



EEA & Norway Grants 2014-2021 – Active Citizens Fund Cyprus

Ref. no: 35_ACF CY_IEEN

Project Acronym: ECOAGE

Project title: ECOAGE: Intergenerational solidarity towards an ecological life in Cyprus

Project ref no:	35_ACF CY_IEEN
Project acronym:	ECOAGE
Project full title:	ECOAGE: Intergenerational solidarity towards an ecological life in Cyprus
Due date of deliverable:	M2 – 15/09/2022
Actual submission date:	09/09/2022
Deliverable name:	D1.1 Project Management
Status:	Final
WP contributing to the deliverable:	WP1 Project Management
Lead partner for this deliverable:	IEEN
Author(s):	IEEN team
Contributing Partners:	ERMH

The ECOAGE project benefits from a grant under the Active Citizens Fund Cyprus programme, funded by Iceland, Liechtenstein and Norway, through the EEA and Norway Grants 2014-2021 with Ref. no: 35_ACF CY_IEEN.

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Version History

Version	Edited by	Date	Description
1	IEEN	01/09/2022	First Draft
2	ERMH	05/09/2022	Review and feedback
3	IEEN	09/09/2022	Final version
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List of abbreviations (alphabetically)

Abbreviation	Full name
AB	Advisory Board
ERMH	Association of Elderly Rights and Mental Health
EB	Executive Board
HGUt	University College for Green Development
IEEN	IDRYMA ERGODOTISIS EKPEDEFSIS NEOLEAS
PA	Partnership Agreement
TL	Task Leader
WPL	Work Package Leader

Executive Summary

The Project Management Handbook's purpose is to guide the project management and coordinate the activities carried out throughout the duration of the ECOAGE project. This document contains tools and methods to ensure that collaboration and execution of project activities is performed in an organized manner in order to achieve project goals and objectives effectively and on time. The handbook also serves as a control tool promoting and safeguarding project progress and development according to the expected outcomes.

The first section elaborates on the consortium structure and describes important project bodies, and individual partner roles, including their responsibilities and tasks. This section provides details on timelines and delivery of project products according to the GANTT chart.

The second section focuses on promoting effective communication among partners. This section describes the methods of communication between consortium partners including physical and virtual meetings as well as the control procedures and responsibilities of each partner.

The third section describes in detail the procedures and methods for consistent creation and delivery of important documents in the project, such as project deliverables, presentations and the efficient process of naming each document for the benefit of all parties.

Finally, the Project Management Handbook concludes with the description of the archive created in order for consortium partners to have access to all project related documentation and material.

Project Management Handbook is a dynamic document which will be altered throughout the project duration in order to reflect the most updated changes at each time point.

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1 Introduction

The Project Management Handbook is a useful tool for all consortium members during the ECOAGE project. This document contains detailed information on the management plan of the project. It provides description of appropriate tools to ensure effective communication between partners, sense of collegiality and conflict resolution. It also includes information on how to maintain high quality standards throughout the project. Templates, details about deliverables such as timeline and deadlines, methods of communications, recurrence of communication between partners and instructions on file storage are included in this document. Project coordination and management are an ongoing task throughout the project henceforth, this document will be adapted accordingly to reflect the current practices in the ECOAGE project.

2. General project information

ECOAGE project aims to engage older adults as mentors and environmental ambassadors for children and youth through intergenerational activities. Our main project's objectives are to:

- 1) empower older adults to be socially active by sharing historically environmentally-friendly practices with children and young adults, thus decreasing their social isolation and loneliness,
- 2) enhance their hard and soft skills in mentorship, hence increasing their confidence, participation in the society and sense of usefulness,
- 3) revive and promote the adoption of old and environmentally-friendly practices across the younger generations and
- 4) empower and promote senior entrepreneurship.

In conclusion, the primary goal of ECOAGE is to empower older adults to become environmental mentors to the younger generation by having an active role in inter-generational efforts on sustainable environmental practices in their own communities, while fighting the impact of the loneliness pandemic in older age.

The project started on the 15th of July 2022 (M1) and ends on the 14th of January 2024 (M18). The project duration is 18 months. The project coordinator and partners are demonstrated below:

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Table 1 Participants organisations of the project

Participant No	Participant organisation name	Participant short name	Organisation type	Role in the project	Country
1 (Coordinator/Promoter)	IDRYMA ERGODOTISIS/ EKPAIDEVSIS NEOLAIAS	IEEN	Association, Foundation etc.) REGISTERE D NON- PROFIT COMPANY	Coordinator	Cyprus
2	Yaşlı Hakları ve Ruh Sağlığı Derneği	ERMH	Association	Partner	Cyprus
3	Høgskulen for grøn utvikling	HGUt	Foundation	Partner	Norway

3 General consortium structure

The structure of the consortium was defined from the proposal stage in the application, and document and signed by all partners through the Partnership Agreement (PA). The project management is defined in WP1 to ensure effective management and coordination of the ECOAGE project. The most essential roles and the assigned partner for each role during the ECOAGE project are described below:

- **The Coordinator/Promoter – IEEN-** is the legal entity acting as the intermediary between the partners and the Funding Operator and is responsible for the administrative and financial management of the project.
- **The Impact Manager - IEEN-** will lead the general dissemination and exploitation actions of the ECOAGE project, in order to maximize the exploitation potentials for project results.
- **Work Package Leader (WPL)** is the partner agreed by the consortium to lead a specific Work Package (WP). The WPL is responsible for monitoring the performance of their WP and to ensure that the tasks described in the WP are performed. WPL coordinates the development of deliverables in collaboration with other partners involved on that WP. WPL is responsible for reporting to the Promoter any progress major opportunities and threats according to the Work

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Plan as well as flagging possible issues with other partners such as insufficient participation, quality of work and unacceptable delays of the WP tasks.

- **Task Leader (TL)** is the partner agreed by the consortium to lead a specific task. The TL is responsible to perform the activities involved during the task in a timely manner and the production of the associated deliverable with the task.

More information about the main roles in the project are provided in the following section.

3.1 Project Coordinator

3.1.1 Rights and Obligations

The Project Coordinator is **Marina Polycarpou by IDRYMA ERGODOTISIS EKPEDEFSIS NEOLEAS (IEEN)**. The Project Coordinator is the single point of contact between the EEA & Norway, and Active Citizens Fund Cyprus, and the Consortium.

3.1.2 Responsibilities of the Project Coordinator

The responsibilities of the Project Coordinator are the following:

- The overall project management,
- chairing the Executive Board,
- arranging consistent communication with the other partners such as monthly meetings and preparing the agenda.
- ensuring the prompt delivery of all reports, hardware and software identified as deliverable items for reviews,
- management of all aspects related to Third Parties and the Consortium.
- managing the financial tasks and reporting
- maintenance of details of approvals given in relation to material that is subject to Controlled Licence Terms

If the Coordinator fails in their coordination tasks, the Executive Board may propose to the EEA & Norway, and Active Citizens Fund Cyprus, change the coordinator.

In general, the Project Coordinator has:

I. No power of Representation

The coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party, except if so, stipulated in the Partnership Agreement.

II. Submitting Deliverables

If one or more of the Parties are late in submitting Project Deliverables, the Coordinator may submit the other Parties' Project Deliverables to the EEA & Norway, and Active Citizens Fund Cyprus. Furthermore, the Project Coordinator can inform the EEA & Norway, and Active Citizens Fund Cyprus if a Party is late in submitting or refuses to provide Deliverables as defined in the Partnership Agreement.

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3.2 Scientific Manager

3.2.1 Rights and Obligation

HGUt appoints Johan Barstad for being the Scientific Manager.

The Scientific Manager is responsible for the consulting role in project activities and transfer of good practices.

3.3 User Research Manager

3.3.1 Rights and Obligation

The ERMH, appointed Hatice Jenkins for being the User Research Manager.

The User Research Manager is responsible for the identification of user requirements and User Centered Design of the training plan and implementation.

3.4 Impact Manager

3.4.1 Rights and Obligation

IDRYMA ERGODOTISIS EKPEDEFSIS NEOLEAS (IEEN) appoints **Andria Hadjicosta** for being the Impact Manager.

The Impact Manager is responsible for the planning, organisation and implementation of dissemination and commercialization activities with the ultimate goal to maximise project impact and market penetration potential.

3.4.2 Responsibilities

The Impact Manager is responsible for the seamless execution of the following tasks and functions:

- Meet regularly with representative of each partner to define, coordinate and update a collaborative exploitation and dissemination plan
- Identification of conferences, magazines and journals for dissemination
- Coordination of dissemination activities like a brochure or the project web site
- Planning of exploitation strategies and joint initiatives

3.5 Work Package Leaders

The table below describes WPs and their respective WPLs.

Table 2 Work Packages and Leaders

WP No	WP Title	WP Leader	Contact Person
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1	Project Management	IEEN	Marina Polycarpou
2	Outcome 2: Vulnerable groups empowered	IEEN	Marina Polycarpou
3	Outcome 3: Enhanced capacity and sustainability of civil society (organisations and the sector)	IEEN	Marina Polycarpou

3.5.1 Rights and Obligation

The Work Package Leader (WPL) of each Work Package will be nominated by the Party leading the WP. The WPLs main purpose is to stimulate and monitor the performance of the WP.

3.5.2 Responsibilities

The responsibilities of the WPLs shall include:

- Coordination of production of deliverables
- Timely accomplishment of the technical objectives
- Reporting of progress, overview of main highlights, major opportunities and threats to the Project Coordinator
- Flagging insufficient quality or unacceptable delays to the Project Coordinator
- Proposals to the Coordinator for decisions in the EB.

Each WPL can use various instruments to help them communicate and coordinate better with the rest of the partners and as result achieve their goals. Such useful tools could be the use of Google Calendar to remind all associated partners for due tasks or due meetings in advance, Doodles to find easier which date and time is better for all partners to arrange an unplanned meeting, Polls to make sure all partners' voices are heard.

3.6 Task Leaders

Each WP consists various tasks. The Task Leader (TL) is responsible for the timely and proper implementation of all activities described in their respective tasks including the production of related deliverables and the accomplishment of related project milestones. According to DoW, each task has allocated specific partners depending on their expertise and knowledge who are also responsible to contribute and provide their feedback to the assigned task, led by the TL. Table 3 indicates all the deliverables in ascending order of deadline, the tasks and WP they are associated with as well as the respective task leaders and contributing partners.

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Table 3 List of project deliverables

WP	WP TITLE	Deliverable	Task Leader	Part	Due
	WP1: Project management	D1.1: Project Management Handbook	IEEN	ALL	M2
1	WP1: Project management	D1.2 Quality assurance manual	IEEN	ALL	M2
3	WP3: sustainability and impact	D3.2 ECOAGE website	IEEN	ALL	M2, M18
2	WP2: empowerment of vulnerable groups	D2.1 Desktop and field research results	ERMH	ALL	M3
3	WP3: sustainability and impact	D3.5 Social media accounts on Facebook and Instagram	IEEN	ALL	M4
2	WP2: empowerment of vulnerable groups	T2.2 Training manual and study plan	IEEN	ALL	M5
3	WP3: sustainability and impact	D3.7 Project flyers	IEEN	ALL	M5
1	WP1: Project management	D1.3 First Progress and financial report	IEEN	ALL	M6
2	WP2: empowerment of vulnerable groups	D3.8 Materials from the informative event 1	IEEN	ALL	M7
1	WP1: Project management	D1.4 Second Progress and Financial report	IEEN	ALL	M12
2	WP2: empowerment of vulnerable groups	D2.3 Training Environmental issues and eco-friendly practices	IEEN	ALL	M14
3	WP3: sustainability and impact	D3.1 Sustainability and impact plan	IEEN	ALL	M18
2	WP2: empowerment of vulnerable groups	D2.4 Results report from training programme	ERMH	ALL	M18
2	WP2: empowerment of vulnerable groups	D2.5 Materials from the workshops on environmental issues	IEEN	ALL	M18
2	WP2: empowerment of vulnerable groups	D2.6 Materials from the field trips and school visit	IEEN	ALL	M18
2	WP2: empowerment of vulnerable groups	D2.7 Materials from the final event: "Hands-on Entrepreneurial experience for the older adults"	IEEN	ALL	M18

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3	WP3: sustainability and impact	D3.3 Network database	IEEN	ALL	M18
3	WP3: sustainability and impact	D3.4 Certification of environmental leadership programme	IEEN	ALL	M18
3	WP3: sustainability and impact	D3.6 Impact report	IEEN	ALL	M18
1	WP1: Project management	D1.5 Final Progress and Financial report	IEEN	ALL	M19

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3.7 Project Bodies

Formal bodies are equally important to safeguard the validity of the project and ensure ethical and righteous process are followed during the lifecycle of the project. Definition of the purpose, responsibilities and obligations of the Project Bodies are described below:

- ❖ **Executive Board (EB)** is the supervisory body for the Project execution and decision-making in all relevant Project matters. Each partner should nominate their representative in the EB. The representatives will be authorized to participate in the decision-making process and they will guide the management efforts, discuss, negotiate and agree decisions or provide recommendations made by the organizations within the frame of their responsibilities. They are responsible for the development, extrapolation and harmonisation of the Work Plan in line with the Consortium Agreement, and should propose specific procedures in decision making relating these issues in accordance with the laid-out principles. The Project Coordinator has to inform the Executive Board about any changed proposals for activities to be confirmed and approved.
- ❖ **Advisory Board (AB)** will be established including external experts with experience in environmentally-friendly practices with children and young adults, intergenerational activities and sustainable environmental practice, in order to ensure the compliance with end-user requirements. The advisory board will be invited to participate during the first months of the project and they are responsible to supervise and engage throughout project progress.
- ❖ **Ethics Board** will be including experts with experience in ethical standards, both internals and externals will serve as a guide and evaluator of the steps employed to comply with relevant criteria. Each partner from the consortium should recommend one person to assemble the Ethics Board. They are responsible to supervise all ethical issues, especially all aspects of the dignity, autonomy and values (human and professional) of the primary and secondary end users. Furthermore, the ethical board will observe the ethical issues concerning the relationship between all end user groups and the project, including informal carers.

As a general rule, all partners of the consortium should be present or represented at any meeting arranged by the Consortium. They can appoint a substitute or a proxy to attend and vote at any meeting and shall participate in a cooperative manner in the meetings.

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4 Communication

Effective communication among partners is the key for a successful project. This section describes the available forms of communication between consortium partners including meetings, email, online document as well as mitigation strategies.

During the project, consortium members have provided for communication through a virtual call in a monthly manner and physical meeting (if conditions permit). However, it is encouraged to establish frequent communication between partners. This can be achieved through physical meetings, remote meetings, email correspondence or even telephone.

4.1 Meetings

All members of the consortium should participate in all meetings organised by the consortium. Nonetheless, in the case that any partner of the Consortium is unable to attend a meeting due to an unforeseen event, they should inform the Project Coordinator and the Executive Board. Then, they should appoint someone as their representative or a proxy in case of a vote. After the meeting, they should read the meeting minutes circulated by the Project Coordinator or the responsible partner and request any clarifications if they have any.

4.1.1 Remote Meetings

Consortium agreed that remote meetings should take place at least once a month. The consortium has agreed during the KOM that all the remote meetings will take place by utilising [Microsoft Skype tool](#) every first second Tuesday of each month at 10:00am CET.

In general, applied for both physical and remote meetings:

1. There will always be a chair, a minutes' secretary and an agenda.
2. The agenda should be prepared by the chairperson (usually the coordinator) of the consortium and sent to each partner no later than 5 calendar days (2 calendar days for an extraordinary meeting).
3. Any partner can add an item to the original agenda by written notification to all the partners up to 1 calendar day prior to the meeting.
4. The coordinator is responsible to produce written minutes of each meeting which would be the formal record of all decisions taken.
5. Then a draft document of the minutes should be sent to all partners within 7 calendar days including the date on which the meeting was held.
6. Each partner that has attended the meeting has the right to request that a factual inaccuracy be corrected.
7. The minutes would be accepted if within 7 calendar days from sending, no other partner has sent an objection in writing to the chairperson with respect to the accuracy of the draft document.

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In case the meeting does not have the necessary notice time upfront, the notice time for the agenda and the contributions might be shorter as well. If a meeting date coincides with an international holiday or cannot be held on the pre-defined date due to any other reason, it will be transferred to the closest available date for all partners.

All partners' contact details, Skype IDs and emails are stored in this [Excel spreadsheet](#) on [Google Drive](#): 35_ACF CY_IEEN_ECOAGE [Shared] > WP1 Project Management, shared with all partner organizations and their legally appointed members (see Fig. 1). These contact details are used to ensure proper communication with partners. Hence, each partner is responsible to check that their members' details are updated at regular intervals. If they change, they should inform the Coordinator to update the mailing list and Skype group.

Organization	Name	Email 1	Email 2	Skype ID/name/email
IEEN	Marina Polycarpou	agecare@cytanet.com.cy	marina@materia.com.cy	marina.polycarpou74
IEEN	Andria Hadicosta			live:.cid.40b738e0f4405e15

Figure 1 Partners' contact details spreadsheet

4.2 Template, file name and contents for minutes

A template for the meetings' agenda and minutes is highly recommended to be used for every meeting scheduled among partners. This will make meetings' conclusions, pending tasks, decisions made and responsibilities agreed easy to track and implement. The templates are available [here](#), on the template section of the Google Drive.

For a more efficient way to easily identify meeting records, the name of each document will be coded as described below.

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Example of code generator

Date: year, month, day_ECOAGE_subject, i.e. 20220428_ECOAGE_minutes

Example of date extraction: April 28th 2022: 20200428

Name/subject should be short, descriptive and easy to identify long after the meeting has taken place:

Example: KOM_minutes , 1st_Plenary_meeting

4.3 Email communication

Email communication should be as efficient as possible but concurrently all partners should be up-to-date with the current status of the project. The mailing list available on the online [Excel spreadsheet](#) contains all members of the ECOAGE project as appointed by their organizations (Figure 1). All partners have been advised to update their contact details and emails on the excel file in order to make sure that they are included in all correspondence. In addition, any issue in receiving or sending emails should be communicated to the coordinator as soon as it is identified. Each partner organization has the responsibility to inform the coordinator about any employee wishing to withdraw or join the ECOAGE team and update them on their new employees' contact details or request the removal of their old employees' details for data protection issues.

Furthermore, when creating an email, the title should follow a specific format for easy identification between other projects and tasks of the partner organizations. The recommended format is the following: *[ECOAGE] Main topic, example: [ECOAGE] Review of D2.1.*

5 Protocols for material production and distribution

5.1 Production of deliverables

Each Work Package has allocated tasks for TL to coordinate, which they will lead to the final production of a specific deliverable. The deliverables are the official products of the consortium during the project and the reviewers will base their feedback on them. Table 3 illustrates the deliverable with their associated tasks and deadline. As it was mentioned in the section [3.6](#) of this document, the TLs are responsible to coordinate the efforts and ask the contributing partners for their input through the preparation of their deliverables.

The TLs should use the template for deliverables, found [here](#), in Annex or following the pathway: Google Drive > [35_ACF CY_IEEN_ECOAGE [Shared]> WP1 Project Management> Templates. All deliverables should include the following in terms of content and format:

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- The first page of the deliverable template includes the logo of the and ECOAGE project, EEA & Norway, and Active Citizens Fund Cyprus project number, project acronym, full project title, document name and properties, including Deliverable ID, Status, Due date of deliverable, Actual submission date, Work Package, Organization name of lead contractor for this deliverable, Author(s) and Contributing Partners. Furthermore, the first page contains details and logos of the National Funding Authorities. Each document should have the following sections: Version History, List of Tables, List of Figures, List of Abbreviations, Executive summary, Introduction, Main content, Conclusions, References and Annexes. The Version History should describe in brief the modifications and contributions provided on each deliverable from its draft till its final version release. The history should include the date, the organization and the type of contribution provided, in brief.
- The List of Tables and List of Figures should be created by using the automatic feature provided by Microsoft Word.
- The text of the document must be written in an easily readable format and thus, the type of input suggested in Table 5 should be used for consistency. The suggested language is English U.K.
- Any widely known writing style (American Psychological Association – APA style, Modern Language Association – MLA style, IEEE style for technical documents etc.) is acceptable for providing in-text citations and references as long as it is used consistently and correctly throughout the document.

Table 4 Deliverable template: Format suggestions according to text type

Type	Format
Main Text	Arial, 11, Normal Style, 1.15 line spacing, justify alignment
Heading 1	Arial, 16 pt., bold green
Heading 2	Arial, 14 pt., bold green
Heading 3	Arial, 12 pt., bold green
Heading 4	Arial, 11pt, green, italics

5.1.1 Procedure

As mentioned, TLs are responsible for the coordination of the production of the associated deliverables to their tasks within the deadlines. This includes creating and editing the contents and presentation of the deliverable, but also incorporate partners' feedback and contribution for the final version of the deliverable. TLs should be proactive, inform the consortium in advance for any upcoming documents and remind the submission deadline. They should discuss with the contributing partners their expected engagement in the deliverable, with a timeline and the steps that they are planning to follow.

As a general rule and consistency during the project, the timeline and procedure demonstrated in Figure 2 should be followed for the deliverable production and fine-tuning from its draft to its final phase.

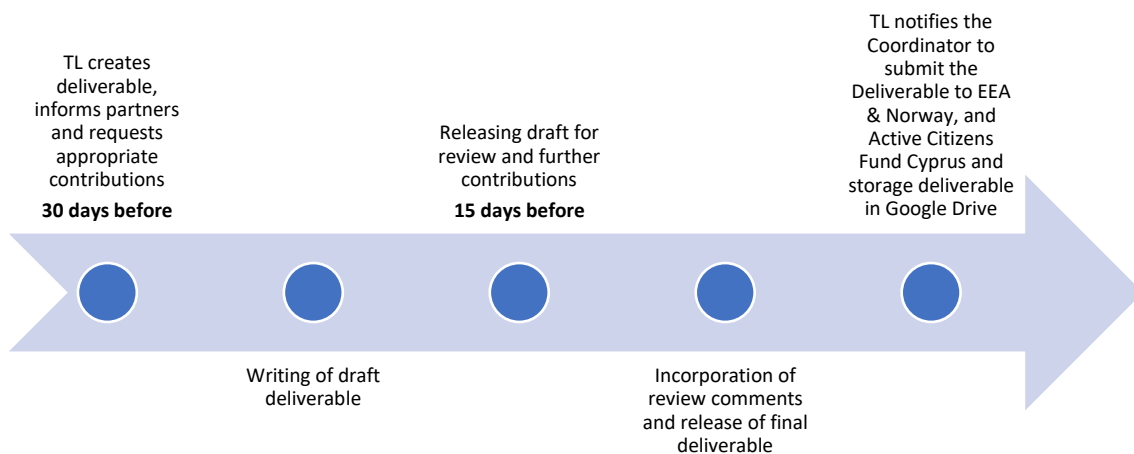


Figure 2 Timeline of deliverable production

The step-by-step procedure suggested is the following:

1. TL creates the skeleton of the deliverable
2. TL asks for comments/contribution from partners involved in the task
3. TL releases first deliverable draft for feedback and review to all partners
4. TL incorporates all feedback
5. TL releases the final version of the deliverable and notifies the coordinator to submit it to the EEA & Norway, and Active Citizens Fund Cyprus
6. The Coordinator submits the deliverable

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7. The Coordinator uploads the deliverable in the shared archive (Google Drive)

All partners who contribute to each task according to the Proposal and Table 3 are obliged to review the respective deliverables of the task. However, it is recommended that all consortium partners should read the deliverables and other documents circulated within the consortium in order to be informed about the current situation of the project, which can potentially impact them as Consortium members. Henceforth, adequate time needs to be given in advance for everyone to review the documents. In case, for unexpected reasons a deliverable is released later than expected for review, the contributing partners will use the remaining time to provide their review respecting the contractual deadlines.

5.1.2 Production of digital files

All partners should be able to utilise the same tools and software thus the exchange of digital information runs smoothly, efficiently without complications. The list below includes the most common tools and software for everyone to avoid any integration issues during the project.

- Microsoft Word (file format.doc, dox, etc.)
- Microsoft Excel (file format.xlsx, .csv, etc.)
- Microsoft PowerPoint (file format .ppt, .pptx)
- PDF files
- JPG files
- PNG files
- HTML files
- Popular video formats, MP4, MPEG, AVI, etc.

5.2 Presentations

Presentations should be concise for the audience. Therefore, some general recommendations are described below as a guidance for the presenter. There is also a template for the presentations in the allocated [folder](#) on Google Drive found following: Google Drive > [35_ACF CY_IEEN_ECOAGE [Shared]> WP1 Project management> Templates.

General recommendations on presentations are:

- 1) Cover slide of the template should contain the logo of the EEA & Norway, and Active Citizens Fund Cyprus and the logo of the ECOAGE project, the EEA & Norway, and Active Citizens Fund Cyprus project number and acronym, the event and date where the presentation takes place, the name(s) of the speaker(s) and their organisation, the organisation logo and the title of the presentation

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- 2) Use the 5/5/5 rule: include maximum five words per line, five lines of text per slide and five consequent heavy-text slides.
- 3) Use animations, sound and videos sparingly as they are heavy to load, sometimes tiring for the audience and might cause unexpected errors to your presentation.
- 4) Use general fonts such as Arial or Times New Roman.
- 5) Use text at a 28- or 32-point size for main text and a 36 to 44-point size for titles.

5.3 Other documents and Material

Any other types of documents circulated among consortium members for internal organizing and communication should be provided in a clear, eligible and understandable manner for IEEN. Documents citing or including other partners' work and IP should be communicated in a timely and efficient manner to them in order to avoid any conflicts and support collaborative efforts.

5.3.1 Publications and IPR

To make sure no IPR sensitive information is published, all publications (articles, papers etc.) should be uploaded [here](#): Google Drive > 35_ACF CY_IEEN_ECOAGE [Shared] Shared> WP3 - Enhanced capacity and sustainability of civil society and then send an informative email to the ECOAGE mailing list. Beneficiaries are responsible to notify the submitting partner as soon as possible if any changes are needed. If no notification has been received within two weeks, it is assumed that the partners have accepted the document and will be published as planned. Final versions of publications should be uploaded to Google Drive in the publications folder.

5.3.2 Naming convention for ECOAGE documents

For a homogeneous presentation of the work prepared by any partner and for the benefit to easily track and identify the work and documents circulated among consortium members, each document will be coded. The code should be included in:

- a. the title of the document,
- b. the first page of the document (information overview)
- c. at the bottom of each page as a footer.

The guidelines below apply to all documents (i.e. final deliverables, draft deliverables and other documents).

To generate the name of a file, follow the guide below:

- When writing a shared document
 - [ECOAGE] Title_of_the_doc_VNo_entity_short-name
 - *i.e., [ECOAGE]Contribution_to_handbook_V1_IEEN*
- If circulating a draft deliverable version

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- [ECOAGE] Doc_Number_Title_of_the_doc DRAFT
 - E.g., [ECOAGE]D1.1_Project_Management_Handbook_DRAFT
 - If circulating the final version of a deliverable
 - [ECOAGE] Doc_Number_Title_of_the_doc FINAL
 - E.g., [ECOAGE]D1.1_Project_Management_Handbook_FINAL
 - If providing feedback on a deliverable
 - [ECOAGE] Doc_Number_Title_of_the_doc_entity_short-name
- E.g., [ECOAGE]D1.1_Project_Management_Handbook_FINAL_ IEEN

6 The Google Drive web repository

The Google Drive web repository is used for storage of all shared documents of the ECOAGE project. The main folder, named **["35_ACF_CY_IEEN_ECOAGE [Shared]"]** and all subfolders are accessible to all consortium partners and the members they appointed according to the contact details provided in the respective Excel spreadsheet (Fig. 1).

The Google Drive folder is structured hierarchically by categories in folders. As seen in Figure 3 the categories include:

- a. Administrative documents (such as the Description of Work and the Consortium Agreement)
- b. Deliverables final versions, which contains the final versions of the deliverables submitted to the EEA & Norway, and Active Citizens Fund Cyprus
- c. Financials, containing financial information of the project for all consortium partners
- d. Materials and Templates, which contains logos, flyers and templates (including all the templates referenced in the present document) and
- e. WPs working documents, which contains
 - all draft internal documents and their versions which partners created in the past or are still working on before reaching their final version
 - all documentation unrelated to the previously described folders which falls under the tasks and activities of the relevant WP.

<D1.1>/<Project Management Handbook >

Shared with me > ... > ECOAGE > 35_ACF_CY_IEEN_ECOAGE [Shared] > 👤

Name ↑	Owner	Last modified	File size
Administrative	me	Apr 26, 2022 me	–
WP1 - Project Management	me	Apr 26, 2022 me	–
WP2 - Vulnerable groups empowered	me	Apr 26, 2022 me	–
WP3 - Enhanced capacity and sustainability of civil society	me	Apr 26, 2022 me	–

Figure 3 Organization of the Google Drive shared folder

Partners can access the Google Drive by signing in to their Google Account or by following the link to the Google Drive sent by the Project Coordinator. All partners experiencing any kind of difficulties accessing or editing information on the Google Drive should inform the Project Coordinator to resolve the issue. Partners can choose to add the ECOAGE shared folder to their Google Drive space by right-clicking the **["35_ACF_CY_IEEN_ECOAGE [Shared]"] Shared** in the “Shared with me” tab and choosing the respective option (Figure 4).

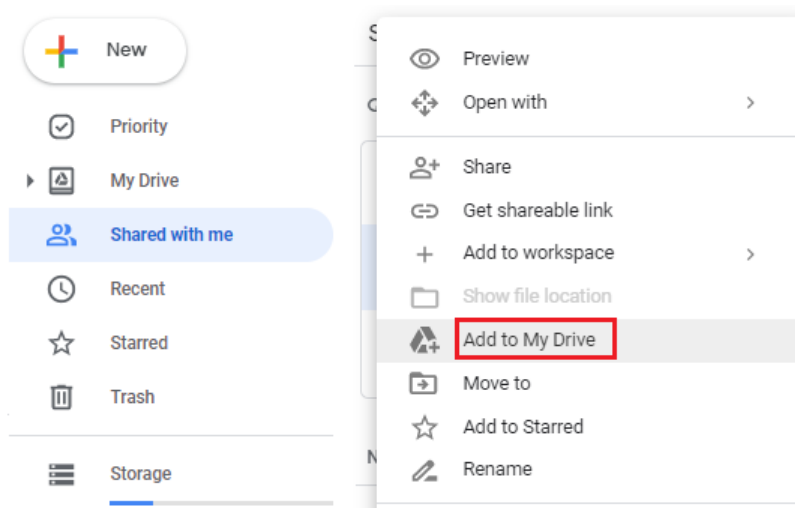


Figure 4 Add to My Drive option

Further tips for using the Google Drive:

- Double-click on folder or documents to open

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- Drag documents into the folder you want to upload them to
- Download and share documents with others by right-clicking on them
- You can add suggestions to an online text document by clicking the “suggesting” mode on the top right corner
- Saving new revisions:
 - You may create a new version of a document under version control
 - If you edit a text document under version control directly on the server, a new version is created automatically. Its version information should be completed in order to inform the members of the workspace.
 - You explicitly create a new version of a document under version control as follows.
 - The ‘Revise’ form lets you upload a file as the new version. The form further offers default values for the new version number and the version state. These values may be modified, e.g., an out-of-sequence version number may indicate that the current version is a significant change of the preceding version.

Entering instructive information in the field ‘Changes made in version version-number’ will help the members of the workspace understand the version history and later on to find a specific older version.

7 Risk assessment and management plan

Adherence to quality standards and mitigation of risks constitute core processes of project success. This document includes recommendations and guidelines to ensure high quality results throughout the project ECOAGE and risk prevention strategies. Examples of such potential risks and quality management include: detailed information on how to avoid miscommunication with partners, measurements to avoid delay in deliverable submission, clear identification of responsibilities of each partner according to their agreed role in the project, management procedure if any members of the Consortium do not comply to their responsibilities etc.

Quality assurance management has an essential role in the project to ensure risks are identified, mitigation strategies and quality assurance processes are in place for all the different stages in the project. Part of the WP1 is for Task 1.2 to produce the Quality assurance manual which will analyse any potential risks and present the appropriate mitigation measures to prevent or tackle them. Task 1.2 will be a dynamic document and adapted throughout the project lifecycle as new risks could be identified at any time.

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8 Conclusions

The Project Management Handbook has been developed to establish the protocol and procedures for the management, monitoring and implementation of the ECOAGE project. It aims to elaborate on descriptions of partner roles and obligations, methods of communication, document storage and sharing, and production of deliverables.

All consortium members are responsible for reviewing and consulting this document frequently to ensure the implementation of a consistent quality of work, common strategies and procedures during the project ECOAGE.

This is a dynamic document and will be adapted according to the most recent information and collaborative decisions taken by the consortium in order to reflect the current practices.

<D1.1>/<Project Management Handbook >

9 References

- 1) Microsoft Skype Tool, <https://www.skype.com/en/>
- 2) Google Drive, <https://www.google.com/drive/>

10 Annexes

10.1 Meeting minutes Template

EEA & Norway Grants 2014-2021 – Active Citizens Fund Cyprus
Ref. no: 35_ACF CY_IEEN

ECOAGE Meeting minutes

Event:

Location:

Date and Time:

Attendance list:

No	Participants	Organisation

A. Agenda

- i.**
- ii.**
- iii.**

B. Discussion

Related WP	Discussion Points

C. Future Actions

Related WP	Description of Actions	Responsible Partner	Date of Completion

<Dx.x>/<Deliverable title>

10.2 Deliverable Template



EEA & Norway Grants 2014-2021 – Active Citizens Fund Cyprus

Ref. no: 35_ACF CY_IEEN

Project Acronym: ECOAGE

Project title: ECOAGE: Intergenerational solidarity towards an ecological life in Cyprus

Project ref no:	35_ACF CY_IEEN
Project acronym:	ECOAGE
Project full title:	ECOAGE: Intergenerational solidarity towards an ecological life in Cyprus
Due date of deliverable:	
Actual submission date:	
Deliverable name:	Dx.x
Status:	Select an option
WP contributing to the deliverable:	
Lead partner for this deliverable:	

<Dx.x>/<Deliverable title>

Author(s):	Name (Organisation)
Contributing Partners:	Name (Organisation)

The ECOAGE project is funded by Iceland, Liechtenstein and Norway under the EEA & Norway Grants 2014-2021 – Active Citizens Fund Cyprus with Ref. no: 35_ACF CY_IEEN.

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Version History

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List of figures

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List of abbreviations (alphabetically)

Abbreviation	Full name

Executive Summary

Text Text Text Text Text Text Text Text Text Text Text Text TextText TextText Text
Text Text Text

3 Chapter

Image example



Figure 1. Text text text

Table example

Topic 1	Topic 2	Topic 3	Topic 4
Data	Data	Data	Data
Data	Data	Data	Data
Data	Data	Data	Data

Table 1. Text text text

4 Conclusions

Text Text Text Text Text Text Text Text Text Text Text Text Text Text Text Text Text Text
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5 References

[1] Reference 1.

[2] Reference 2.

[3] Reference 3.

Note: In order to use the same bibliography style in all documents, the style suggested is IEE Reference order. If you are not used to it, please use a similar one.

6 Annexes