



Document Information

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Leading Partner	DSU

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Project management, responsibilities, procedures, lines of communication, consortium, collaboration

Executive summary

About the project

In the context of civil protection exercises, well-considered and extensive evaluation plays a crucial role in documenting best practices and shortcomings happening during those exercises. By noting lessons learnt, evaluation is essential for a constant improvement in training efforts, thus promoting the capacities of response units in the European Union and its neighboring countries for dealing with real disaster scenarios. INEGMA-E2 is building upon an upcoming approach of independent evaluation and aims for a new level of exercise evaluation, which will meet high standards concerning documentation, replicability, and goal orientation.

The three pillars of the project are: 1) Development of an adequate and versatile evaluation methodology, addressing the different types of existing exercises. Each of those has different needs and goals, thus requiring diverse evaluation approaches. 2) Exploring the great number of existing tools, which can facilitate the data collection throughout the exercise process. Software solutions and technical tools like databases and handhelds empower the evaluators to collect a great amount of data even under difficult circumstances often part of the training reality. 3) The creation of an international pool of evaluators, which will be accessible by all institutions managing those kinds of exercises, to ensure the availability of highly skilled experts when needed. Those invited to this pool of evaluators will have to meet a certain skill set developed during the project.

A strong interconnection of all three essential fields - methods, tools and network – is crucial for setting new standards in exercise evaluation. By ensuring the provision of results for future exercises INEGMA-E2 will significantly contribute to a continuous improvement of exercise outcomes. In addition, it will connect experts in exercise evaluation, will create a



mechanism to share knowledge and good practices and will be designed for further growth and scale up.

About this deliverable

This Project Handbook (PH) specifies the management structure and collaboration commitments for all Consortium partners and bodies as outlined in the Grant Agreement (GA). It aims to facilitate optimal collaboration between Consortium partners, coherency between deliverables, and adherence to European Commission (EC) requirements.

Overview of the project

INEGMA-E2 consists of 5 Work Packages (WPs), and has a duration of 18 months, starting 1 January, 2022. Working Package (WP) 2 and 3 are research and design based and will develop INEGMA-E2 knowledge on evaluation methodologies for different types of exercises, they will develop Standard Operating Procedures for evaluation and technical solutions to be used during the process of exercise evaluation. WP 4 will build on this knowledge, and is targeted towards the development of a pool of international evaluators that will apply the results achieved in the previous WPs. Throughout the entire project, WP1 will be focusing on Project Management and WP5 on Dissemination and Continuity of activities. Figure 1 displays the interrelations of the WPs.

Figure1: INEGMA-E2 Work Package Overview





Project Management Structure

INEGMA-E2 project management structure is put in place to:

- Coordinate the activities within the Consortium, and to ensure the quality and timely submission of the project's deliverables.
- Provide mechanisms for decision-making, quality control, and conflict resolution.
- Facilitate timely and efficient financial and administrative coordination of the project, and liaise with the EC.
- Guide project activities, including crosscutting activities between WPs.

INEGMA-E2' project management organizational structure can be distinguished in three types:

1. *Decision-making entity*

This entity, Project Management Board (PMB), is concerned with contractual issues regarding the GA, its implementation and potential changes and adjustments if needed.

2. *Operational entities*

These entities (Project Coordinator, Working Package Leaders) focus on the implementation of decisions taken by the PMB and oversee the coordination of work packages, submissions of reporting, financial and administrative management.

3. *Advisory entity*

This entity, INEGMA-E2 Steering Committee (SC) is composed from the PMB and enhanced with representatives from Ministry of Interior of Austria, Ministry of Interior Finland and Lund University to advise other Consortium bodies on the projects' progress, stakeholder involvement, dissemination and exploitation strategies.

INEGMA E-2 Project Coordinator (PC)

The PC is the legal intermediary between the Consortium and the EC, and as such, is the sole contact point between the parties. Although each individual project partner is responsible for the correct project implementation of the project and thus, its success, the Project Coordinator shall ensure effective project operation and maintain an oversight of the project - in addition to its responsibilities as a Party (as outlined in the GA).



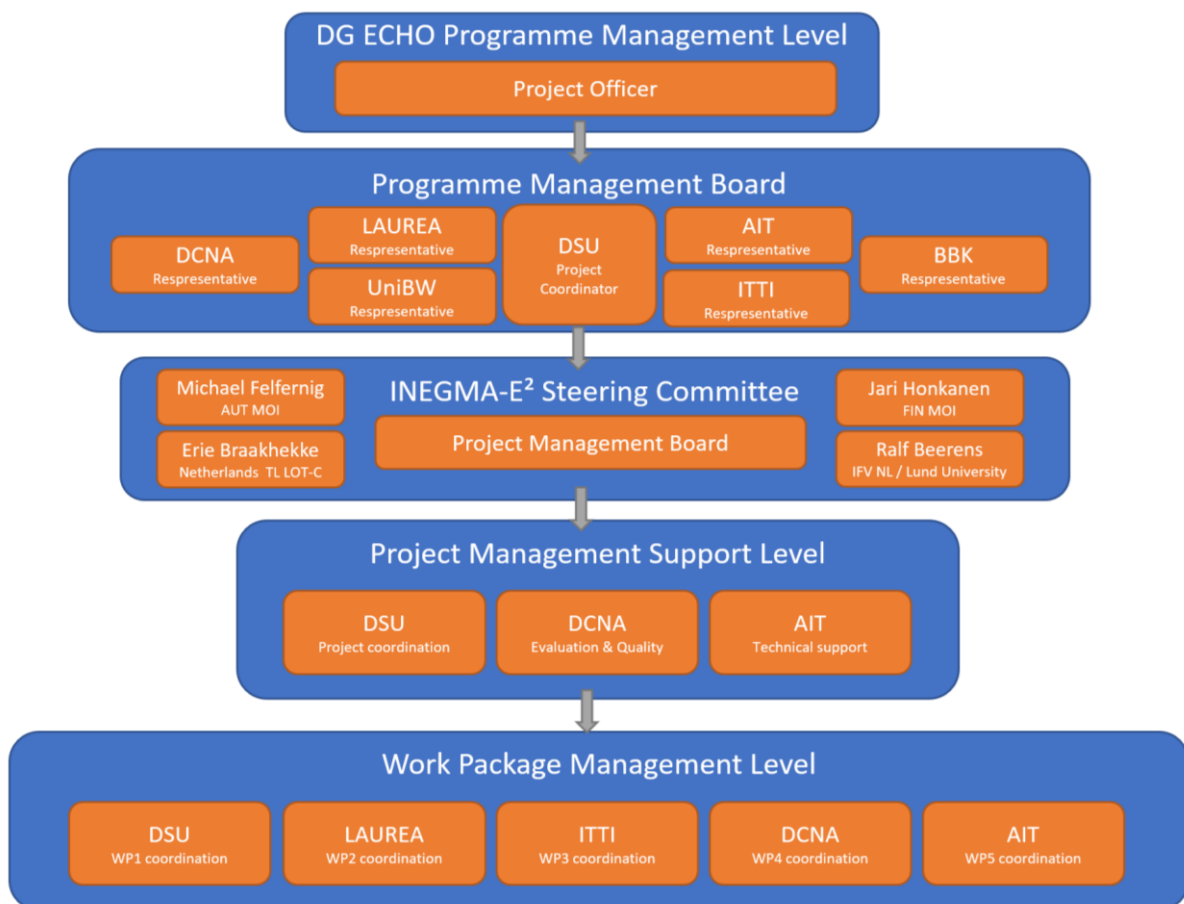
Project Director (PD) – Bogdan Pop

The PD is responsible for the overall management and quality assurance of the results, technical reports and deliverables in the project. This includes maintaining an overview of progress within the project, including whether delays occur that can have a detrimental effect on other parts of project.

Project Manager (PM) – Vlatko Jovanovski

The PM supports the PD and oversees the effective implementation of the work plans and the quality of the deliverables. This includes the overall coordination of the project, quality assurance and monitoring with Work Package Leaders (WPLs).

Figure 2. INEGMA-E2 Project Management Structure





INEGMA-E2 Work Package Leaders

In the GA, each WP has been appointed a WP Leader (WPL), responsible for implementing their respective activities. WPLs are responsible for the overall execution of a given WP, as well as coordinating with other WPLs and the PC.

Overall, WPLs will:

- Ensure that deliverables are completed and milestones are achieved. This requires constant coordination and monitoring of the progress made. In particular, they will ensure that:
 - The objectives of the WP are met.
 - Work is carried out in coordination with other WPs.
 - Deliverables are completed and submitted on time and with sufficient quality.
 - Additional meetings are arranged, when necessary (e.g. in case of encountered challenges).
- Share final drafts of scheduled WP deliverables in due time, in order to allow for quality assurance processes, and meet contractual deadlines to the EC.
- Participate in the PMB meetings and communicate with other WPs to receive or provide constructive feedback. In particular, during the meetings, WPLs will:
 - Report on their WP.
 - Critically evaluate INEGMA-E2 developments, and measure the progress of the project *vis-a-vis* the project's milestones.
 - Present the progress made within the WP to all Consortium Partners (at the Steering Committee meetings)

Advisory Entity

In order to include third-party feedback and enlarge the scope of the project, the INEGMA-E2 SC is set up, consisting of the PMB, PC, and invited experts from various stakeholders from different countries working in relevant fields. In particular, the objective is to integrate and involve practitioners from civil protection agencies and scientific stakeholders to achieve validated and useful results. By involving a variety of stakeholders consistently throughout the project, the role of practitioners in the project is underlined. Including (external) experts will stimulate theoretical and empirical debates on requirements, constraints and future needs, in complement to those exposed by the INEGMA-E2 partners. The SC will discuss the project outcomes and will advise on the:

- Strategic orientation of INEGMA-E2
- Projects approaches
- Effective dissemination and exploitation strategies



Meetings and Decision Making

This section summarizes the guiding principles on meetings and decision-making processes. As will be outlined in this section, deadlines are tied to setting the meeting, sending the agenda, adding to the agenda, decision-making, vetoes, and sending out the minutes.

To avoid conflicting events and to keep everyone informed, all meetings should be added by the meeting organizer to the project calendar on the platform that works the best for all the partners.

If possible:

- Use digital means to meet.
- Combine meetings with different purposes in order to save time and money.
- Use partner premises only if they are easily accessible.

Particular attention must be given to the follow-up of the meetings, notably checking commitment on decisions and actions with absent Consortium partners, confirming that decisions are respected, and that actions are executed.

Meetings Preparation

The chairperson of a meeting is in charge of preparing the agenda, sending invites and preparing the minutes, using the templates that will be provided by the PC. For PMB and SC meetings, the chairperson is the Project Director, whereas other meetings will typically be chaired by WPLs.

Agenda

For all meetings, the agenda should be distributed in advance, in order to inform the participants about the agenda topics, and to provide them with the possibility to suggest changes to the agenda. If specific documents or reports will be discussed in the meeting, draft material should be made available sufficiently in advance, as to ensure that participants have time to read it, and to prepare comments. Any agenda item requiring a decision by the members of the Consortium must be identified as such on the agenda.

Invitations

The chairperson of a meeting schedules the meeting and sends online invitations to the participants.

Minutes

The chairperson of a meeting shall produce written minutes of each meeting, constituting the formal record of all decisions taken. The chairperson shall send the draft minutes to all members of the Consortium and within 5 calendar days after the meeting.



The minutes shall be considered accepted if, within 5 calendar days from sending, no member has sent a written objection to the chairperson concerning the accuracy of the drafted minutes. Minutes of meetings, once accepted, are instrumental in making agreed upon decisions binding. The chairperson shall send the accepted minutes to all the members of the Consortium to the PC by email or other electronic means.

Decision-making

Decisions will only be binding once (the relevant part of) the minutes have been accepted. Any decision may also be taken without a meeting, if the PC circulates to all members of the Consortium a written document, which is then agreed upon by the defined majority of all members of the Consortium. Such document shall include the deadline for responses no shorter than 15 calendar days. Decisions taken without a meeting shall be considered as accepted if no member has sent an objection in writing to the PC.

The overall principles of the INEGMA-E2 decision-making processes are:

1. Make decisions at the lowest possible level (principle of subsidiarity)
2. When possible reach decisions through consensus (principle of diversity)
3. If not, find rapid solutions, avoid excessive delays (principle of proportionality)

Voting & Veto Rights

Each member of the Consortium present or represented in the meetings shall have one vote. Each Consortium Body (PMB or WP) shall not deliberate and decide validly unless two-thirds (2/3) of its members are present or represented (quorum). If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of members is present or represented. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

A member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto to (a relevant part of) a decision within 30 calendar days after the draft minutes of the meeting are sent.

In case of exercise of veto, the members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto, to the general satisfaction of all its members. A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the Consortium or the



consequences of them. A Party requesting to leave the Consortium may not veto decisions relating thereto.

Conflict Resolution within the Consortium

The PC will carefully observe any potential conflicts arising in relation to INEGMA-E2 work. Any conflict will be solved internally, and dealt with immediately, through appropriate measures and with the least possible implications for the partners involved or the progress of the project. The GA ensures that all the partners are aware of their rights and obligations. Moreover, the initial risk plan will be updated regularly by the PMB during its regular sessions to make sure that it remains relevant and useful.

Conflict resolution takes place at the appropriate level within the project structure, and is only resorted to when no suitable solution is found among partners - or when the implications of the conflict potentially impact the project objectives, schedule or budget at a higher level.

For technical issues:

- Conflicts within a task should be resolved by the WPL.
- Conflicts between or within WP should be resolved by the WPLs or escalated to the PC during PMB meetings - which may result in consulting the EC Project Officer.

For contractual issues:

- Difficulties or conflicts between partners should be addressed to the PC
- In case of severe conflicts, or conflicts with significant implications for the project, the PC, in consultation with the PMB, will escalate to the EC Project Officer.

The PC will manage conflict resolution processes, under the authority of the coordinating partner. In case the PC is party to the conflict, the PMB will nominate a third party to manage conflict resolutions.

Reporting & Management Tools

EU Participant Portal

The Participant Portal is the European Commission's online tool for the administration of EU funded projects. It allows each user to have access to a personalized space. Each user has a unique account linked to their professional email address and has been allocated a number of roles within their organization. These roles determine one's access within the Portal. A



more elaborate overview of different roles and access rights can be found in the Horizon 2020 Online Manual¹.

It is essential that that all data in the continuous reporting module – such as deliverables, milestones, publishable summary, questions on different activities and questionnaires about the economic and social impact – is up-to-date for all Consortium partners, as these are used for the Continuous Reporting of the project.

It should be noted that Consortium partners should notify the PC of any changes at their organization (e.g. changes to the project team, partner's office addresses, merging of institutes), as soon as possible, as these may impact contractual reporting and/or contract amendments.

Two types of reporting can be distinguished:

Contractual Reporting to the European Commission

Contractual reporting will be submitted to the EC through the Participant Portal. It consists of:

- *Continuous Reporting*

Throughout the project, this reporting is continuously open for partners to submit deliverables, to report on progress in achieving milestones, to follow up of critical risks, ethics issues, communications activities, et cetera.
- *Periodic Reporting*

Periodic reporting will take place in Month 18. The PC will submit the Technical Periodic Reporting (narrative reporting), whereas individual partners remain responsible for their financial reporting, notably uploading their own Financial Statements. Deadlines cannot be negotiated and submitted reports cannot be adjusted.

Internal Reporting

Partners and WPLs will be requested to submit narrative and financial reporting internally to the PC every six months (deadlines will be shared in due time). In order to facilitate effective reporting processes, the PC will provide templates for internal reporting. Reviews of Internal Reporting will take place during PMB meetings.

¹ European Commission (n.d.). Roles and access rights. In Horizon 2020 Online Manual https://ec.europa.eu/research/participants/docs/h2020-funding-guide/user-account-and-roles/roles-and-access-rights_en.htm



Deliverables

The INEGMA-E2 Consortium is bound to submit the deliverables listed in section Description of Action (DoA) of Annex I to the GA, within the specified timeframe. Their deadlines are indicated in months, whereby M1 refers to January, 2022 and M18 to June, 2023. Deliverables should be delivered no later than the last working day of the indicated month. There are two types of deadlines for deliverables:

1. *Contractual Deliverable Deadlines*

Deliverables will be submitted to the EU in their final form, through the EU Participant Portal. Deadlines are indicated in the GA and cannot be negotiated.

2. *Internal Deliverable Deadlines*

Deliverables will be submitted to the WPL, via the INEGMA-E2 online collaborative environment (Microsoft Teams/SharePoint). Deadlines will be prior to the submission deadlines indicated in the Grant Agreement, and will require several rounds of feedback in order to ensure the quality of the project's deliverables. These internal deadlines will be communicated by the WPLs and/or PC in due time.

Deliverables are contractual obligations, and should be submitted in high quality, and on due time, while adhering to the required formatting and style guidelines. Before submission to the EC, special attention should be paid to:

1. *Form*

Deliverable development and validation processes, as defined in this manual and its supporting documents, should be adhered to. Moreover, the submission of deliverables should be in line with the Documentation & Communication Guidelines, and templates to be provided.

2. *Scientific Content*

Deliverables must ensure the highest professional and scientific quality, and meet expectations set out in the DoA. Review criteria revolve around whether or not (or to which extent) deliverable descriptions are met, their levels of details, technical correctness, references, etc.

Anticipated risks must be communicated as soon as possible to the PC. In case deliverables need amendments, the PC should justify this to, and obtain authorisation of the EC Project Officer. Any amendments to the GA should be reported during the project. In order not to issue too many amendments throughout the project, any adjustments should be grouped when requesting for amendments.



Deliverables that are submitted too late and/or rejected by the EC, may require reworking. Given that the financial payments by the EC depend on the approval of Periodic Reporting, as well as Deliverables, reworking can delay payments, affecting the entire Consortium.

Deliverables - Form

The PC, in collaboration with DCNA, will provide templates to submit deliverables, which will include the elements specified below.

Cover page

- Project Title & Acronym
- Deliverable Number & Title: e.g. D1.1 Project Handbook
- Type of Deliverable. The Horizon 2020 Work Programme recognises seven types of deliverables:

R = Document, Report (excluding project periodic or final reporting)

DEM = Demonstrator, pilot, prototype

DEC = Websites, patent fillings, videos, etc.

ETHICS = Ethics requirement

ORDP = Open Research Data Pilot

DATA = data sets, microdata, etc.

OTHER = Other

- Author(s) & Institution
- Date of publication
- EU logo & Grant number information
- INEGMA-E2 logo

Document Information

- Grant Agreement Number
- Project Starting Date & Duration
- Deliverable & WP Number
- Deliverable Due Date
- Actual Submission Date
- Leading Partner
- Key words

Collaborators (Entire Document, Section, or Appendix)

- Authors
- Contributors (e.g. Research Assistants, Field Researchers)
- Reviewers

Deliverable D1.1 INEGMA Project Handbook



Version History

Special attention should be paid to the version number, as well as to the status of the document.

The version number (e.g. 0.1, 0.2, 1.0, 1.1) depends on the type of releases:

- The first draft of a document will be V0.1.
- Subsequent drafts and reviews will have an increase of 0.1 (0.2, 0.3, etc.)
- The first final version of a document submitted to the EC will be version 1.0.
- Subsequent changes to final documents will have an increase of 1.0 in the version number (1.0, 2.0, etc.)

Several document statuses can be distinguished:

- Initial Draft, Second Draft, Third Draft
- Internal Review, Consortium Review, External Review (only for public deliverables)
- Final Review
- The last status should always include the words “Final Version”: Final Version - Submitted to EC, or Final version - Approved by [responsible entity]

Disclaimer

The following disclaimer should be included on all deliverables:

Responsibility of this publication lies entirely with the author. The European Commission is not responsible for any use that may be made of the information contained therein.

Dissemination Level (in Footer)

The Horizon 2020 Work Programme recognizes five types of dissemination levels:

- **PU** = Public
- **CO** = Confidential, only for members of the consortium (including the Commission Services)
- **EU-RES** = Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)
- **EU-CON** = Classified CONFIDENTIEL UE (Commission Decision 2005/444/EC)
- **EU-SEC** = Classified SECRET UE (Commission Decision 2005/444/EC)

Deliverable sections

Deliverables should always include the following sections:

- Executive Summary
- About this project (this text will be the same for all deliverables)
- About this deliverable
- Table of Contents

Deliverable D1.1 INEGMA Project Handbook



- List of tables, list of figures, list of acronyms
- Introduction
- Methodology (when relevant)
- Main text
- Conclusion
- Bibliography (when relevant)
- Annexes (when relevant)

The deliverable template shall be used for all deliverables. Other material, which is developed within the project but not a formal deliverable, should be presented following the template as much as possible - and in any case include the Document Information sheet. Though not a deliverable, such material too, should be submitted with sufficient detail and documentation, and allow the end user of their document to efficiently conduct their follow-on activities.

Deliverables - Quality

Reviews will be done by Task Leaders (TL), Work Package Leaders (WPLs) of the respective WP, as well as by other Consortium members, and ultimately the Project Coordinator (PC). A Deliverable Review template outlining assessment objectives for reviewers will be provided by the PC. All deliverables should be submitted with detail and demonstrate to meet all requirements set out in the GA

Consortium Collaboration

Within INEGMA-E2, optimal and efficient collaboration between Consortium partners is essential. This chapter outlines various means of collaboration and information exchange (online working space, communication guidelines). Furthermore, the chapter includes provisions for document management within joint spaces, and as such, offers useful tools for clear oversight on all platforms at any time.

The INEGMA-E2 project uses a secure collaborative web- and cloud-based workspace to facilitate the cooperation between the partners and coordinate tasks.

Document Responsibility

Although the documents can be edited simultaneously by multiple partners, Task Leaders remain the ones in charge of the document. They are responsible for its timely production, for specifying the content, for overseeing involved partners' commitments to contribute, and for obtaining agreement on the draft to be submitted and approved by their respective WPL.



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WPLs carry the overall responsibility for all deliverables developed within their WP, before submission for approval to the PC, and final submission to the EU. For optimal quality assurance with regards to content, as well as to form, WPLs must appoint a Quality Check Leader within their team working on the action. This Quality Check Leader will perform a final check to the document submitted by TLs, before WPL submits the final draft for approval to the PC. The Quality Check Leader will ensure that deliverables are structured following INEGMA-E2 and EC requirements, and will offer a critical evaluation (limitations, deviations from the DoA, implications for next steps). They will add as much detail to the document as possible, while at the same time suggesting to omit information that is not agreed upon in the DoA.

Once accepted by the PC, the PC is responsible for submitting deliverables and administrative documents (e.g. periodic reporting) to the EC. These require contributions from many partners, and thus, a commitment to firm deadlines. The WPLs or TLs will share a draft document, in which they designate partners to provide feedback to an appointed section. To avoid jeopardizing EC payments and the overall GA, it is crucial that all contributors respect the deadlines indicated.

Communication & Dissemination Requirements

The EC maintains strict requirements regarding communication and dissemination activities within EU projects. Non-compliance to these requirements may result in the rejection of these activities in the reporting - which monitor INEGMA-E2' impact. First of all, any publication, whether deliverables, internal project documents, promotional material, or presentation etc., must display the EU emblem and INEGMA-E2 logo.

Disseminated results should also include a Disclaimer:

Responsibility of this publication lies entirely with the author. The European Commission is not responsible for any use that may be made of the information contained therein.
Dissemination Level (in Footer)

All of the above will be monitored by the EC - and will be included in all project templates.

European Union emblem



The European Union emblem, and the EU Visual Identity Manual, are available online. The website entails basic principles to be applied to various communication products on the use of the EU emblem.



INEGMA – E2



When displayed in association with the INEGMA-E2 project logo, the European emblem should be given appropriate prominence. It is not necessary to obtain prior permission from the EC to use the EU emblem if it is:

- Not likely to create confusion between the user and the European Union or the Council of Europe
- Not linked to aims or activities incompatible with the principles and objectives of the European Union or the Council of Europe.

Conclusion

The overall objective of INEGMA-E2 is to *design, develop and implement capacity-development and applied science activities that contribute to building and sharing of knowledge, expertise and skills in civil protection and disaster management*. Recognizing that civil protection exercises are key component of national preparedness, their evaluation enables response organizations and civil protection authorities to assess capabilities to accomplish a mission, function or objective. To this end INEGMA-E2 will conduct a comprehensive study on Exercise Evaluation Methodologies, it will develop SOPs for exercise evaluation supported with state of the art tools and will also create a network of experts evaluators that will enable sustainability of project results in the years to come. By adopting a bottom-up approach, bringing together different stakeholders such as researchers, emergency responders, experts, and policy-makers, the project aims to foster knowledge-production and knowledge-sharing processes at the local, regional, and global level.

To achieve this, INEGMA-E2 seeks to provide end-users of the project with accurate, validated, and action-based knowledge and research results. Moreover, it seeks to establish a community that will survive the lifetime of the project. This manual aims to facilitate optimal collaboration within the Consortium, in order to achieve goals and objectives set within the project. Although it is submitted as a deliverable, it will be critically examined as well as updated throughout the entire project. Any changes to this document will be reported in the interim and final reporting.