



D1.1 – Management handbook

Document Author(s) Benjamin LOPEZ (Aerospace Valley)

Document Contributor(s) Benjamin LOPEZ (Aerospace Valley)

Abstract

The document presents all the management process of ECARE and the main meetings that will be organised. Additionally, it presents the tools that will be used for the project management.

Keywords

Project Management, management tools, Steering Committee, Risk management

Information Table

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Authoring & Approval

Prepared by		
Name and Organization	Position and title	Date
Benjamin LOPEZ (Aerospace Valley)	ECARE project coordinator	16/03/2023

Reviewed by		
Name and Organization	Position and title	Date
Benjamin LOPEZ (Aerospace Valley)	ECARE project coordinator	16/03/2023

Approved for submission by		
Name and Organization	Position and title	Date
Benjamin LOPEZ (Aerospace Valley)	ECARE project coordinator	16/03/2023

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Disclaimer

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Introduction

This document presents the meetings that will be organized and also all the tools that have been prepared for the project management of ECARE. It gives links to access the tools and also explain the process that will be followed.

I. ECARE Project Management

A. Legal aspects

1. Grant Agreement

The Grant Agreement forms the legal basis for the implementation of the project. It consists of:

- Terms and Conditions (including Data Sheet);
- Annex 1: Description of the action (DoA);
- Annex 2: Estimated budget for the action;
- Annex 2a: Additional information on unit costs and contributions (if applicable)
- Annex 3: Accession Forms (if applicable);
- Annex 3a: Declaration on joint and several liability of affiliated entities (if applicable);
- Annex 4: Model for the financial statements;
- Annex 5: Specific rules (if applicable)

Although the core contract is signed between the CA JU and the Coordinator of the project, all partners have become individual contract partners with the CA JU by signing the Accession Forms.

The Grant Agreement must be kept by all partners and should be provided to the auditor in case of an audit. The Grant Agreement (including all the annexes) is available on the Nextcloud platform [here](#).

2. Consortium Agreement

Whereas the Grant Agreement is signed between the CA JU and the partners, the Consortium Agreement is signed between the partners themselves. It arranges in more detail the provisions of the Grant Agreement, such as but not limited to financial issues, payments, management, decision making, conflict resolution, intellectual property rights and liability. The Consortium Agreement must also be kept by the partners and must be shown in case of audits. The Consortium Agreement is available on the Nextcloud platform [here](#).

3. Amendments

During the project, circumstances may arise to call for a request to the CA JU for an amendment of the Grant Agreement. Reasons may vary, but could be:

- Change of partner(s);
- Change of legal entity;
- Changes in the Budget (CA JU GA: Annex 2);
- Changes in the DoA (CA JU GA: Annex 1).

In case an amendment is needed, the coordinator shall submit such a request, after a **unanimous decision by all partners in the Steering Committee**, to the CA JU project officer. After approval by the CA JU, the Coordinator shall distribute the revised Grant Agreement to the partners, replacing former versions.

Budget changes that do not affect the content of DoA can be taken care of by the consortium itself, following a decision by the Steering Committee and information to the Project Officer (see Figure below). Amendments may be requested by any of the project partners.

Transfers and re-allocation	Amendment needed?
Budget from one beneficiary to another	NO
Budget from one budget category to another	NO
Addition/removal of tasks in Annex 1 Re-allocation of tasks in Annex 1	YES
Transfers between different forms of costs (actual costs, unit costs, etc.)	YES if no budget was foreseen for the 'form of cost' receiving the transfer
New subcontracts, new in-kind contributions	YES (strongly advised)

Figure 1: Example of need for amendment

B. ECARE WP leaders

WP leaders are responsible for the management of their WP.

- WP leader is responsible for the following of the **progress** of the WP, the **management of the deliverables** for which they are in charge in due time, the **reporting of any delay or difficulty**, the **major progresses and issues** encountered.
- Every month, WP Leaders gather for a remote meeting (**Monthly meeting**) to state about the project progress.

WP leaders are also in charge of gathering all inputs from partners involved in the WP for the writing of EC periodic and final reports. They will monitor that the project's outputs are following the DMP and FAIR data principles.

Every meeting will record minutes, uploaded on the Nextcloud platform and available to the whole consortium.

C. ECARE Steering committee

1. Steering committee organisation & composition

A Steering Committee including at least one person from each consortium member has been set up at the project launch (see figure at the right), in order to support the coordinator, to help monitoring project progress and to take critical decisions if any.

Steering Committee meetings will be organised on a six-monthly basis, in conjunction with major technical meetings to be held in a physical mode, and whenever necessary on the request of one of its members. The next physical steering committees should be organised in the following countries:

	Main contact
AV	Benjamin LOPEZ Fabienne DAVERAN
DAC	Gennaro RUSSO Claudio VOTO
HA _v	Francine SCHULZ Niklas SCHILLING
EASN-TIS	Irene PANTELAKI Panos VERRAS

Figure 2: Partners main contacts


	M6	M12	M18	M24
	SC1	SC2	SC3	Final SC
Steering Committee				

Figure 3: Next physical meetings

All the presentations are available on our shared Nextcloud platform.

D. Monthly meeting

A monthly consortium meeting will be organised remotely all along the project duration, in order to ensure the good project progress and an efficient coordination. The meeting take place the second Tuesday of every month, at least one member of each WP needs to participate. Each WPL needs to prepare for each meeting a presentation which highlights:

- 1) The work performed during the last month
- 2) The work to be performed for the next months

All the presentations are available on our shared Nextcloud platform.

E. Deliverables follow-up and procedure of approval

The deliverables are followed on a monthly basis by Aerospace Valley and are reminded at each monthly meeting in the WP1. **The deliverables must be sent to the deliverable review team at least 7 days before the deadline.** The deliverables review team is composed of the WP Leaders:

	WP leaders
WP1	Benjamin LOPEZ (AV)
WP2	Gennaro RUSSO(DAC)
WP3	Benjamin LOPEZ (AV)
WP4	Niklas SCHILLING (HaV)
WP5 & WP6	Irene PANTELAKI (EASN-TIS)

Figure 4: Deliverable review team

Approved deliverables must be uploaded on the participant portal throughout the project. They can be uploaded by each participant or can be transferred to AV that will upload them for you. AV is the only organisation being able to submit the deliverables to the EC.

F. Risk management process

All the risks will be review at each Steering Committee, the goal will be to manage the evolution of each risk (probability & severity) already identified and also to identify the new risks that will emerge, to do so, **a dedicated tool has been created to manage them (see below an example).**

N°	List of risks	WP involved	Severity	Probability	Criticality	Risk Referents	Preventive measures
Project-related risks							
R1	Weak contribution of the ESG Likelihood	1	2	2	4	AV	Several organisations have already expressed interest in participating in the ESG. A charter will be established to clarify the benefits and obligations of membership.

Figure 5: Example of risk follow-up

This tool represents our risk management register, it sets out the risks identified for the project (at the beginning and at the end of the project), their descriptions, the quantification of their criticality and the preventive and curative measures to address them. It also explains the procedures in place within the project for the management of risks, as well as the procedures to follow in the event of the occurrence of a risk. **This tool can be updated at any moment by partners**, nevertheless, **it is important to keep inform Aerospace Valley of any risk that materialise or emerge**. If needed, the risks will be review during a monthly meeting.

G. Expected impacts & KPI process

All the expected impacts & KPI will be review at each Steering Committee, a dedicated tool has been created to manage them (see below an example). Every 6 months, all partners of the project will be requested to complete and add the new numbers for each KPI, then, the results will be presented during Steering Committee.

KPI	KPIs listed in the achievements of the Expected Impacts To be evaluated during the project	Responsible of the KPI	Unit	Project KPIs					
				M24	M6	M12	M18	M24	TOTAL
KPI-1	Identification and mapping of national/ regional projects in line with CA JU objectives, sorted by area and TRL	AV, DAC, HAV	At least 40 projects referenced on the platform (about 10 per Pilot region).	40	8	12	15	13	48

Figure 6: Example of KPI follow-up

H. Financial monitoring of the project

- **A cost not justifiable is not eligible**
- It is strongly advised that every partner maintains an internal workbook dedicated to ECARE.

1. General rules

The eligible costs must be:

- Incurred by the beneficiary;
- Incurred in the period covered by the project (between January 1st, 2023 and December 31st, 2024). The only exceptions to this rule are costs related to the submission of the Periodic Report for the last reporting period and the Final Report;
- Indicated in the estimated budget set out;
- Incurred in connection with the action as described in Annex 1 and necessary for its implementation;

- Identifiable and verifiable, recorded in the beneficiary’s accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary’s usual cost accounting practices;
- Compliant with the applicable national law on taxes, labour and social security;
- Reasonable, justified and must comply with the principle of sound financial management, especially regarding economy and efficiency.

The EC insists that the following principles should be implemented for any expense:

“economy, efficiency and effectiveness”

- **Keep all your invoices regarding travel and subsistence:** flights, train tickets, hotel, restaurant...
- Use the reference ECARE on the consumables, equipment, subcontracting bills related to the project.
- **Keep all records and be ready to present invoices, bills and paychecks** in case of a Commission audit. These records must be kept for **5 years** after the end of the project.

2. Eligible costs – common issues/questions

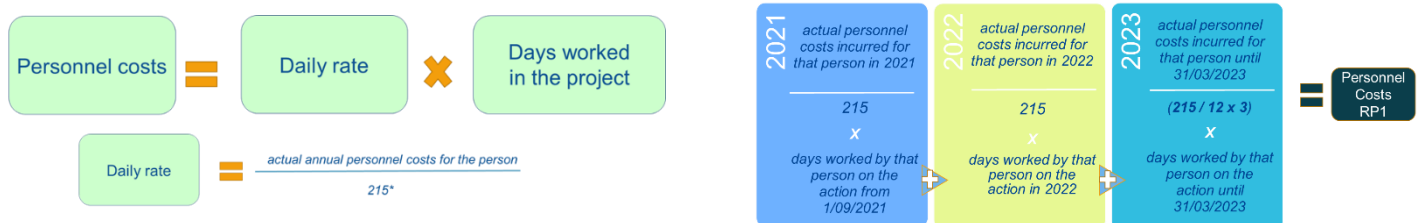
a) *Personnel costs*

Costs are tagged as Personnel cost in the following cases:

- They are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act);
- They are related to persons working under a direct contract other than an employee (such as in-house consultant) if:
 - The person works under the beneficiary’s instructions;
 - The results of the work belong to the beneficiary;
 - The costs are not significantly different from beneficiary personnel costs.
- The costs of personnel seconded by a third party against payment;
- The costs of SME owners;
- The costs of ‘beneficiaries that are natural persons’ not receiving a salary.

b) *New calculation of personnel costs with Horizon Europe*

- Discontinuation of the different formulas (annual and monthly) and options for productive hours (entailing difficult and error-prone calculations)
- No more ‘last closed financial year’ rule
- Instead, use of a single corporate daily rate and calendar year approach
- Days worked in the project must be clearly justified and must match the underlying time recording system.
- Time recording system is compulsory as a justification for personal cost.



A dedicated tool has been created to facilitate the financial follow-up for each partner (see below an extract):

Direct Personnel Costs/€ ONLY for the Period 1							
Name of the person	Position	2023 - Actual annual personnel costs	2023 - Annual productive days	2023 - Daily rate	2023 - Days worked on the action in	2023 - Total personnel cost	Total
o	o		215	- €	- €	0,00	0,00 €
o	o		215	- €	- €	0,00	0,00 €
o	o		215	- €	- €	0,00	0,00 €
o	o		215	- €	- €	0,00	0,00 €
o	o		215	- €	- €	0,00	0,00 €
Total costs						0,00 €	0,00 €

c) *Other eligible costs*

- **Costs of Subcontracting** (including related duties, taxes and charges such as non-deductible VAT)
- **Other Direct Costs:**
 - The Travel, accomodation and subsistence costs;
 - The equipment costs;
 - The costs of other goods, works and services.

A dedicated tool has been created to facilitate the financial follow-up for each partner (see below an extract):

Other Direct Costs / € ONLY for the Period 3								
WP	Name of Equipment	Fill this section if in case it is a NEWLY BOUGHT EQUIPMENT			Fill in this section if in case it is an EXISTING EQUIPMENT			Subtotal
		Invoice price excluding tax	Duration amortisation (in month)	Duration of use for the project (in month)	Eligible cost	Hourly cost	Hours of use	
								0,00 €
Other Direct Costs / € ONLY for the Period 3								
WP	Description			Amount	Non-deductible VAT	Deductible VAT	Eligible costs	
				- €				

- **Travel, accomodation and subsistence tips:**
 - They **should** represent the habits of your organisation: do not travel in 1st class if you usually travel in Economic class for instance.
 - **Keep all transport justifications** (invoices but ALSO transport tickets).
 - **Stakeholders** travel and subsistence costs should be paid by the beneficiary.
 - **When stakeholders travel by car** for attending specific meetings (as foreseen in Annex 1), the beneficiary may reimburse the stakeholders:
 - in line with the beneficiary's usual practices on travel
 - adequately record and justify the costs (with attendances sheets, etc)
 - If the beneficiary reimburses travel and/or subsistence allowances as a **lump sum/per diem** payment, it is the lump sum/per diem amount that is considered an eligible cost, NOT the actual prices paid by the person receiving the lump sum or per diem.

d) *Indirect costs (overheads)*

- Indirect costs cannot be identified as specific costs directly linked to the work done in the project. In practice, there are costs whose attribution to the specific actions cannot be or has not been measured directly, but are distributed among different activities by means of cost drivers or similar;
- They are calculated with a **flat rate of 25% of Direct Costs** from which are excluded subcontracting and costs of the contribution of a third party which are not used on the beneficiary's premises.

e) *Ineligible costs*

- Identifiable indirect taxes including value added tax. Does your organisation declare the deductible VAT for reimbursement?
 - If **YES**: as much as possible, have the difference between deductible and non-deductible VAT on invoices

	Eligible cost
Non-deductible VAT	YES
Deductible VAT	NO

- If **NO**: declare the eligible costs as the total costs (including taxes)
- Debt and debt service charges, excessive or reckless expenditure
- “Excessive” means “significantly more costly” than the prevailing market rates for products, services or personnel. Excessive costs result in financial losses for the project.
- “Reckless” means “careless”, for instance in the selection of products, services or personnel. Reckless costs also result in financial losses to the project.

3. Reporting period to the CA JU

CA JU Periodic and final reporting contain the periodic technical and financial reports. The ECARE project has 3 reporting periods planned within the GA:

- Period 1: [M1 to M6] – from 01/01/2023 to 30/06/2023
- Period 2: [M6 to M12] – from 01/07/2023 to 31/12/2023
- Period 3: [M12 to M24] – from 01/01/2024 to 31/12/2024

In order to receive payments, the beneficiaries (and their linked third parties) must report their data to the EC:

- A periodic report after the end of each reporting period (M6, M12);
- A final report after the end of the project at M24 (in addition to the periodic report for the last period);
- Deliverables and milestones must be uploaded all along the project;

Report/When	Part	Content	Main responsible
Periodic report M6+2 M12+2	Technical - Part A	Report based on the information entered in the Participant Portal - continuous reporting module	The coordinator + WPL of WP6
	Technical - Part B	Explanations of the work carried out during the reporting period, updates and explanations of any deviations of the action, in line with the financial report.	WP Leaders and the project coordinator
	Financial	Detail of the expenses for the period (costs have to be justified)	Each participant
Final report M24+2	Technical	Publishable summary of the entire project + Explanations of the work carried out during the reporting period, updates and explanations of any deviations of the action, in line with the financial report.	WP Leaders and the project coordinator

	Financial	Detail of the expenses for the period (costs have to be justified)	Each participant
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Each periodic report **must be prepared by the whole consortium.**

Once completed, the EC report must be submitted by the coordinator (with all its parts, as a single package; ‘single submission’) **within 60 days** following the end of each reporting period (M6-M12-M24).

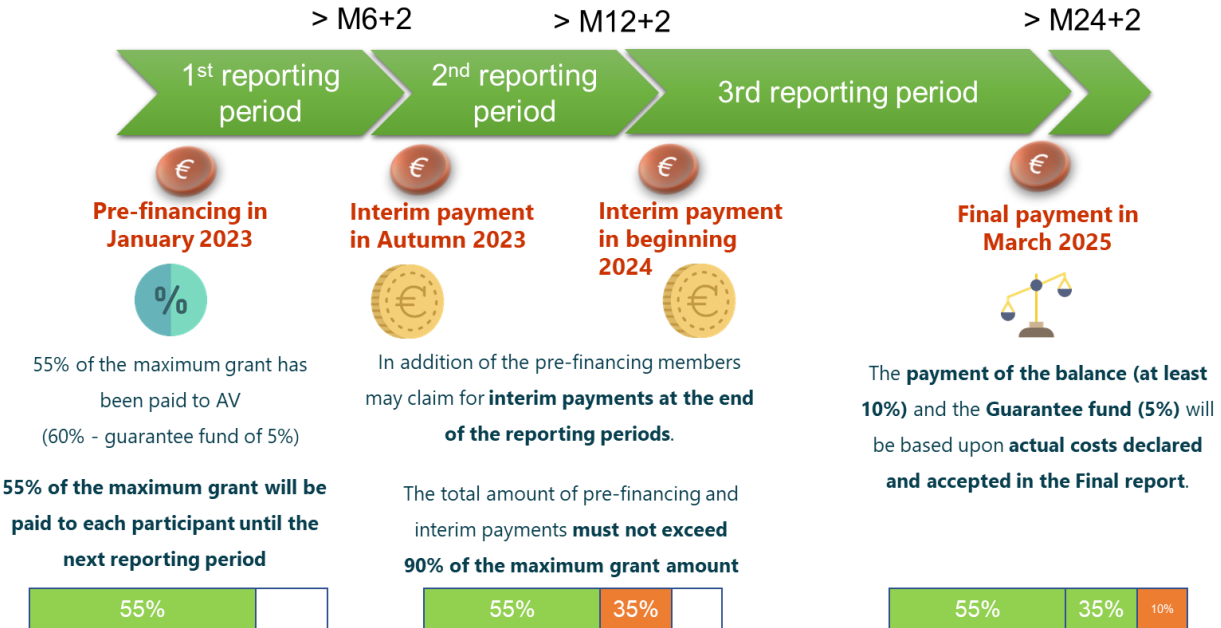
4. Bi-annual Internal reporting

To facilitate financial monitoring, each partner must provide a 6 monthly **financial report of the incurred expenses. An Internal Financial Monitoring Tool** is provided as an excel file for monitoring the individual budgets of each partner. This document is individual for each partner and is available in the partner's folder. *It will permit to AV to provide a compilation report, which will be presented during each Steering committee.*

During reporting period time, the document should be completed 21 days after the end of the reporting period and sent to Aerospace Valley, which will permit to AV to perform analysis and request potential explanation of financial deviation.

5. Payment schedule

The payment schedule contains the transfer of pre-financing and the interim payments after each periodic report (M6-M12-M24). Payments shall be made after the CA JU approval of the reports and/or deliverables.



I. Secured share platform to share ECARE documents

1. Where and what is in the platform?

The **ECARE documents** will be uploaded on the shared platform of the consortium (Nextcloud): <https://cloud.aerospace-valley.com/index.php/s/J2Aw5SnQBH7z2gT>

The main and secondary contacts of each partner have the rights to access / edit / remove files from the platform. The identifiers provided to each organization are not to be shared outside of the project team. ECARE partners are commonly responsible for keeping the platform secured and clean.

AV will manage the uploading of final documents and templates to the platform.

The AV Nextcloud currently holds:

- **1. Legal agreements:** Consortium Agreement, DoA, Budget, Grant Agreement, Annex 1
- **2. Work in progress - WP(s):** WP1, WP2, WP3, WP4, WP5, WP6
- **3. Meetings:** Monthly meetings, ESG meetings, KOM, Info day, etc...
- **4. Deliverables, milestones, risks, KPI & GANTT:** Deliverables, Risks, KPI, Follow-up of deliverables and milestones and the GANTT
- **5. Financial follow-up:** M6, M12, M18, M24
- **6. Communication & Disseminations tools, follow-up:** Communication & Dissemination follow-up and Communication tools (leaflets, poster, logo, etc...)
- **7. Reporting period:** RP1, RP2 and RP3
- **8. Templates:** CleanAviationSimplePresentation, ECARE AGENDA template (word & excel), template for deliverables, MOM template,
- **Contact list**

The AV Nextcloud platform acts as a library for final documents. It also allows us to keep a back-up storage of any document **uploaded on the platform during the project and 5 years after the end.**

2. How to use the Nextcloud platform?

- 1) Connect here with your login and password: <https://cloud.aerospace-valley.com/index.php/s/J2Aw5SnQBH7z2gT>
- 2) Upload every document that you want within each folder
- 3) The folder “2. Work in progress – WP(s)” should be used for the work performed within each WP
- 4) To edit a document online, you only have to :
 - a. Go on the folder where is your document
 - b. Click on your document and a new tab should open (please check that your browser doesn't block new pop-up)
 - c. You can edit as much as you want now your folder (if you don't have the right to do it, please let know Benjamin LOPEZ, he will check internally)

J. Supporting tools to help for project management

The handbook of management provides a number of advices and good practices to every ECARE partners in order to keep track of expenses, follow the work effort for each WP and task, organize and structure each meeting. The handbook of management and the tools associated are available on the share project platform Nextcloud at this link: <https://cloud.aerospace-valley.com/index.php/s/J2Aw5SnQBH7z2gT>

Here is a list of tools provided in support to the management handbook. These tools are available on the project's Nextcloud platform, within the D1.1 deliverable folder:

- **Management tools:**
 - ECARE_Expected_Impacts_and_KPI_follow-up
 - ECARE_Risk Management Register
 - ECARE_Follow-up of Deliverables Milestones
 - ECARE_Contact List
 - ECARE_Final Gantt
 - ECARE_Financial_Reporting
- **Communication & Dissemination tools:**
 - CleanAviationSimplePresentation
 - ECARE_AGENDA template (word + Excel)
 - ECARE_D#_TITLE_V#_YYYYMMDD_ORG
 - ECARE_MOM_template
 - ECARE_leaflet
 - ECARE_poster
 - ECARE_design_elements for presentations

All these tools might be updated during the course of the project to match partner's need and project evolution.

II. ECARE Communication, Dissemination & exploitation management

Communication, dissemination and exploitation management will be presented in the **Plan for Exploitation and Dissemination of Results (PEDR)** (D6.1). This communication plan will be drawn up by WP6 leader EASN-TIS in close cooperation with all partners and its first version will be available at M6. This PEDR will be updated every 6 months. It will address:

- Communication & dissemination plan
- Online & social media presence
- Website management
- Participation to events
- Networking activities

As a reminder, the communication, exploitation, dissemination responsible for ECARE is Irene PANTELAKI (EASN-TIS), as WPL of WP6.

Monitoring and assessment of the communication, dissemination and exploitation activities is an important aspect for the communication strategy. It requires a structured procedure to ensure that the right messages have reached the right stakeholders and to measure the effectiveness of the communication activities. Key Performance Indicators (KPIs) will be used to compare the original goals with what has actually been achieved in the end and will be followed every 6 months.

As a project-internal assessment tool a **dissemination and communication monitoring table** will be designed to keep track of dissemination and communication activities and efforts performed by all partners by M6.

III. Data Management

The **Data Management Plan** (*D1.3 and D1.4*), with a first version available at M6 (D1.3), will specify the methodology to ensure ECARE data protection. Indeed, it will explain how data will be collected, processed, stored, analysed, and disseminated throughout the project. This document and annexes will include rules and instructions that will ensure that the project complies with the Horizon Europe FAIR DMP policy. It will be updated at M18 with the data generated and used during the project.

The Data Protection Officer is Irene PANTELAKI (EASN-TIS), as task leader of T1.2.