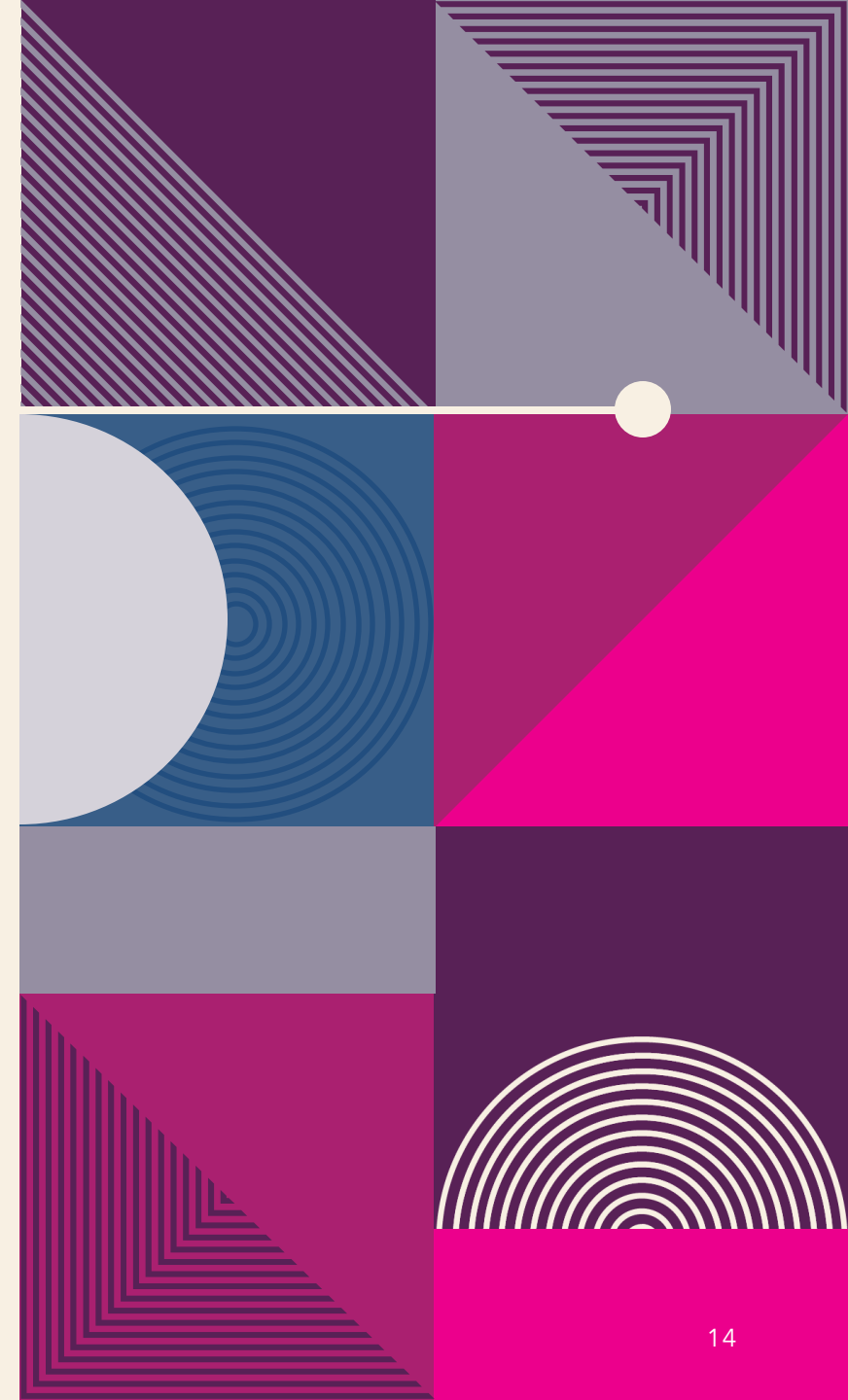
3. IMPLEMENTATION

it is a result of the efficiency of the first stage, which, once the directions and work tools are established, will flow smoothly.

Lead partner actions for each WP in implementation:

- Monitoring the fulfillment of indicators and the realization of activities
- Informing the partners in a timely manner regarding the new implementation directions
- Collection of tools applied by each partner in the activities related to WP managed
- It carries out its own evaluation and update of the risks that it transmits to the CO to adjust in the management platform
- Organizing additional meetings depending on the need, with all PCs or with an individual partner depending on the stage of the need

THE PROJECT CYCLE IN THE PEER CIVIC CONTEXT



3. IMPLEMENTATION - CONTINUING...

- Ensures the promotion and dissemination directions related to the managed WP activities
- Collecting and analyzing feedback through the tools created by the lead partner, centralizing and reporting them
- Collection of implementation evidence
- Manages the obstacles in implementation and reports them to the LO

THE PROJECT CYCLE IN THE PEER CIVIC CONTEXT

4. ANALYZING, ADAPTING AND USING

The successful implementation of the project will lead to obtaining results with wide applicability, which can be used in the future as such or adapted, ensuring its sustainability.

This stage will have clearly defined target groups for each WP, made by the lead partner, and incorporated by the WP intended for dissemination within the strategy created within the related WP

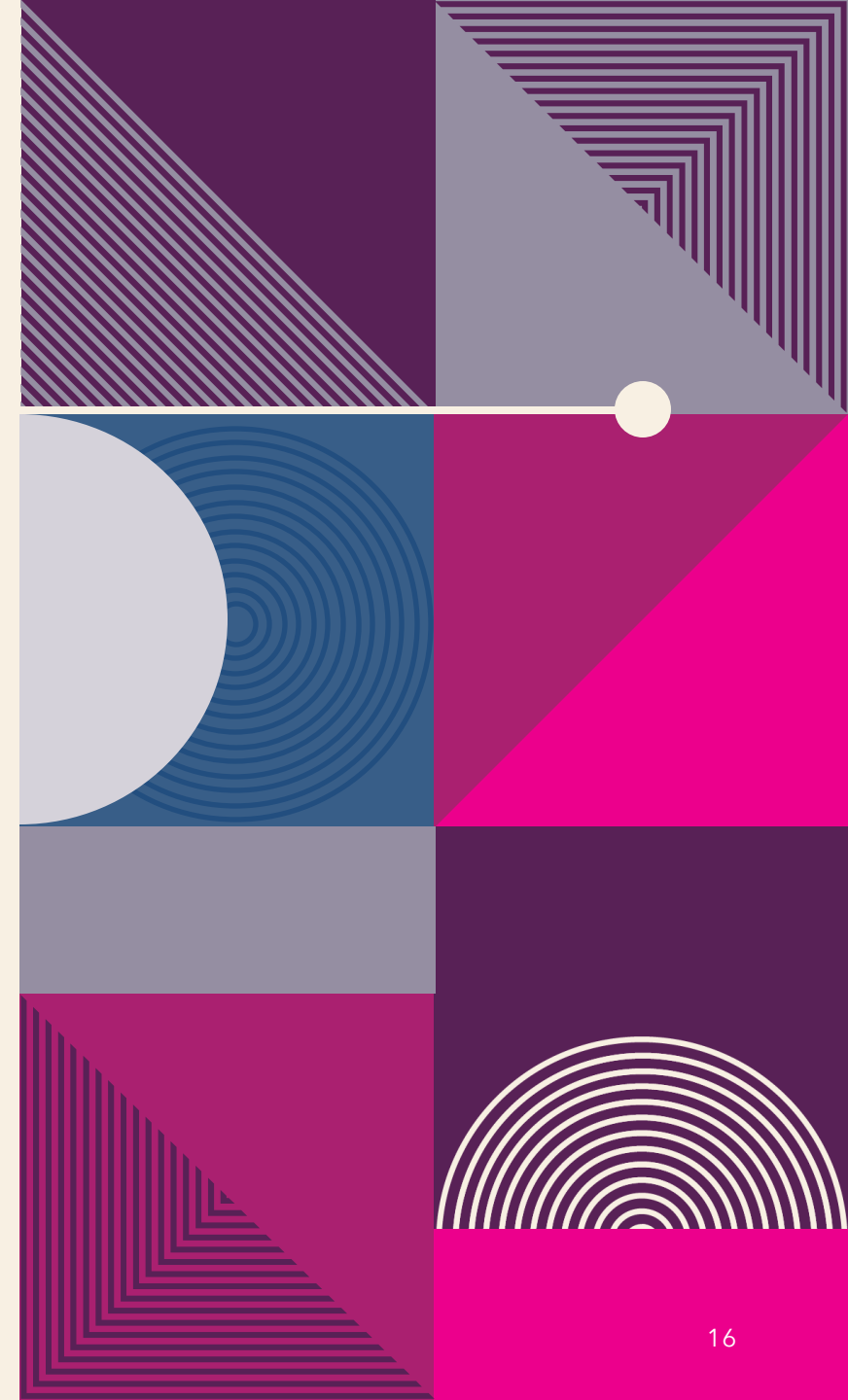
THE PROJECT CYCLE IN THE PEER CIVIC CONTEXT

5. CAPTURING AND LEARNING

At the end of the project or work package, one goal is to acquire more knowledge and skills at all levels: individual, group (consortium), organizational and public.

The purpose of this stage is to incorporate the learning outcomes and produce the anticipated changes within the application form, which will be counted and reported by the lead partner of each WP.

Each WP will have long-term applicable learning outcomes, which will be the subject of a project quality assurance report.



Phase of the project	Things to relate to...
Initial and planning	<ol style="list-style-type: none"> 1. why was developed the project (goal) 2. Possible partners to be involved from local community 3. Objectives and results 4. Organisational resources involved/need it
Implementation	<ol style="list-style-type: none"> 1. Most relevant activities for the efficient implementation and impact 2. Organisational capabilities and staff's background 3. Way of engagement of stakeholders
Monitoring	<ol style="list-style-type: none"> 1. Way of monitoring the implementation of activities 2. Instruments created to evaluate, with clear methods and indicators 3. Quality assurance reports format
Capture and end learning	<ol style="list-style-type: none"> 1. Progress in achieving the results and ways to reschedule if not achieved 2. Progress in competencies acquired (constant evaluated) 3. Impact of sharing the results

TOOLS OF THE PROJECT MANAGEMENT



TOOLS OF THE PROJECT MANAGEMENT

IN ORDER TO ANALYZE AND EVALUATE THE EFFECTIVE MANAGEMENT OF THE PROJECT, THE INFORMATION REGARDING THE RESULTS WILL BE TAKEN THROUGH 3 MAJOR DIRECTIONS:

1. Quantitative by intern reports of PC
2. Quantitative at the level of implementation by referring to progress in working
3. Qualitative by reporting to the changes produced

MONITORING AND PROGRESS REPORTING

PROCEDURE

DUE TO THE FACT THAT THE PROJECT HAS A LONG LIFE, AN EVALUATION AND SUCCESS MONITORING STRATEGY WILL BE DEVELOPED UNDER WP5

1. Each major activity completed will be closed with an selection form collected by the lead partner of the WP
2. All forms will be collected and addressed in the progress reports in M6, M12 and M24
3. The lead partner of the WP5 of evaluation will create the final monitoring and centralizing report
4. The same lead partner will create and share the evaluation templates and forms according to the curve of implementation for the entire project



RISK MANAGEMENT

RISK MANAGEMENT

RISK REGISTER TOOL

In M1 was created under WP1 the Risk Register Tool having the structure:

- **Description of the risk**
- **Relation with WP corresponding**
- **Mitigation Action**

The Risk Register Tool is duplicated in SyGMA and will be updated by each WP lead partner as situation will occur using the template from G Drive.

The Risk Register will be updated after discussions and decisions in the PC.



LEVELS OF THE MANAGEMENT RISK MANIFESTATION

1. At the strategic level: refers to the relationship between the members of the consortium and the working environment between them, being the responsibility of the partners to solve the potential risks and to produce mitigation actions

2. At the tactical level: refers to the contribution of the partners to achieve the objectives and is the responsibility of the project coordinators (managers/leads) to solve and mitigate the potential risks

3. At the operational level: refers to the fulfillment of tasks related to each WP and it is the responsibility of each WP coordinator to solve and mitigate potential risks

CONFLICT APPROACH

Conflicts are very likely and they can manifest frequently considering the causes of manifestation such as:

- Aspects related to the internal organization of each partner and the division of tasks in the teams/partner where delays, ambiguities or errors may appear
- Cultural aspects and potential language barriers
- Different work styles
- Agendas with times that are not always to everyone's liking
- Internal working procedures of partners that are different from one partner to another

CONFLICT PREVENTION:

- Methods of communication and cooperation included in the work procedures and in this PMH
- Emphasis on constructive, solution-oriented discussions
- Identifying the reasons and their individual approach
In situations of conflict, the project board, coordinated by the project coordinator, will opt for the start of discussions related to the situation and its immediate approach, thus avoiding the increase of the conflict.

CONFLICT RESOLUTION METHODS:

- Frequent discussions, even on a daily basis, until a solution is reached
- Negotiations and constructive compromise between the people involved in the conflict
- Bilateral meetings in partnership
- Information and decision-making materials addressed to the steering committee
- Decisions of the steering committee
- Monitoring the implementation of the decision



STEERING COMMITTEE

STEERING COMMITTEE

The decision-making mechanism of the Steering Committee is composed of:

- Project Leader (PL) who works in direct cooperation with Local Project Leader (LPL) appointed by each partner to manage cooperation within the project;
- PL and LPL represent the chairman of the project.
- Financial Leader (FL) who works in close cooperation with Local Financial Leaders (LFL) designated by each partner for the financial management of the project;
- Quality Assurance Leader (QL).
- A Cooperation Leader (CL) will also be appointed at the Steering Committee level.

STEERING COMMITTEE

At SC level, decisions will be taken through the mechanism of democratic voting. Each partner will appoint a person for these positions.

1. Project Leader (PL) having the role of managing the management and coordination activity, ensuring the staged progress of the project; is responsible for the efficiency and correctness of the planning, implementation and monitoring of the entire activity plan, having a permanent and efficient collaboration with the LPL from each partner
2. Local Project Leaders (LPL) responsible for the good implementation of the project at the local level and for ensuring the transnational cooperation of the project
3. Financial Leader (FL) is responsible for the financial aspects of the project, for budget purchases both locally and transnationally; ensures good financial management in accordance with the initially planned budget, having the role of solving unforeseen budgetary aspects and resizing the budget allocation in accordance with them
4. Local Financial Leaders (LFLs) are responsible for financial acquisitions and preparing budget reports at local level, working in close cooperation with FLs
5. Quality Assurance Leader (QL) is responsible for quality assurance and evaluation of the social impact and learning achievements of the project.
6. The Cooperation Leader (CL) does not have a decision-making role but only a consultation role, having the task of ensuring good cooperation and communication within the consortium.

STEERING COMMITTEE CREATION

- Fill and sign and upload scanned the “declaration template for consortium” renamed with the country name in the drive folder https://drive.google.com/drive/folders/1EJK1yRz_Yk4c8V2bdb6QJ1IyqLhz_w74q?usp=drive_link
- Fill the xls document named “Project consortium” with contact person for the project – *will be updated if occure changes during the project*
- Fill the doc named “steering commitee” with the composition from your organisation with same people appointed in the “declaration for consortium”
- Fill the document named “Steering Committee Set up & Settlement” and sign by each partner organisation and upload in the drive link https://drive.google.com/drive/folders/1aqW4Wwr533pPzGjY2mYtbeRMzT_SY_LFc?usp=drive_link

PARTNERSHIP AGREEMENTS

CONTAINS

- Parties to the agreement
- Subject of the agreement
- Duration of the agreement
- Obligations of the parties in the project (Coordinator and Co-Beneficiary)
- Financial aspects and amounts, methods of payment
- Data protection requirements
- Intellectual property rights
- Publishing conditions of visibility of EU funding
- Communication between parties
- Reporting periods
- Applicable law requirements
- Liability, ethics and confidentiality
- Amendments
- Signatures

PARTNERSHIP AGREEMENTS

PROCEDURE

- The agreements are created by WP Lead and sent for consultation and signature
- The final format with signature - uploaded in the drive folder
- For the agreements, for GDPR reasons, the agreements have separated folders with individual access per partner



COMUNICATION DURING THE PROJECT

IMPLEMENTATION TOOLS ASSOCIATED TO PCO

COMMUNICATION DURING THE PROJECT

The purpose of the communication and associated procedures is to guide the team members to understand the level of implementation, needs and support, what has been achieved and what needs to be improved, progress and impact, the development of follow-up plans, thus ensuring a successful implementation.

Communication in the project will be:

- Internal communication
- External communication

1. INTERNAL COMMUNICATION

Internal communication is the key to a good implementation of the project and the fulfillment of the objectives. It is carried out through methods decided in the consortium and adopted as such, with the members of the project team as the target group

Who benefits from information at the PC level?

- The team of each partner for a quantification of the progress in implementation
- WP leaders need information on managed WP
- WP leaders need information related to the progress of other WPs
- Stakeholders involved in the direct implementation relationship need information on organizational aspects
- The CO needs information through templates to be filled in, which he sends to the PMC periodically



TOOLS OF INTERNAL COMMUNICATION:

1. Email between consortium members for the transmission of situational information. The preferred addresses used were sent by the partners in the first online meeting.

- To facilitate email communication, Google Groups will be created with the addresses mentioned by each partner and its applicability and use will be discussed in the kick off meeting

2. Online consortium meetings decided every second Wednesday of every month, except for the months of physical meetings

- Each meeting will have:
 - an agenda sent at least 3 days before with the meeting link by the LO
 - a minute of the meeting, archived in the Google Drive "Management" section



TOOLS OF INTERNAL COMMUNICATION:

3. Teleconferences depending on the situation, with prior notice

4. Bilateral video conferences in situations involving only 2 partners

5. Financial meetings with the involvement of only FL depending on the situation

6. Transnational project meetings

- Kick off - M2
- Progress meeting - M12
- Evaluation meeting - M24

The meetings will have:

- Agenda
- Prepared materials according to the type of visit, decided in the consortium
- The minute
- Presence list
- Evaluation form
- Certificate of attendance from the eacea template



TOOLS OF INTERNAL COMMUNICATION:

7. Progress reports - completed in M6, M12, M24 by each partner, using templates from Google Drive in the "WP1" section

8. Implementation reports associated with WP led, at the end of the project, which will contain all the aspects encountered in the implementation, in a format created and transmitted by the LO and agreed in the PC



TOOLS OF INTERNAL COMMUNICATION:

9. Google Drive

- The entire archive of the project will be made in the drive, in the folder named "EYT Peer Civic General" where there will be sections associated with the aspects of the constitution of the consortium and the transnational visits for their easier identification, as well as separate folders for each WP where each lead partner will manage the respective folder in accordance with the activities, tasks, deliverables and milestones, specific actions of the WP. Each partner is responsible for the managed folder
- All project materials are sent directly to the drive and the partners have constant access to them, avoiding sending them by email
- Each partner will send an email address used for access to the drive and will ensure that no one else can access the accounts, so that we avoid the appearance of errors or suspicions of the transmission of information

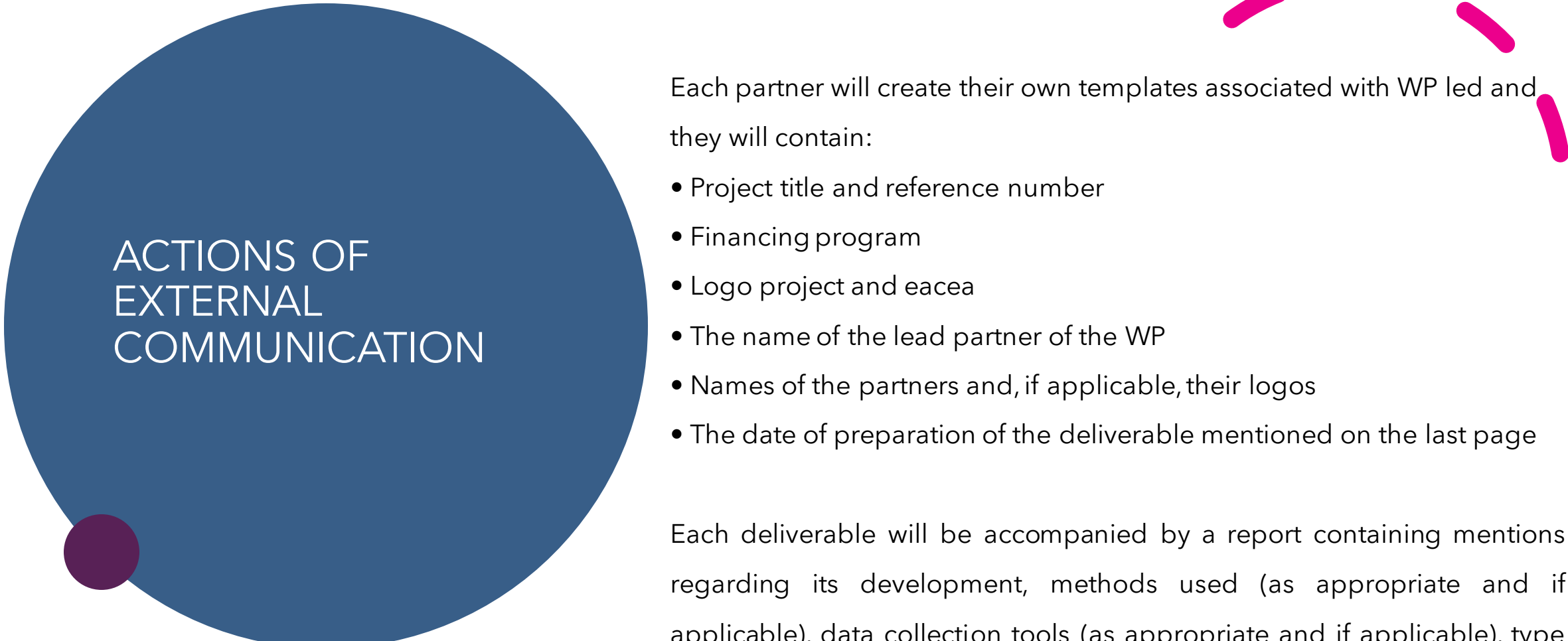
TEMPLATES USED FOR DELIVERABLES

- Each partner will create their own templates associated with WP led and they will contain:
 - • Project title and reference number
 - • Financing program
 - • Logo project and eacea
 - • The name of the lead partner of the WP
 - • Names of the partners and, if applicable, their logos
 - • The date of preparation of the deliverable mentioned on the last page
- Each deliverable will be accompanied by a report containing mentions regarding its development, methods used (as appropriate and if applicable), data collection tools (as appropriate and if applicable), type of document (public, sensitive, etc.), executive summary and conclusions
- If any deliverable will contain information taken from different sources, will be indicated the sources of the information creator

2. EXTERNAL COMMUNICATION

External communication or dissemination refers to the sharing of relevant information related to the project and its results, including a summary of the project's purpose and the direction of drawing attention to the context from which the project started.

Correct and efficient dissemination is essential in projects, being a contractual component.



ACTIONS OF EXTERNAL COMMUNICATION

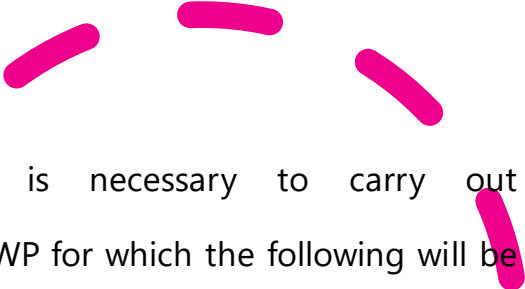
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PLAN OF EXTERNAL COMMUNICATION



Considering the duration of the project, it is necessary to carry out a **Dissemination Strategy** carried out in the related WP for which the following will be established:

- Objectives
- Target groups
- Dissemination sources of partners
- The periods and intensities of the dissemination actions depending on the implementation curve of the activities
- Templates to be used unanimously by all partners
- Reports to be completed according to the curve of implementation and dissemination actions, collected by the lead partner of the corresponding WP for dissemination, which will also contain a centralizer of the impact of dissemination activities



PLAN OF EXTERNAL
COMMUNICATION IS
FOCUSED ON:

Target groups: who are the groups targeted by dissemination actions?

Dissemination information: what do we want to convey as a message during dissemination?

Tools: by what means will we disseminate?

Channels of dissemination: what are the channels and sources of dissemination?

Period: during which period will the messages be communicated and what is the intensity curve?



TOOLS OF EXTERNAL COMMUNICATION

1. Dissemination materials - which are products/results of the project that will follow the common template format and that will contain the logo and financier

They will be disseminated according to the Dissemination Strategy aimed at the target groups and use the minimum sources declared in the strategic plan

2. Dissemination actions - inserting relevant information about the project in activities such as workshops, conferences, other activities with target groups interested in the subject, emphasizing the sources of accessing the project results.



RULES OF EXTERNAL COMMUNICATION

- Ensuring the visibility of the EU and the financing program
- Use templates delivered by WP related to external communication actions (dissemination)
- Point out how the results are relevant for the target groups and why it is important to consult the resulting materials
- To have an accessible and digitized content
- To have the consistency to be taken over by relevant stakeholders and decision-makers



ETHIC ASPECTS

SAFETY AND SECURITY



ETHIC ASPECTS

FOR ANY RETRIEVAL OF PERSONAL INFORMATION, CONSENT TO ITS USE WILL BE REQUESTED

THE INFORMATION WILL BE ARCHIVED ACCORDING TO THE PARTNER'S INTERNAL REGULATIONS REGARDING THE PROTECTION OF PERSONAL DATA

PERSONAL DATA IS ANY INFORMATION RELATING TO AN INDIVIDUAL, WHETHER IT CONCERNS HIS OR HER PRIVATE, PROFESSIONAL OR PUBLIC LIFE

THE ACTIVITY PARTICIPANTS (YOUNG PEOPLE AND YOUTH WORKERS) WILL BE PRESENTED WITH THE CODE OF CONDUCT OF THE ACTIVITY CREATED IN WP3

SAFETY AND SECURITY

STEP 1: Follow EU, national and own organisational guidelines and procedures

STEP 2: Follow the national safety and security regulations (e.g. information provided by governmental authorities)

STEP 3: Always conduct a risk management assessment beforehand by analysing the situation with use of security situation awareness reports

STEP 4: Consult Security Advisory Board and Project Security Officer

STEP 5: In cases where decisions are needed regarding security concerns, please contact the Steering Committee or the Project Coordinator

Source: <https://core.ac.uk/download/pdf/80993772.pdf>



ADMINISTRATIVE ASPECTS - AMENDMENTS

CHANGES THAT INVOLVE AMENDMENT

- Change of the legal entities, legal names or details
- Change of the project coordinator
- Transition of rights and obligations, totally or partially
- Change of the eligibility period
- Significant change of activities structure (Annex I)
- Extension of reporting periods
- Extension of deadlines of deliverables
- Financial changes
- Changes related to any suspensions from eacea

CHANGES THAT NOT REQUIRE AMENDMENT

- Transfer of activities inside the PC by notification in the platform
- Changes related to mistakes in costs calculations
- Change in accounting system
- Change of steps of implementing the activities or deadline that do not affect the final deadline of an main activity



CONCLUSIONS

THE PROJECT MANAGEMENT HANDBOOK AS TOOL



CONTENT

The procedures covered by the PMH contain theoretical aspects that guide the activity of the partners, which can be adjusted depending on the implementation curve and the situations encountered, with the agreement and joint decision of the PC



ABSTRACT

Our focus is on the beneficiaries of the project, pursuing its fulfillment with maximum efficiency and effectiveness, supporting the general purpose identified in the preliminary research



DESIGN

The design is minimalistic and accessible, with indications from experience, allowing its easy use and consultation during implementation



THANK YOU

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