

MODULE DESCRIPTION:

This module gives you some options how to manage efficiently a project.

INTRODUCTION:

A Quality Management Plan (QMP) is needed to manage efficiently a project. The objective is to specify quality standards and procedures to be applied in the management and execution of the project.

For a successful management, an effective Organizational Structure must be Created and defined. The project management structure must be designed to link together all the project components and maintain effective communication with the Commission and within the whole Work team to create an effective and harmonious working partnership.

1 The Work Team

According to the size of the project, the management roles as described below may be omitted (e.g. merge administrative and technical co-ordinator) or enhanced (e.g. task leaders for complex research projects).

A steering group: a team in charge of the strategic guidance of the project, consisting of one person per partner

A project Co-ordinator (administrative and finance manager): The project Co-ordinator will ensure that the project is carried out using the highest standards and procedures of work in terms of management, quality of deliverables, according to the standards of a project; to ensure that the project is completed according to the administrative requirements specified in the Contract and within the approved timescale and budget; the partner who interacts with the European Commission.

A technical co-ordinator: Research or technical oriented projects may benefit from a technical co-ordinator. S/he is the leader to co-ordinate all work packages, monitors the timely progress and notifies the project co-ordinator (sometimes also called administrative co-ordinator) of any delays or problems.

Communication manager: The Communication manager is responsible of maintaining the communication flow among the consortium. This is of particular importance with an international consortium with different time zones.

Work packages Leaders: The WPs leaders are designated on the basis of their technical, managerial and relevant competences and specific expertise, which will ensure the technical accomplishments and optimum co-ordination of their activities according to the project plan's schedule of technical achievement. Work package leaders co-ordinate the work of the work package. This does not mean that they do all the work themselves but they have an overview and interact with the technical co-ordinator!

Staff services: The Management Team might be supported in its work by services assistants that will provide the logistics and co-ordination services to ensure efficient management of the project. This includes legal services for issues of confidentiality, Intellectual Property Rights (IPR) and copyright.

External Advisory board: The Advisory Board may be useful to assess independently project results and give recommendations if considered necessary.

2 Make the reports:

All deliverables that result from the Work Packages shall be submitted to the EC by the delivery date. Partners involved in the work package of which the deliverable is a result, should contribute to it. Completed deliverable contributions shall be sent to the Project coordinator who takes care of editing and submission to the Project Officer and distribution to the Consortium.

3 Create a good and effective Risk management plan:

A risk management plan has been set-up to ensure an effective development of the project. The results of this process will be included in the Periodic report.

The Risk Management plan comprises four phases:

- Risk Identification
- Risk Analysis
- Risk response actions (risk mitigation)
- Risk monitoring and control

4 Foresee a dispute settlement mechanism:

In case of disputes among partners, a clear procedure should be in place. This could be, as an example, that the Steering Committee decides by qualified majority; or that the Steering Committee nominates 3 representatives that decide unanimously. Finally, it could be decided that the final decision is made by the Advisory Board.

In big consortia with potential commercial results, it is good to foresee such a procedure already in the Consortium Agreement, to be concluded before the project start. This is an agreement among all partners that defines important issues such as drop-out of a partner, non-performance of a partner, intellectual property rights etc.

5 Monitor and measure the achievements of the project:

Find quantitative indicators to know the achievements of each of the work packages you will have in a project.

WP No	Work package title	Quantitative Indicator
2	<i>Awareness raising & Coaching Courses – Content preparation and events organisation</i>	<ul style="list-style-type: none">• Number of potential partners reached.• Number of workshop participants in:<ul style="list-style-type: none">○ Awareness raising courses○ Coaching Sessions

Define all the work Packages of the projects and create a calendar with starting and ending dates of each activity done in the project:

WP No	Work package title	Type of activity ¹	Lead beneficiary no.	Lead beneficiary short name	Person-months	Start month ²	End month ²
1	<i>Identification of stakeholders, priorities and success factors</i>	SUPP	1	INMARK	8	Nov /08	April /09

6 Define the deliverables of the project:

Attach to the bases of the deliverables format style, structure for all.

Define who is going to be in charge of each deliverable

Define how many deliverables will be per each work package

Define a schedule for the deliverables

7 Ownership of project results and IPR:

Should be defined if it is needed (see above "Consortium Agreement").