TEMPorary USes as start-up actions to enhance port (in)tangible heritage

D1.1.1 – Project Handbook

Document control

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1. INTRODUCTION

The TEMPUS Project Handbook aims being the basis of monitoring and controlling of the project activities implementation throughout its whole duration.

It is meant as a guideline for the project activities management and should be used by the Lead Partner and the Project Partners.

It includes internal governance structure and flows, communication channels and methods as well as the standard procedures for reporting to all relevant Project Governance Groups and to the Managing Authority and the Joint Secretariat.

The Handbook covers the following issues:

- Project Governance Groups;
- Project-specific procedures;
- Project management plan;
- Reporting procedures;
- Risk and quality control;

Communication and collaboration.

2. LEGAL FRAMEWORK

The Consortium and project activities are regulated under the following legal framework:

- Subsidy Contract: contract between The Veneto Region acting as a Managing Authority of the Interreg V-A Italy-Croatia CBC Programme and the Istituto per le Tecnologie della Costruzione – Consiglio Nazionale delle Ricerche acting as the Lead Partner of the project;
- Partnership Agreement: agreement among all the Project Partners (PPs) and signed by their legal representatives.

3. PROJECT GOVERNANCE GROUPS

3.1. Project Management Teams

As detailed in the Application Form, WP1 Description, each Project Partner (PP) will set up a local Project Management Team (PMT) made by a Project Manager, a Financial Manager and a Communication Manager.

The PP local PMTs will be coordinated at higher level by the Lead Partner PMT. The following table shows the TEMPUS Project Management Teams.

	LP ITC-CNR							
Project Manager	Michele Stella (Project Coordinator)							
Financial Manager	Francesca Picenni							
Communication Manager	Marco Padula							
	PP1 CNA	PP2 UNIBO	PP3 CertiMaC	PP4 RDA PORIN	PP5 RERA	PP6 SOLIN	PP7 PPMHP	PP8 RIJEKA
Project Manager	Mr. Massimo Mazzavillani		Mr. Luca Laghi		Mr. Ante Vukasović	Ms. Marijana Žižić		
Financial Manager	Mr. Maurizio Gasperoni		Ms. Maria Teresa Fiorentini			Mr Frane Polić		
Communication Manager	Ms. Antonia Gentili		Ms. Elena Casiraghi			Ms. Antonela Vulić Gruica		

Table 1 - TEMPUS Management Teams

3.2. Task Forces

Three Task Forces (TFs) will be appointed to interlink methodologically the local processes and draw shared and general contents for feeding project outputs.

- **TF1 – Port cities' history and culture**, led by PPMHP: the TF is in charge of coordinating A4.2 – Creation of interactive exhibitions on port cultural evolution as well as supporting RDA Porin in the coordination of A4.4 – Establishment of HD collaborative entrepreneurial ecosystems;

- **TF2 – Port cities' entrepreneurial realm**, led by CNA Ravenna, in charge of coordinating A4.3 – Development of HD entrepreneurial business strategies as well as supporting RDA Porin in the coordination of A4.4 establishment of HD collaborative entrepreneurial ecosystems;
- **TF3 – Platform**, led by CNR together with the WP leader UNIBO and WP2 leader RERA; it will gather experts s. a. developers (ITC-CNR), Communication managers from all PPs and Graphic and Web Designers (UNIBO and external experts) while all PPs will contribute by providing data to gradually populate the platform; it main role is to coordinate A5.2 – TEMPUS Platform Development and to support UNIBO in the coordination of A5.1 – WP set-up and coordination.

During the project implementation, TFs will meet in person several times during the project CBC meetings as shown in Table 2.

	Ravenna KoM (M2)	Rijeka (M6)	Split (M12)	Rijeka (M18)	Ravenna (M24)	Bari (M30)
TF1		✓		✓		
TF2		✓	✓		✓	
TF3		✓	✓	✓		

Table 2 - Task Forces participation in project meetings

3.3. Steering Committee

The Steering Committee (SC) is composed by the Legal Representative of each Project Partner and has a central monitoring, evaluation and reporting responsibility.

In case one of the members cannot participate in a SC meeting (either ordinary and extraordinary), they shall formally appoint their proxy.

The SC members will keep in touch along the whole project duration and meet in person every six months – during the project meetings – in order to ensure effective task delivery. The SC is required to have the appointed JS invited at least one of their meeting and, in general, to keep them posted on their meetings schedule.

The SC members have 1-1 vote. The SC etiquette will be established in the "Rules of Procedures for the SC" which will be discussed and possibly approved during the Kick-off meeting and, finally, included in D1.1.2 – *Project-level structures established at LP level* (M3).

	Legal Representative	Appointed Delegate
LP	Antonio Occhiuzzi (Power of attorney from CNR's Legal Representative)	
PP1 – CNA	Pierpaolo Ettore Burioli	
PP2 – UNIBO	Francesco Ubertini	
PP3 - CertiMaC	Gian Domenico Burbassi	
PP4 – RDA Porin	Dario Zorić	
PP5 – RERA	Jozo Sorač	
PP6 – Solin	Dalibor Ninčević	
PP7 – PPMHP	Nikolina Radić Štivić	
PP8 - Rijeka	Vojko Obersnel	

Table 3 - TEMPUS Steering Committee Members and Delegates

4. PROJECT PROCEDURES

4.1. Meetings Management Procedures

Local PMTs will regularly meet during 6 project meetings which will take place every six months i.e.:

Four out of the six project meetings events will be also matched to a public event aimed at presenting the latest project outcomes and outputs.

	Project meeting	Public Event
RAVENNA – Feb. 2019	Kick-off meeting	//
RIJEKA – Jun. 2019	2nd Project meeting	//
SPLIT – Dec. 2019	3rd Project meeting	Launch event
RIJEKA – Jun. 2020	4th Project meeting	Sailing event
RAVENNA – Dec. 2020	5th Project meeting	Mix&Match event
BARI – Jun. 2021	6th Project meeting	Docking event

Table 4 - Synthesis of project meetings and public events

All local Project and Financial managers are required to take part in the kick-off meeting. As for the following meetings, each Project Partner shall be represented at any meeting by at least on team member. In case of absolute impossibility to attend a meeting, the Partner at issue shall try to participate at least via telco or appoint a substitute or a proxy with power of decision if needed.

4.2. Convening Meetings

The Lead Partner is in charge of convening ordinary meetings of all the local Project Management Teams, Steering Committee and Task Forces, which match the project meetings scheduled in Par. 3.1.

Extraordinary meetings shall be convened by the by the highest level member of the group(s) at issue whenever necessary, either autonomously or upon request of a group member.

Project Governance Group	Ordinary Meetings	Extraordinary Meetings
Local Project Management Teams	Internal meetings at local level among the three managers appointed by each partner (LP included) are daily. Cross-border meetings among all project partner are scheduled **every six months** according to Table 4.	Internal meetings at local level among the three appointed managers are daily. Cross-border meetings among all project partners can be convened whenever necessary via telco or telephone.
Steering Committee	Regularly **every six months during Project meetings** scheduled in Table 4.	Whenever necessary via telco or telephone.
TF1	Twice, during the 2 project meetings in **Rijeka (M6 and M18)**	Whenever necessary via telco or telephone.
TF2	Three times, during the project meetings in **Rijeka (M6) Split (M12) Ravenna (M24).**	Whenever necessary via telco or telephone.
TF3	Three times, during the project meetings in **Rijeka (M6), Split (M12), Rijeka (M18)**	Whenever necessary via telco or telephone.
Local Project Management Teams	Internal meetings at local level among the three managers appointed by each partner (LP included) are daily. Cross-border meetings among all project partner are scheduled every six months according to Table 4.	Internal meetings at local level among the three appointed managers are daily. Cross-border meetings among all project partners can be convened whenever necessary via telco or telephone.

Table 5 - Project Governance Groups' ordinary and extraordinary meetings

4.3.   Notice of a Meeting

The chairperson of a Project Governance Group shall give notice of a meeting to the group members as soon as possible and anyway no later than a minimum of 45 calendar days for an ordinary meeting and 5 calendar days for an extraordinary meeting.

4.4.   Setting the Agenda

The chairperson of a Project Governance Group shall prepare and send a written agenda to their group members as soon as possible and anyway no later than 21 calendar days in case of ordinary meeting and 3 calendar days in case of an extraordinary meeting.

4.5.   Minutes of the Meeting

The convened Project Governance Group shall produce written minutes of each meeting, which shall be the formal record of all decisions taken.

In case of an (ordinary) physical meeting, the first draft shall be prepared by the Partner hosting the meeting and distributed to the other participants within 15 calendar days following the meeting at issue.

In case of an (extraordinary) online meeting, the first draft shall be prepared by the chairperson of the group and distributed to the other participants within 7 calendar days following the meeting at issue.

In both cases the minutes will be considered as accepted if within 15 calendar days from sending the first draft no member has sent in writing any comment, integration and/or objection with respect to the accuracy of the document to the Partner/ chairperson which distributed the draft.

The Partner/ chairperson shall take into account any comment/ request of integration/ objection and consequently amend the document and send the final version to all the participants of the meeting and to the project coordinator, who shall safeguard them.

4.6. Decision-making Process

4.6.1. Voting Rules and Quorum

Each Project Governance Group shall not deliberate and decide validly unless two-thirds of its members are present or represented (quorum).

If the quorum is not reached, the chairperson of that group shall convene another extraordinary meeting within 15 calendar days.

If in this meeting the quorum is not reached either, the chairperson shall convene another extraordinary meeting entitled to decide even if less than the quorum is reached. In this case, decisions shall be taken by a majority (51%) of the votes cast.

In case of equality, the project coordinator will take the final decision.

A party declared as „defaulting party" by the Steering Committee has no right to vote.

4.6.2. Decisions

Decisions are binding only after the related part of the meeting minutes is accepted.

A decision may also be taken outside a meeting provided that the coordinator circulates to all partners a written document which shall include a deadline for receiving feedback. Before officially circulating, the content of the document shall be agreed by the defined majority of the Project Governance Group at issue.

Decisions taken outside a meeting shall be considered as accepted if no member has sent an objection in writing to the coordinator within the given deadline.

The decision will be binding after the coordinator sends a written notification of its acceptance to all partners.

4.6.3. Veto Rights

In case a Project Governance Group member can prove that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a Group's decision, they may exercise a veto with respect to the decision - or relevant part of the decision - at issue.

When a decision has been taken without a meeting, a Group's member may veto such decision within 15 calendar days after written notification by the chairperson of the outcome of the vote.

In case of exercise of veto, the members of the Project Governance Group at issue shall make every effort to resolve the matter which brought to the veto to the general satisfaction of all its members.

A partner may veto decisions neither relating to its identification to be in its obligations' breach nor to its identification as a defaulting party.

A defaulting party may not veto decisions relating to its participation and termination in the Consortium or their consequences.

A party requesting to leave the Consortium may not veto decisions relating thereto.

5. PROJECT MANAGEMENT PLAN

The TEMPUS Project activities are organized according to five Work Packages (WPs) + WP0 – Project Preparation, carried out before the official project implementation period.

- WP1 – Project Management and Coordination of Activities: made of 4 activities and led by the Lead Partner ITC-CNR
- WP2 – Communication Activities: made of 4 activities and led by PP5 RERA
- WP3 – Pilot Testing for Co-Designing Heritage-Driven Urban Strategies: made of 4 activities and led by PP3 CertiMaC
- WP4 – Port Cities Storytelling for Heritage-Driven Entrepreneurial Innovation: made of 4 activities and led by PP4 RDA Porin
- WP5 – Community Building to Promote Heritage-Driven Joint Development: made of 3 activities and led by PP2 UNIBO

Each WP is led by a specific project partner (WPL), but foresees the involvement, to different extents, of all PPs. It is the WPL's role to coordinate other partners' participation in specific activities and their related work according to project deadlines. In turn, WPLs work will be coordinated and monitored by the LP.

5.1. Project Schedule

The TEMPUS Project timeline is shown in the GANNT chart below:
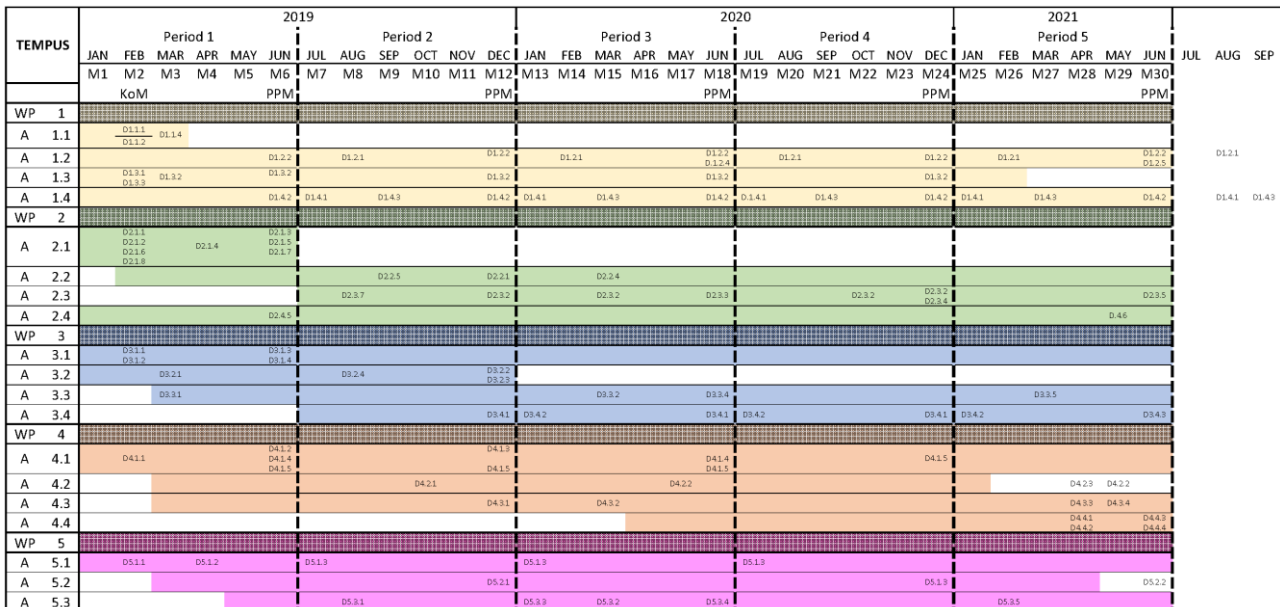
This GANNT chart was sketched according to the latest version of the approved Application Form.

5.2. Project Activities Management

Each WP is managed by a WP Leader (WPL), which is responsible for the overall management and coordination of their WP activities – also in relation to other WPs' activities – and for the achievement of the related outputs.

WPLs are as well in charge of the preparation and finalization of WP-related deliverables in due time, according to the project schedule reported above.

WPLs must regularly report their activities' progress and any possibly occurring risk to the Project Coordination Group, which manage the overall project implementation – and to the Steering Committee during the project Transnational Meetings.

The list of WPLs is reported in the table below:

WP	WPL
WP1 – Project Management and coordination of activities	ITC – CNR
WP2 – Communication activities	RERA
WP3 – Pilot testing for co-designing HD urban strategies	CertiMaC
WP4 – Port cities storytelling for HD entrepreneurial innovation	RDA Porin
WP5 – Community Building to promote HD joint development	UNIBO

Table 6 - Project WP Leaders

All PPs are – to different extents – involved in the implementation of the WPs.

5.3. Deliverables management and ownership

Deliverables are contractual documents; in order to ensure the highest quality possible, each deliverable shall undergo a multi-staged review process.

The first review is performed by the LP; after their amendments/comments are implemented, the Deliverable can be shared with the other PPs. PPs shall have at their disposal at least one week to read the document and send their feedback to the WPL.

If more days are given for the review, the WPL will specify the deadline in the email with which the document is shared. If PPs send no feedback within the given deadline, it is assumed they accepted it.

The WPL shall go through the PPs' feedback and implement it in the document to the maximum extent possible.

In order to consider it as finalized, the LP shall give final validation to the document.

The main roles of the Deliverable production process are the following:

Deliverable **Responsible**: The main editor of the deliverable, who leads its production process according to high quality standards and in due time; WPLs are the Deliverable Responsible of all the deliverable related to their WP.

Deliverable **Contributors**: PPs participating in the production of the deliverable by providing contents, data, etc. and supporting the Del. Responsible in the production process in accordance with reviewers' comments and requests.

Deliverable **Reviewer(s)**: The Lead Partner is the main reviewer and shall amend and integrate the document's content and ensure that its objectives are met from the scientific/ technical point of view, also in the wider framework of the other project activities; the LP shall also validate the final version of the document; PPs sending their comments/feedback to the final draft of the document are considered reviewers as well.

The first step of the deliverable production process is the definition of the document structure. The Deliverable Responsible is in charge of drafting a first structure proposal and forward it to the Lead Partner and to possibly involved Contributors in order to get their feedback.

Once the document structure is commonly agreed, the Deliverable Responsible shall gather necessary contents and data from the Deliverable Contributors and merge them in one homogeneous document: that is the first official draft.

The first official draft shall be sent to the Lead Partner (main Reviewer) at least 3 weeks before the document delivery deadline. The Lead Partner shall send their comments/feedback within one week from receipt, unless differently agreed.

The Deliverable Responsible shall integrate the LP's feedback and send the new version of the document to all PPs for their review.
Unless differently agreed, PPs shall send their feedback within one week from receipt. If PPs do not send their feedback within the given deadline, it is assumed they accepted the document version they received.

The Deliverable Responsible shall use the days left before the deadline to integrate PPs' feedback in the document and send this new document version to the Lead Partner who – if no further amendments are needed - shall validate it in order to consider it finalized.

The finalized version of the document will be shared with all PPs both in .doc and in .pdf format.

The following table summarizes the standard deliverable production process:

Action	Performed by	Timing
First official draft is delivered to the LP	Del. Responsible	3 weeks before deadline
LP gives feedback on the first official draft	Lead Partner	2 weeks before deadline
A new amended version is delivered to PPs	Del. Responsible	10 days before deadline
PPs give feedback on the new amended version	PPs	3 days before deadline
The final draft is delivered to LP for validation	Del. Responsible	1 day before deadline

Table 7 - Delivery production process

To ensure a homogenous structure and visual aspect, deliverables shall always be formatted according to the Deliverables template provided by the LP.

5.4. Editing guidelines

The project logo, which was provided by the IT-HR Programme, must be always placed in a central and visible top position of the project materials and it must be used without any modification (cut, stretch, etc.), as stated in the programme rules.

Deliverable 2.1.4 provides project materials templates planned according to the programme editing rules as well as to project branding features.

The following table depicts the main rules for the documents editions

Item	Rule	Exceptions/ notes
Language	(British) English	Deliverables translation is foreseen for those deliverables which shall be used for project activities communication/ dissemination/ exploitation at local level.
Nomenclature	*<Project Name>_<Project Number>_<Del. ID>-<Del. Name>_<Status* (DRAFT or FINAL)*>_V<Version n.>* Example: TEMPUS_10044521_D1.1.1-Project Handbook_DRAFT_v.1.1	This rule is mandatory only for Deliverables. However, it is strongly recommended to apply it to all other documents/ materials produced within the project as follows: *<Project Name>_<Project Number>_<WP Number>_<Document Type>_<Status* (Draft or Final)*>_<Version>* Example: TEMPUS_10044521_WP2_Press Release on Kick of Meeting_FINAL_V.3.0

Templates	Always use templates provided in D2.1.4 for:	Other templates - s. a. flyers and brochures - that shall be prepared during the project lifetime will be shared with partners and added to D2.1.4.
	• Deliverables; • Events/Meeting Agenda and Attendees List; • Meeting Minutes; • PowerPoint Presentations; • Newsletter; • Open calls/ Media Announcements; • Roll-ups; • Promotional materials (folder, bag, notebook, pencil, USB stick, etc.).	

Table 8 - Documents' Editing Guidelines

5.5. Project Outputs

The project outputs and their related description, including the planned means of verification, are listed:

ID	Output	Related WP	Responsible PP	Due Month	Means of verification
OP1	3 Port cities Urban Strategies	WP3	CertiMaC	M30	Signature of D4.3.4
OP2	TEMPUS Methodology	WP3	CertiMaC		
OP3	TEMPUS Toolkit	WP4	RDA Porin		
OP4	TEMPUS Platform	WP5	UNIBO		Platform Official Launch
OP5	Joint Visibility Plan	WP5	UNIBO		Closure of A5,3

Table 9 - Project outputs and means of verification

6. RISK AND QUALITY CONTROL

The Coordinator is responsible for setting up a system that guarantees the overall quality of the project methods and outputs, on the basis of the project handbook.

Local Project Managers will be provided with risk and quality control tools, such as the Quality Report Template.

It will consist of control tools for the Local Project Managers to monitor progress in their local case studies and to inform the Steering Committee and the Project Coordination Group on the quality, as well as of procedure for the risk management.

The Project Manager will draft and operate the overall quality control systems. Each local Project Manager will be responsible for reporting to the LP's Project Manager according to the Quality Report

template which will be drawn up by the LP. The Project Manager shall discuss the quality review reports with the SC.

7. COMMUNICATION AND COOPERATION

7.1. Communication with the Managing Authority and the Joint Secretariat

The Lead Partner is in charge of mediating the communication between the PPs and the MA/JS. This means managing periodic contacts and information exchanges with the appointed Project Officer (PO) related to:

- Preparation, compilation and submission of periodic partner and project reports;
- Preparation, compilation and submission of Deliverables;
- Payments management;
- Any possible unforeseen issue related to the project implementation.

7.2. Internal communication

7.2.1. Contacts list

The Application Form sealed by the MA on 31 December 2018 reports the official contact person appointed by each project partner.

Moreover, according to information provided by each PP, a contacts list has been created and shared in the project dedicated Dropbox folder *TEMPUS Project*; it contains names and contact information of all people involved in the daily project management and implementation.

The contacts list will be constantly kept updated with the help of all PPs in accordance with any possible change within the project team.

7.2.2. Email communication and project mailing list

Email is extensively used by the Partners to communicate, share and exchange documents and information among each other.
In other to facilitate the tracking of project-related communications, the emails' subject will clearly identify the project, the WP and the topic to which the communication is related as examples the following structure:

<div align="center">TEMPUS_WP1_KoM Final agenda</div>

In order to facilitate the delivery of information and requests of common interest, the LP has created a mailing list address:

tempusproject@itc.cnr.it

When partners send an email to the address above, it will be automatically redirected to a mailing list encompassing all team members.

The mailing list is managed by the LP; PPs are required to support the LP in the constant update of the mailing list addresses according to the changes occurring in their local teams.

7.3. External communication

Communication with external audience is primarily managed within WP2 and coordinated at transnational level by its leader PP5 RERA.

Any publicity, including at conferences and seminars or any type of information and/or promotional material must include:

- A reference to the co-financing source (ERDF and IPA II);
- The project logo provided by the IT-HR Programme.

This project logo must always be placed in a central and visible top position of the produced materials. In case of communication products s. a. conference bags, roll-ups or presentations, the logo has to be in a prominent place.

In any case, the size of the logo must be reasonable and recognisable.

Note that the Union emblem can never be smaller than any other logo included in the same output.

Moreover, each partner is required to include in their institutional Websites:

- A short description of the project, including its aims and results and highlighting the financial support from the Union (ERDF/ IPA II);
- A link to the IT-HR Programme Website;
- A link to the project website hosted by the Programme.

Until the delivery of the TEMPUS Platform at the end of the project implementation period, the main TEMPUS online showcase will be the project website provided by the MA/JS (URL: https://www.italy-croatia.eu/web/tempus).

The project Website will be managed by the WP2 Leader (PP5 – RERA) in close cooperation with the project Communication Manager and the LP Project management team.

8. PROJECT REPORTING

According to Art. 12 od the Subsidy Contract the project implementation is divided into the following reporting Periods:

Reporting period	Timeframe	Deadline for progress reports/ final report submission	Spending Forecast
1	Jan-June 2019	30/09/2019	414.165,00 EUR
2	Jul-Dec 2019	31/03/2020	623.115,00 EUR
3	Jan-June 2020	30/09/2020	642.870,00 EUR
4	July-Dec 2020	31/03/2021	580.475,00 EUR
5	Jan-June 2021	30/09/2021	446.295,00 EUR

Table 10 - Reporting periods and deadlines

The LP must submit to the MA a progress report within 90 days following the end of each period on the basis of validated Partner Reports. Report be prepared according to the guidelines and using the document templates provided by the Managing Authority, available both in the IT-HR programme website (URL: https://www.italy-croatia.eu/docs-and-tools) as well as in the Project internal Dropbox folder.

Reimbursement of reported expenditures can only be requested on basis of the periodic reports submitted by the LP to the MA/JS via the Veneto Region dedicated online system SIU (https://web1.regione.veneto.it/cas/login?service=https%3A%2F%2Fsiu.regione.veneto.it%2FDoman dePRU%2Fjsp%2Fload.jsp&tipoProgramma=INTERREG%20VA%20ITHR).

8.1. Reporting process

The 90 days between the end of a reporting period and the deadline for the related progress report submission foresee specific steps that can be summarized as follows:

- Each Partner – LP included – prepares and submits its activity and financial report according to the guidelines set by the programme (HR partners shall submit the partner report within 10 days from the end of the reporting period, while IT shall set this internal deadline with their appointed FLCs);

- FLCs validate the received reports (or ask for improvements, additions, clarifications, etc.);
- The LP finalizes the progress report on the basis of validated partner reports;
- The JS validates the received report (or ask for improvements, additions, clarifications, etc.);
- Once the report is validated by JS, the LP submits the official application for reimbursement.

Once the application for reimbursement is submitted, the MA has 90 days to issue the payment.

This process will be repeated for each reporting period listed in Table 10, thus 5 times during the project lifetime.

Figure 1 - Reporting process scheme

As stated in the in the Partnership Agreement (Art. 7, 2.i), once the funds are available on their account, the LP is responsible for transferring the due sums to each PP as soon as possible according to internal procedures and, in any case, no later than 90 days after receiving the reimbursement from the MA.

8.2. Mid-term evaluation

The LP will be responsible of preparing a mid-term evaluation factsheet drafted on the basis of the delivered progress reports, partners' financial performance, quality reports (D1.3.2).

This document shall give an overview of the progress achieved so far both at partner and, above all, at project level.

Its contents will be presented to the PPs and the SC members at the Rijeka meeting in M18 and will be delivered to the JS via the progress report related to period 3.

9. PROJECT MODIFICATIONS MANAGEMENT

As stated in Factsheet 6, section E, three types of modifications may happen to be necessary during the project implementation:

- Modifications of the Partnership
- Budget modifications
- Modifications of the Work Plan.

These modifications can be either result as minor or major according to the impact they have on the project implementation

Moreover, in exceptional and well justified cases, an extension of the project duration may occur as well.

9.1. Minor modifications

Minor modifications are those which do not have significant impact on the project budget, activities, objectives and/or results and do not require prior approval by the MC.

Minor modifications can be requested at any time during the project implementation, on the occasion of the progress report submission.

Indeed, they have to be reported in the appropriate period's progress report as "deviations" according to the following steps:

- The PP formally sends a request of minor modification to the LP where details about the modifications and an appropriate motivation are given;
- If the LP accepts the request, they notify it to the JS; the LP can also ask the PP to provide further supporting information;
- Once the JS sends formal notice of receipt and approval, the LP informs the PP;
- At this point, the PP is allowed to report the modification in their progress report as deviation.

Minor modifications are limited to the following:

- Budget changes within budget flexibility rule;
- Minor adaptation of the work plan;
- Other minor changes (e.g. administrative elements, s.a. change of Legal Representative.

In case of minor modifications related to the budget, the LP is required to provide the JS project officer with the Budget Tool. It is an excel template which shall be filled-in according to the changes under approval to prove that the changes are actually within the flexibility rule. Therefore, when a PP sends to the LP a request for minor budget modification, support in filling-in the budget tool may be requested to the concerned PP.

Further instructions for minor changes management are given in Factsheet 6 and in the Guidelines *Minor Changes - procedure to insert minor changes in SIU*. Both documents are available on the IT-HR Programme website and in the shared project Dropbox folder.

9.2. Major modifications

Major modifications are deviation from the latest approved AF version going beyond the flexibility limits applicable to minor modifications. Major modifications <u>do require prior approval by the MC</u>.

<u>All</u> major modification can be requested only until 3 months before the project end. Some of them can be requested just once during the whole project lifetime, others can be requested anytime.

Major modifications concern the following changes:

- Budget modification (reallocation above flexibility rules as presented in Factsheet 6, section E.2.1 and reallocations between Partners); it can be requested ONLY ONCE in the period between the half of the project and the 4th month before its end; i.e., in case of TEMPUS, from M16 to M27 included;
- Changes in the project content/ work plan (including additional/reduced project activities, deliverables and outputs, main characteristics of planned outputs and investments, project objectives and results going beyond a mere adjustment of the work plan as presented in Factsheet 6, section E.2.2); it can be requested in the period between the half of the project and the 4th month before its end; i.e., in case of TEMPUS, from M16 to M27 included;
- Changes in the Partnership (e.g. withdrawal, replacement, etc.); it can be requested ANYTIME until 3 months before the end; i.e., in case of TEMPUS, from M1 to M27 included;
- Extension of the project duration, it can be requested ONLY ONCE in the period between the half of the project and the 4th month before its end; i.e., in case of TEMPUS, from M16 to M27 included.

Major modification must be reported in the AF with the JS' support and approved by the MC according to the following steps:

- The PP informs the LP about the major modification; the PP might be asked to provide a formal communication where details about the modifications and an appropriate motivation are given;

- The LP informs the JS, fills in a project modification request form (template provided by the Programme) and submits it to the Programme;

- The JS provides the LP with initial feedback;

- If the LP receives positive feedback, they will be asked to revise the relevant parts of the AF in the SIU system accordingly, to attach a detailed reasoning including the cause and the effects of the requested modification and, if necessary, supporting documents;

- The JS analyses and provides technical feedback on the new AF version which shall support the MC decision;

- The LP is notified by the MA on the decision taken by the MC, after which, if the feedback is positive, the modification enters into force; In case of rejection, the same modification cannot be requested again.

When a PP sends to the LP a request for major modification, support in the process may be requested to the concerned PP.

Further instructions for major changes management are given in Factsheet 6, available on the IT-HR Programme website and in the shared project Dropbox folder.

10. CONCLUSIONS

This Project handbook is suited to facilitate successful start-up, implementation and finalization of the PoWER Project in terms of management, high-quality deliverables, project communication and dissemination and quality control.

This Handbook will be shared with all PPs, who will have to stick to it. Continuous compliance to the Handbook will be monitored by the LP.

The Handbook complies with the project legal framework made of Subsidy Contract and Partnership Agreement.