



**BLUE CAREER CENTRE OF EASTERN MEDITERRANEAN AND BLACK SEA
(MENTOR)**

AGREEMENT NUMBER—EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR

“Blue Careers in Europe”

D1.1.1 PROJECT MANAGEMENT

T 1-1: Administrative and Overall Management (Start: M1, End: M24)

Revision: v2.1

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|-------------------------|---|
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| Abstract | D1.1.1.-Project Management Manual has been developed by OC-UCY within WP1 tackling the issues related to Consortium Coordination, contractual administration, financial management and reporting and EC relations. Accordingly, it describes a common basis for communication among the consortium. It includes a list of important documents to be used by the partners, a description of the MENTOR governance structure, details on the internal communication mechanisms, and relevant aspects of reporting. |
| Keywords | Project Management, consortium coordination, financial management |



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EXECUTIVE SUMMARY

This document represents the Project Management Manual for the project MENTOR. The aim of this deliverable is to describe the mechanisms that will be used throughout the project in order to ensure the Project Management and Administrative requirements of the project and the project outcomes.

The main role of the Coordinator (OC-UCY) is the overall management of the project regarding the administrative issues and the preparation and consolidation of the periodic and annual reports (financial part). The coordinator will assume responsibility for appointing the Project Officer, formulating propositions for possible modifications of the work plan, supervising contacts with all external organisations, delivering all types of reports and deliverables. The Project coordinator will also verify the progress of work according to the project time schedule, monitor resource usage, budget allocation and project cash flow. This task includes scheduling, organizing and reporting (Quarterly management reports, Annual Periodic Review Reports, final report), coordination of information flow, organizing of periodic Project Board meetings for project progress review, decision making and potential conflict resolution. In addition, this task includes establishing and maintaining financial records, coordination of costs submission, preliminary checks of individual costs against known criteria (contractual commitments, progress reports, and delivery of results) and consolidation of cost, follow-up of EC/EASME payments and distribution of partner shares. Finally, within this task the networking management will be also considered to promote the knowledge transfer among existing or new consortia with similar objectives.

This document should be used as a reference by the project coordinator and all project partners.



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1 INTRODUCTION

This document is developed as part of MENTOR (Blue Career Centre of Eastern Mediterranean and Black Sea) project, which is partially funded under the EASME project MENTOR, Grant Agreement EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR.

The Project Management Manual corresponds to Deliverable 1.1.1 of Work Package 1 (WP1) Project Management. WP1 will ensure an optimal coordination and management of MENTOR, guaranteeing the effective implementation of the project activities. The specific objectives of WP1 include:

- Ensure the delivery of the project on time and within the budget.
- Coordinate the advisory, mentoring, educational and scientific orientation of the project.
- Guarantee high-quality standards at all levels and to guarantee the accomplishment of the objectives.
- Ensure that the project maintains its relevance towards the objectives of the program.
- Manage resources, monitor the overall project performance and manage risks, ethics, and contingencies.
- Establish appropriate relationships and communication channels with the funding actors as well as between consortium partners.

This document provides an organized and harmonized set of practical guidelines, procedures and support documents that can be used for optimizing the project implementation. It will be kept up to date as needed throughout the project lifecycle.

This document is to be used by all partners to efficiently develop their individual and collective activities and contribute to the global objective of the project.

After this introduction, the structure of the deliverable is organized in the following sections:

2. Key Documents;
3. Governance Structure;
4. Internal Communication; and
5. Rules for implementing EASME projects.

2 KEY DOCUMENTS

This is the list of key documents that will be addressed all along the project execution:

1) **Grant Agreement** (No. EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR): the contract concluded between the EASME (representing the European Commission) and the beneficiaries under which the parties receive the rights and obligations (e.g. the right of the Commission's financial contribution and the obligation to carry out the research and development work). The Grant Agreement consists of the basic text and annexes, including Annex 1– Description of the action (DoA), Annex II (General Conditions) and Annex III (Budget).

The DoA (Annex 1) is also a key document to be taken into account given that it compiles a specific description of the tasks that will be carried out along the project and the expected results, deliverables and milestones to be obtained.

2) **Consortium Agreement**: the internal agreement signed between the members of the consortium establishing their rights and obligations with respect to the implementation of the action in compliance with the grant agreement. All MENTOR partners have one copy of these documents.

It is important to note that visibility of EU funding is mandatory while promoting project actions. Please always use:

- a. The EU emblem - High-resolution emblems can be found here: https://europa.eu/european-union/about-eu/symbols/flag_en, and
- b. The following text: The MENTOR project is co-funded by the European Union, under the EASME project MENTOR, Grant Agreement EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR.



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The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana.

Please do not use the European Commission's logo!

YES :)



NO :(



More information is available in the [European Commission's guidelines for beneficiaries and other third parties](#).

3 GOVERNANCE STRUCTURE

The MENTOR Governance Structure is illustrated in Figure 1. The composition, the roles, the communication channels, and the responsibilities of all management levels are described below. Specific operational procedures for the Consortium Bodies are described in the Consortium Agreement (Section 5). Reading the Consortium Agreement carefully is thus advisable.

3.1 Management Bodies

Whilst everyone on the project has a responsibility to deliver high quality deliverables and project outcomes, the key project roles in this area are illustrated in Figure 1 and described below.

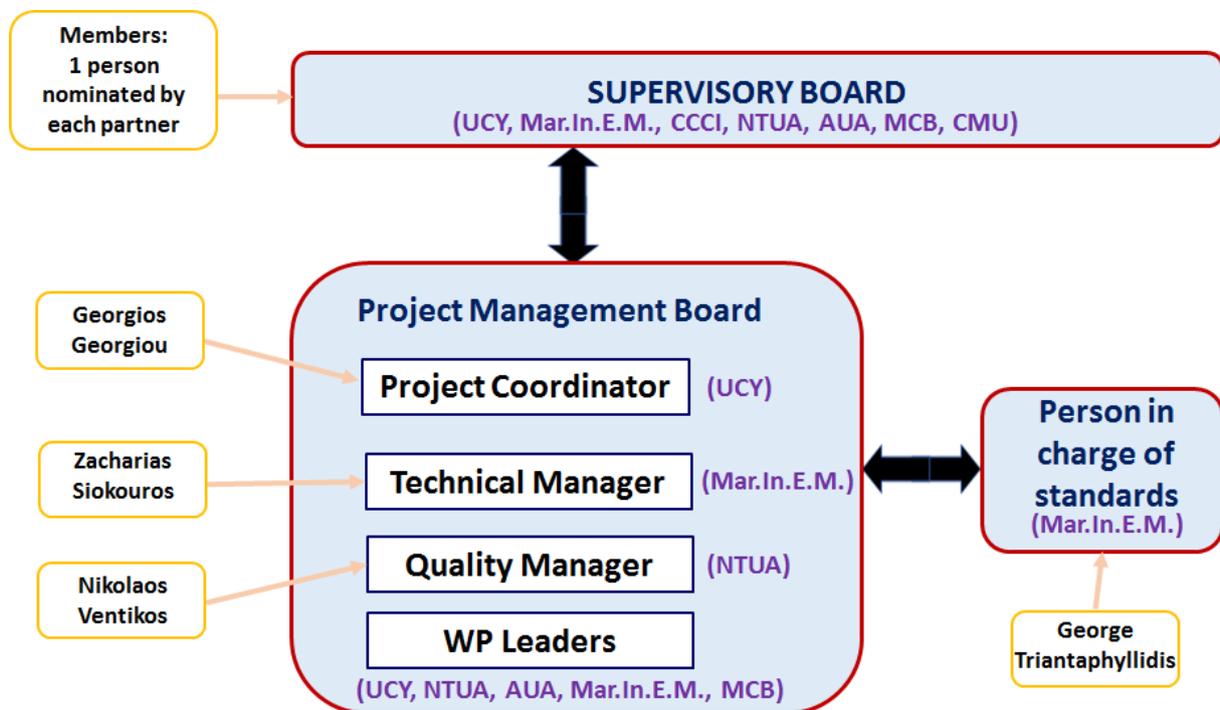


Figure 1. MENTOR governance structure.

3.1.1 Supervisory Board

The supervisory board shall consist of one representative of each Party and will be chaired by the Coordinator. It will ensure that the views of all partners within the Consortium are represented in decision making process.

The (initial) composition of the Supervisory Board is as follows:

1. **Georgios Georgiou (OC-UCY)**
2. **George Triantaphyllidis(Mar.In.E.M.)**
3. **Monica Andreou (CCCI)**
4. **Nikolaos Ventikos (NTUA)**
5. **Helen Miliou (AUA)**
6. **Ilze Atanasova (MCB)**

7. Costel Stanca (CMU)

The Supervisory Board (SB) decides on matters related to the overall Work Plan. The duties of the Supervisory Board include:

- Following up on the project progress.
- Managing problems that are escalated to the highest level, and
- Taking all decisions that relate to contractual matters.
- Adopting suggestions for modifications in the budget or in the implementation of the project which will then be forwarded by the PC to the EC for approval.

The Supervisory Board meets at least once per year.

3.1.2 Project Coordinator

Professor Georgios Georgiou (UCY) is the Project Coordinator (PC). The PC acts as the intermediary between the consortium and the European Commission. All administrative and financial issues will be translated to the EC in real time and, in the opposite direction, all suggestions and/or recommendations given by the EC will be transferred to the consortium. Thus, the PC will be in charge of the day-to-day coordination of MENTOR. The PC shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement:

- The management of the overall legal, contractual, ethical, financial and administrative issues of the project in close collaboration with the different boards specialized in each of the specific topics.
- The single point of contact between the consortium and the EC. The PC, thus, will be in charge of gathering the necessary and updated information from the partners in order to report the Project progress in a proper manner, ensuring that the quality standards have been reached or in case of any change or relevant conflict appearing. Each participant will nominate an Administrative Contact Person who will be the contact point of its entity for legal, financial and reporting matters.
- Monitoring project progress by collecting all periodic activities and evaluating key achievements, planned activities, progress towards deliverables and main concerns.
- Monitor compliance by the Parties with their obligations.
- The resolution of doubts that may arise through direct communication or through the private area of the MENTOR website, that will include discussion fora in order to offer a common space for sharing queries and clarifications.
- Chairing the project meetings.
- Keep the contact list of the Parties and other contact persons updated and available.
- Dealing with any relevant matters not foreseen in the proposed management structure.

The PC has the support and assistance of the Oceanography Center and the Financial Services of the University of Cyprus, specifically dedicated to project management, consortium coordination, quality-assurance, intellectual property regulation, administrative reporting and financial monitoring. Additionally, in order to have a complete overview of the progress of an Action and the Project, the PC will work in close collaboration with the different boards shown in Figure 1.

3.1.3 Technical Manager

Mr. Zacharias Siokouros (Mar.In.E.M.) is the Technical Manager of the MENTOR project. The Technical Manager (TM) monitors the progress and excellence of the technical Work packages individually and as a whole, with the ultimate goal of ensuring that proper management of the innovative concepts and artefacts generated by MENTOR will become concrete opportunities to implement new technologies and solutions.

The Technical Manager reports to the Project Coordinator and:

- Supervises the management of innovative ideas in close collaboration with the Project Management Board, so as to identify and promote concrete business opportunities out of technical/technological innovation created by the project's work.
- Supervises the quarterly and annual progress reporting process and the collation of the reports for the Project Management Board's approval.
- Coordinates with the Project Coordinator and the Project Management Board in case any corrective action is required or a risk is identified.

3.1.4 Quality Manager

Associate Professor Nikolaos P. Ventikos (NTUA) is the Quality Manager of the MENTOR project. The Quality Manager is responsible for the Quality Assurance of the project. He reports to the Project Coordinator and:

- Assists the Work Package Leaders in defining the reporting structure and procedures;
- Monitors the proper production of quality reports by individual Work Package Leaders;
- Reports regularly to the Project Coordinator and to the Supervisory Board on the quality aspects of the project;
- Systematically reviews all the Project deliverables to make sure that they meet the quality standards required for the MENTOR project;
- When and where appropriate, reviews and requires by the partners to rewrite part of the deliverables in order to ensure consistency of style through the deliverables produced by the Project.
- Makes the pre-final quality check of deliverables for approval by the Project Management Board and submission by the Project Coordinator.

3.1.5 Work package Leaders

The Work Package Leaders of the MENTOR project are the following:

- **UCY (Professor Georgios Georgiou) for WP1: Project Management**
- **NTUA (Associate Professor Nikolaos Ventikos) for WP2: Developing re-training schemes for blue professionals.**
- **AUA (Associate Professor Helen Miliou) for WP3: Promoting mobility and cooperation in East Med and Black Sea.**

- **Mar.In.E.M. (Mr. Zacharias Siokouros) for WP4: Establishment of Blue Career Centre (BCC) of East Med-Black Sea.**
- **MCB (Mrs. Ilze Atanasova) for WP5: Dissemination Activities.**

The Work Package Leaders are responsible for developing a detailed Work package implementation plan on the basis of the Work Plan, and for the efficient and effective implementation of it, taking into account the timeliness and quality of the deliverables. Therefore, the Work Package Leaders control and manage the progress achieved on the Work Package (WP) level.

The Work Package Leaders report to the Project Coordinator and:

- Coordinate the cooperation between partners within the WP.
- Evaluate progress against the agreed timetable and deliverables in conjunction with the Technical and the Quality Managers and the Project Coordinator.
- Resolve day-to-day administrative, technical and resource problems within their WP.
- Report to the project partners during the periodical plenary meetings (typically every four months).
- Inform the Project Coordinator about the progress of their work through the quarterly progress reports (or more frequently if required). This allows the Project Coordinator to control the project and implement corrections to the plan if needed in concertation with the Project Management Board.
- Provide WP contributions to the Project Periodic Reports and to the Technical Audit presentations.
- Assign tasks to individual members of the WP teams.
- Monitor the progress of milestones, deliverables and the expected outcomes of their WP.
- Organize interim meetings if necessary to ensure the proper execution of their WP.
- Disseminate information to the other WP leaders for ensuring a smooth coordination of WP activities.

3.1.6 Project Management Board

The Project Management Board comprises the Project Coordinator, the Quality Manager, the Technical Manager and the Work package Leaders. It is responsible for the successful implementation of the project throughout its lifecycle. This includes ensuring a clear and coherent technical view across the project, evaluating progress against the milestones according to the project plan, revising the project plan, and taking final responsibility for approving deliverables. It is chaired by the Project Coordinator.

The Project Management Board:

- Monitors the overall technical progress and quality of the project, including soundness of the outcomes in close collaboration with the technical Work package leaders.
- Approves deliverables.
- Approves the progress reports.

- Oversees the alignment between the project output and the stated objectives.

3.1.7 Person in charge of Standards

Dr. George Triantaphyllidis (Mar.In.E.M.) is the Person in charge of Standards of the MENTOR project. The Person in charge of Standards provides a further layer of quality control and meeting the standards set by EASME for reporting and implementing the project. He will assist the Project Coordinator in specific issues that might arise in the course of the MENTOR project and will provide assistance to the smooth project implementation. He will provide continuously support to the Project Coordinator for the EASME requirements for implementing the MENTOR project (<https://ec.europa.eu/easme/en/emff-managing-grant>).

3.1.8 Users Representatives

The Users Representatives (UR) provide a further layer of quality control; their opinion on the direction in which the project is going is an important input to the project. The role of the UR is to periodically review the progress and results of the project from a variety of angles and provide advice on ongoing and future work. The Users Representatives will be invited approximately once per year to attend one of the regular project meetings. They are expected to inform the consortium about research, technology, market or regulatory trends (among others) that are of relevance to the project work, increase the impact of the project by creating visibility of MENTOR in other geographic regions and provide an external view of the project, in order to allow the project leadership to better position and articulate the public profile of the project. Users Representatives members may also participate in some of the planned dissemination activities of the project, such as training activities, thematic academic workshops, etc.

The MENTOR Users Representatives are selected experts in the field, from a diverse set of backgrounds (academia, industry, chambers, etc.) and geographies, who have technical expertise in a subset of the topics that the project is researching and developing. The initial members of the MENTOR Users Representatives are:

- **Mrs. Monica Andreou** (Officer, Dept. of Education & European Programs, Cyprus Chamber of Commerce and Industry).
- **Dr. Costel Stanca** (Constanta Maritime University).
- **Captain Ahmed Youssef** (Director of International Forum for Maritime Transport, Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt).

4 INTERNAL COMMUNICATION

The objective of this section is to maximize the effectiveness of internal communication and to facilitate the constant interaction among WPs and partners.

4.1 Project meetings

Virtual and face-to-face meetings will take place to monitor the progress of the project and to develop corrective measures where needed. In the following table there is a summary of the main expected meetings. It is worth noting that all the ordinary face to face meetings will take place during the Project Coordination Meetings.

The Project Coordination Meetings will be hosted every year and besides having some plenary sessions to report the advancements of the WPs, they will also include parallel technical meetings.

Table 1. MENTOR official project meetings

| Item | Ordinary meeting | Extraordinary meeting |
|------------------------------------|--|--|
| Project Supervisory Board meetings | Once a year: face to face meetings (beginning, M12 and end of project) | Virtual or face to face meetings may take place at any time, upon written request of a Member of the Project Management Team or 1/3 of the Members of the Project Supervisory Board. |
| Project Management Board meetings | Once a year: face to face meetings and bi-monthly: virtual meetings | Virtual or face to face meetings may take place at any time, upon written request of any Member of the Project Management Team. |
| Users Representatives meetings | Once a year: virtual or face to face meetings | |

The project Supervisory Board meetings aim to:

- Review project reports, refine the timetable and make decisions regarding the project's strategy, implementation of activities, budgets and resource allocations.
- Document its meetings and maintain records of its detailed Minutes.
- Ensure compliance with the grant agreement conditions and disclosure rules during the implementation of the project

Video Conferencing will be used as much as possible. The Project Calendar includes several types of meeting, each with its own scope. The minutes will be elaborated within 1-2 weeks following the meetings. Meetings will be held regularly by video conference calls with the aim to:

- Discuss the work progress within specific Work Packages / groups of work;
- Define responsibilities and actions to take;
- Agree on any potential amendments to the work plan;
- Share ideas and clarify questions / doubts.

An example of these virtual meetings is the bimonthly Project Management Board meeting, but as commented, different groups within the consortium can meet as convenient.

The official tool to perform virtual meetings is **Skype**. In case of unavailability the meeting organizer will decide on the best alternative. The general **rules for the project meetings** are the following:

- The partners will receive an invitation to the meeting (if necessary a Doodle will be launched in advance to find the most optimal date to everyone).
- The invitation will include the agenda for the call and preparatory work for each participant in case that is needed.
- After the meeting, the attendees will receive a preliminary version of the minutes for their validation.
- The final minutes of the meeting will be shared via e-mail.
- The follow up actions/next steps defined in each conference call will be listed in the meeting minutes to allow for a clear understanding of responsibilities and to better track the progress of the project.

4.2 Contacts

The MENTOR contacts list is available in this document and in the website and it is continuously updated according to the corresponding changes in the participants and contact data occurring throughout the project. The main contacts of the MENTOR project are shown in Table 2.

Table 2. MENTOR main contacts

| Role | Name |
|-------------------------------|--|
| Project Coordinator | Professor Georgios Georgiou, OC-UCY Georgios@ucy.ac.cy |
| Technical Manager | Zacharias Siokouros, Mar.In.E.M. Zacharias.Siokouros@marinem.org |
| Quality Manager | Assoc. Professor Nikolaos Ventikos, NTUA Niven@mail.ntua.gr |
| Person in charge of Standards | Dr. George Triantaphyllidis, Mar.In.E.M. GeorgeTrianta@hotmail.com |
| WP2 leader | Associate Professor Nikolaos Ventikos, NTUA Niven@mail.ntua.gr |
| WP3 leader | Dr. Helen Miliou, AUA ElenMi@aua.gr |
| WP4 leader | Mr. Zacharias Siokouros, Mar.In.E.M. Zacharias.Siokouros@marinem.org |
| WP5 leader | Mrs. Ilze Atanasova, MCB Atanasova@varnamaritime.com |
| Users Representative | Mrs. Monica Andreou, CCCI mandreou@ccci.org.cy |
| Users Representative | Dr. Costel Stanca, CMU Costel.Stanca@cmu-edu.eu |
| Users Representative | Captain Ahmed Youssef, Arab Academy for Science, Alexandria, Egypt Ahmed.Youssef@aast.edu |

5 RULES FOR IMPLEMENTING EASME PROJECTS

The implementation of the MENTOR project should follow the rules and guidelines provided by EASME. The Grant Agreement (GA) is the document which sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the partners for implementing the MENTOR project. The following is a series of important points / rules to be considered.

5.1 Reporting

The reporting process allows the EC to follow the project closely and to ensure that it is implemented as stated in the GA and in conformity with the financial rules. The GA gives an overall picture of the progress of the project, in relation to the original and revised plans. It also provides a review of incurred costs.

The MENTOR project lasts for 24 months (1.3.2017-28.2.2019), divided into the following 2 Reporting Periods (RP):

- Reporting period 1: from month 1 to month 12 included.
- Reporting period 2: from month 13 to month 24 included.

There will be two progress reports, one interim report and a Final report submitted by the Project Coordinator during the project (see below). These will be used to follow the progress and the budget use of the project, as well as to detect any deviations from the work plan. The internal progress reports focus on the progress of the activities and on the financial reporting (expenses). The reports will be requested in the following months:

- Month 6 (August 2017). Progress Report + 15 days: September 15, 2017.
- Month 12 (February 2018). Interim Report + 60 days i.e. April 30, 2018 at the latest.
- Month 18 (August 2018). Progress Report + 15 days: September 15, 2018.
- Month 24 (February 2019). Final Report + 60 days i.e. April 30, 2019 at the latest.

A final report must be submitted within 60 days following the end of the last reporting period (in addition to the periodic report for the last reporting period). It must include:

- 1) A final technical report (overview of the results and their exploitation and dissemination; the conclusions of the action; the socio-economic impact);
- 2) A final financial report (final summary financial statement).

5.2. Implementing the project

The implementation of projects is closely monitored by the EASME on behalf of the European Commission to ensure that projects realise their full potential and deliver the expected results. To facilitate this monitoring, projects have to submit reports at different stages of the project lifetime.

The frequency and number of reports is defined in the grant agreement and can differ for each project, depending on the objectives, activities and expected outcomes as well as the duration of the project. There are three types of reports: progress, interim and final reports. All report types require technical information on the implementation of the project, to

varying levels of detail. However, only interim and final reports include also a financial report.

For grants awarded to consortia, a declaration on the distribution of the EU support among the partners is required after the project closure.

5.3. Reporting templates

EASME provides templates for the various reports required to make the process as easy and transparent as possible.

- [Progress Report Template](#)
- [Interim Report Template](#)
- [Final Report Template](#)
- [Financial Statement Template](#)
- [Template for external audit statement](#)
- [Declaration Form for distribution of funds between beneficiaries](#) (in case of multi-beneficiary)

5.4 Acknowledgement

Acknowledgement to the EC for its funding must be clearly indicated on every publication and presentation for which project funding will be claimed.

Typical text is as follows:

This [paper/presentation/work/...] has received partial funding from the European Union, under the EASME project MENTOR, Grant Agreement—EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR.

5.5 Disclaimer

It is recommended to include a disclaimer on every publication and presentation.

Typical text is as follows:

The sole responsibility for the content of this [webpage/publication/presentation/...] lies with the authors. Neither the EASME nor the European Commission are responsible for any use that may be made of the information contained therein.