



Project Manual

Release 2.0

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Partnership of the project:

Project Partners			
P1	IWSI	IRISH WORK STUDY INSTITUTE	IE, Waterford, E10119849
P2	EuroBEN	EUROPEAN BUSINESS EXCELLENCE NETWORK	DE, Wiesbaden, E10040990
P3	ESK	ESKILARA S. KOOP TXIKIA	ES, Bilbao, E10251811
P4	BEFO	BIEDRIBA EUROFORTIS	LV, Riga, E10114915

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DOCUMENT HISTORY

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January 20 TH , 2025:	Deadline for feedback from the partners
January 31 st , 2025:	Project Manual Draft 1.0 sent to all partners for discussion
March 31 st , 2025:	Project Manual Release 1.0 sent to all partners as accepted format
July 31 st , 2025:	Updated Project Manual Release 1.0 re-sent to all partners
August 11 th , 2025:	Updated Project Manual Release 1.0 re-sent to all partners

Foreword

The purpose of the NEWS Project Manual is to act as a guideline for the cooperation amongst the consortium partners and to provide some general information on the preparation of formal documents like management, milestones or output reports.

This document is reviewed at least half-yearly for needed updates or changes and will be revised as needed.

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1 Partner Details

1.1 Coordinator of the Project

Partner No.:	: 1
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Short Name	: IWSI
OID-No.	: E10119849
Postal Address	: 2 Georges Street. Waterford, X91AH9K
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Mobile	: +353871389233
E-mail / Messages	: enquiries@iie.ie
Homepage	: www.iiesms.ie
Contract Signature by	: Joe Kelly
PB Member	: Donal Nolan
Administrative contact	: Donal Nolan
Operational contact	: Donal Nolan

1.2 Project Partners

Partner No.:	: 2
Full Name	: EUROBEN MANAGEMENT SOLUTIONS E.V.
Short Name	: EuroBEN
OID No.	: E10040990
Postal Address	: Waldstr. 35c, D-65187 Wiesbaden
Country / Region	: Germany / Hessen
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Homepage	: www.ibk.eu
Contract Signature by	: C.-Andreas Dalluege
PB member	: C.-Andreas Dalluege
Administrative contact	: C.-Andreas Dalluege
Operational contact	: Andrea Stucken

Partner No.:

: 3

Full Name : ESKILARA S. KOOP TXIKIA
Short Name : ESK
OID-No. : E10251811
Postal Address : PASEO DE URIBITARTE 3, 3 FLOOR
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Telephone : +34630656958
Mobile :
E-mail : ividorreta@eskilara.eu
SKYPE Address :
Homepage : <http://www.eskilara.eu/es/>
Contract Signature by : Idoia Muñoz /Itziar Vidorreta
PB member :
Administrative contact : Itziar Vidorreta
Operational contact : Begoña Benito

Partner No.:

: 4

Full Name : BIEDRIBA EUROFORTIS
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OID-No. : E10114915
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Country / Region : Latvia
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Homepage : www.eurofortis.lv
Contract Signature by : Vanda Novoksonova
PB member : Vanda Novoksonova
Administrative contact : Adela Vitkovska
Operational contact : Vanda Novoksonova

1.3

1.4 Project Office

Organisation : Leargas
Name : Siobhán Wallace
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Telephone/Fax : (01) 8871253
E-mail : swallace@leargas.ie

2 Project Management

2.1 Management Structure

Two authorities will manage the project: **The Coordinator and a Project Board**. The **Project Coordinator (PC)** will ensure the effective and timely coordination of all project activities and successful financial, administrative and technical management ensuring that

- (1) the overall objectives of the project are accomplished within the timeframe agreed; coordinator and partners are jointly accountable for the achievements of the objectives
- (2) all project activities are carefully monitored to ensure project progress.
- (3) an effective internal communication strategy is designed.
- (4) project partners get the necessary support to complete their tasks throughout the project life-cycle.
- (5) a partner agreement is signed by all partners.
- (6) the required financial and administrative reports are prepared.
- (7) act in all contractual matters as the link between the Project and the EC and ensure that administrative procedures in relation to the European Commission are handled properly and smoothly.

In the first project meeting, the **Project Board (PB)** comprising one senior representative of each partner organisation will be established to ensure that agreed schedules are adhered to and that required outputs are achieved in all areas of project development.

The PB will be assigned with the tasks of ensuring : (a) that all partners are delivering the required outcomes on schedule, (b) that effective monitoring of the scheduled activities is conducted to avoid delays to project outputs, (c) that ongoing risk assessment is conducted to identify potential problem areas and define appropriate corrective actions if required, (d) that evaluation of project outcomes is conducted to ensure appropriateness and relevance in all partner countries, (e) that rigorous quality management; and appropriate activities to generate awareness of the aims and objectives of the project is performed.

The PB will be the main decision-making body and will officially meet in each project meeting – and if needed on demand. Its specific functions of this committee will be to sign the Partner Agreement; ensure that the guidelines for partner engagement outlined in the quality assurance framework are adhered to by all partners; address any issues relating to non-performance; sign off on the Interim Report; sign off on the Final Report; identify additional opportunities that may arise and allocate any tasks emerging.

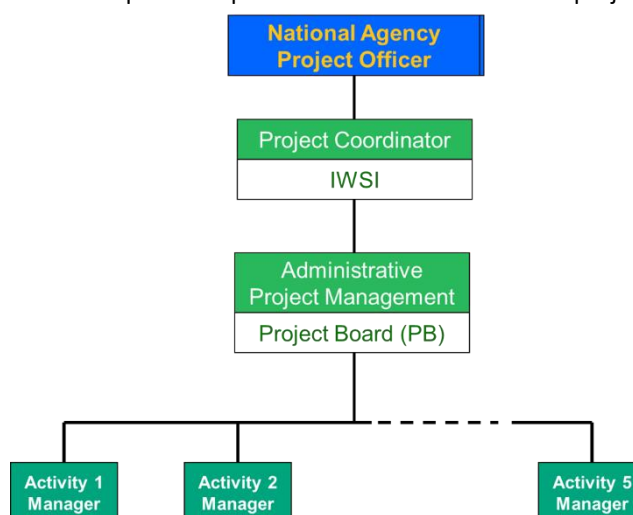
The responsible board members for each partner organisation are:

Partner	Project Board Representative	Proxy
P1 IWSI	DONAL NOLAN	CLODAGH DEE
P2 EuroBEN	C.-ANDREAS DALLUEGE	HANS-DIETER SCHINNER
P3 ESK	BEGOÑA BENITO	ITZIAR VIDORRETA
P4 BEFO	VANDA NOVOKSONOVA	ADELA VITKOVSKA

Table 1 - Project Board Representative

The management and governance structures of the proposed project are designed to monitor the project progress against the project plan as well as to resolve any technical, administrative or contractual challenges to secure the project progress. The PC will carry out the overall management of the funded project.

The overall management of the project will include the following tasks:



- Administration, which will include all necessary financial administration, contractual and reporting activities as well as the operation of the project office.
 - Organization, which will ensure the proper preparation and organisation of the various meetings and events, which will be necessary for duly conducting the project.
 - Communication, within the consortium as well as with the other stakeholders of the project.
 - Documentation, with the objective to implement professional documentation standards for the proposed research endeavour. This will include monthly, quarterly and Activity Reports, as well as all reports to EC and Spanish National Agency.
 - Intermediate report and mobility tool reporting
 - Quality Management, which will ensure that standards are maintained and that the stakeholders will receive the defined results.
 - Conflict Resolution Procedures: In case of necessity, the project coordinator will organise a conflict resolution meeting within 30 days following the reception of a written request transmitted by any project partner. Arbitration will be performed in increasing order of authority.

The details for all these activities will be fixed in the Project Manual, which will be presented at the kick-off Meeting for further fine-tuning and which will be signed by all partners.

The financial management of the project will be monitored on a quarterly basis and each partner will be required to produce expenditure and activity reports and timesheets to ensure that documents and records are sufficient to satisfy reporting requirements and that the spend profile is in line with the overall project budget.

The consortium has to produce and keep all the evidences that prove that the project has been developed according to what was indicated in the proposal and produce expected results and indicators.

During the first meeting (kick off meeting) IWSI as coordinator indicated the expected results and indicators per Activity.

The work of the project (see project description) is broken down into five Activity incorporating

- **Activity 1: Project Management (M1-M18)**
- **Activity 2: Identifying CPD requirements of Member Organisations of the participating NGO (M1-M7)**
- **Activity 3: Identifying and cataloguing relevant training materials for exchange between NGO (M5-M12)**
- **Activity 4: Derive relevant CPD policies and write guidelines for their implementation in SME (M18-M18)**
- **Activity 5: Workshops, seminars and project & networking website (M2-M18)**

The members of the PB and the TB are the ones indicated in company details:

If not formally nominated differently and in writing to the PC, the PB Representative of each partner is the Activity Manager for the Activity where this specific partner organisation is the Activity responsible.

Each PB Member can name an official Proxy who can substitute her/him in board meetings without further notice to the overall PB. Otherwise, changes to the named partner representative must be communicated to the consortium at least 14 days before the change becomes operative.

The PC and the PB constitute the overall project management.

It is therefore important that all partners are present at meetings. To reduce travel and subsistence expenses, the meetings should be arranged, whenever possible, in relation to other NEWS meetings, such as IO meetings, or as telephone conference or web meetings.

The PC will distribute an agenda at least one week before the meeting. The minutes of the meeting must be distributed by the responsible partner as soon as possible and not later than 5 working days after the meeting.

The **Activity Managers** are as shown in the last column of the tables below:

A1	Project & Quality Management	IWSI
A2	Identifying CPD requirements of Member Organisations of the participating NGO	EuroBEN
A3	Identifying and cataloguing relevant training materials for exchange between NGO	BEFO
A4	Derive relevant CPD policies and write guidelines for their implementation in SME	IWSI
A5	Workshops, seminars and project & networking website	ESK

Table 2 – Activities and their leading partner

3 Project Meetings

In the project we differ between 2 types of project meetings:

- A) Project Board Meetings
- B) Other meetings like Sub-Group Meetings, Activity Coordination Meetings

Both levels of activities are prepared and organised by the hosting partner or by the coordinator. In the case of Type A meetings, the agenda is set up in cooperation with the PC and the hosting party is responsible for doing the minutes.

Type B is coordinated between the attending parties and needs no minutes if the outcome is an activity content or a cooperation issue, because these will be reported as Activity Results.

In both cases a list of attendance is necessary to be signed by the partners, whilst with external attendance we can only ask politely if they are also prepared to sign. In case of a virtual or hybrid meeting, a screenshot or system generated attendance protocol will replace the signature list.

The travel costs for attending transnational meetings can only be accepted as costs covered by the project budget if these were foreseen in the project proposal and having been accepted in the evaluation process. The same is true for multiplier events and other dissemination activities. Any other travels cannot be listed as formal project costs against the funded budget.

In the case, that the meetings take place virtually, then the signed list of attendance will be replaced by a screenshot showing the partners in attendance or a recording of the meeting.

3.1 Project Board Meetings

There will be at least one face-to-face Board Meetings, attended by persons with the full right to vote on both financial and administrative matters for their organisation in the context of this project. This will be complemented by monthly or bi-monthly virtual meetings where the Activity leaders of all partners are coming together to report to each other on the overall progress of the project and discuss upcoming issues.

In the case of face-to-face meetings, we will try and maximise cost efficiency by joining these meetings with workshops on currently open or upcoming activities.

The expected **face-to-face meeting** is planned for **April/May 2026 in Wiesbaden**, with the structure:

- Arrival for all on the morning the meeting starts or the evening before
- First afternoon - Status overview and any administrative activities needing attendance
- Second morning - Starting on activity specific workshops, running until Lunch
- Second afternoon - Summary of work done, agreement of final activities to close the project in June and joint dissemination activities with an early end, so that everybody has a realistic chance to fly home with a late afternoon or evening flight.

If the project status requires, the meeting will be extended into 2 full working days with a focus on workshops addressing the current issues.

Virtual meetings will have a much shorter agenda and with a minimum of 4 and a maximum of 10 weeks between events, with IWSI preparing the calendar of these meetings and send them to all partners not later than 3 Working days before each meeting. During the first project-quarter the meetings will be monthly.

At each meeting, the next meeting will be confirmed as a fixed date and the next one after as a provisionally fixed date, with a first forecast of all 7 major meeting dates agreed on during the kick-off meeting.

Tentative list of expected meetings dates/places

Type of Meeting	Meeting Place	Venue	expected date	
Technical Progress Exchange	Virtual	Internet	January 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	February 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	March 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	April 2025	IWSI & EuroBEN only
Project Kick-Off (delayed)	Virtual	Internet	May 2025	ALL
Technical Progress Exchange	Virtual	Internet	June 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	July 2025	ALL
Technical Progress Exchange	Virtual	Internet	August 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	September 2025	ALL
Technical Progress Exchange	Virtual	Internet	October 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	November 2025	ALL
Technical Progress Exchange	Virtual	Internet	December 2025	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	January 2026	IWSI & EuroBEN only
Technical Progress Exchange	Virtual	Internet	February 2026	ALL
Technical Progress Exchange	Virtual	Internet	March 2026	ALL
Technical Progress Exchange	Virtual	Internet	April 2026	ALL
Hybrid meeting	Germany	Wiesbaden	May 2026	ALL
Project Closing Meeting	Virtual	Internet	Late June 2026	ALL

Table 2 – Planned Project Meetings

Kick-off and Project Closing Meeting are obligatory to all Project Partners, whilst attending the regular activity Meetings will affect the partners involved in the currently running activities. Exact dates for the meetings will be updated in each consortium meeting with the next meeting fixed and the one after set as a preliminary date.

3.1.1 Other Meetings

Other meetings are any other meeting organised between two or more of the consortium partners to work on a current issue or of one (or several) partners with external parties to prepare or support piloting actions or for dissemination activities. They should be managed by internet or telephone conference.

4 Conflict Resolution Procedures

In case of necessity, the PC will organise a conflict resolution meeting within 30 days following the reception of a written request transmitted by any NEWS partner. Arbitration will be performed in increasing order of authority:

- within the team of each work package under the management of the respective Activity Manager
- within the PB under the management of the PC
- by the coordinating side (ideally the PC) after consultation with the PB. The coordinating side is then the **one** and **only** instance seeking arbitration from the Irish National Agency.

In case of necessity, a meeting will be held with all representatives of the level authorised. The quorum (No. of persons) requested for arranging a meeting and making decisions is defined according to the conflict's nature and the number of organisations involved.

Within the conflict resolution meetings, agreements are searched for through dialogue and mutual concession between the partners. In case of failure a meeting at the upper level will be arranged. If it becomes necessary to involve the responsible Spanish National Agency officer, a formal request for a meeting will be submitted by mail to the PC. The request includes potential solutions and requests an answer. **The PC will be the only link and intermediary between the contractors and the National Agency.** This chain (procedure) is mandatory to everybody.

The coordinator is the only who can contact the Irish National Agency to ask for a conflict resolution or in order to consult any problem regarding NEWS project.

Decisions are ruled as follows:

Joint Expenses up to EUR 500/partner	simple majority
Joint Expenses over EUR 500/partner	unanimously
Problems with 1 specific partner	all others must agree, then this partner has 4 weeks to express his opinion to the Co-ordinator, who eventually may call on the Commission to act as ombudsman. If the deadline passes without any action by the partner it is understood, that this partner also accepts the consortium's ruling.

4.1 Expected Results / Responsible and delivery date

The consortium has to develop the project activities as described in the proposal. No possibilities of changes. The only aspect that can be considered is some minor changes in the time of execution in the activities /results

List of expected results according to was approved by the Irish National Agency:

#	Activity	Lead	Participants	Budget (EUR)	Expected results
1	Project & Quality Management	1	All Partners	12.096	Project Manual & Final Report
2	Identifying CPD requirements of Member Organisations of the participating NGO	2	All Partners	13.148	Summary of CPD requirements informed by NEWS Survey
3	Identifying and cataloguing relevant training materials for exchange between NGO	4	All Partners	8.416	Categorised catalogue of exchangeable training offers
4	Derive relevant CPD policies and write guidelines for their implementation in SME	1	All Partners	12.876	Guidelines for CPD offers and cooperation potentials between NGO
5	Workshops, seminars and project & networking website	3	All Partners	13.464	Events performed & website online

Table 4 – Overview of expected results

Apart from the indicated results the following indicators has to be considered and reached:

The first form of achievement of the project goals will be the **passing of the Quality Gates**. Additionally, the achievement of the following impact indicators will confirm the project success:

Number of promotional events/workshops held	>6
Number of educators contacted/interviewed	>12
Number of survey responses	>100
Number of modules identified and catalogued	>100
Number of hits website	> 1000
Number of followers on Facebook and LinkedIn	>300
Number of new partners agreed to join NEWS network	>10
Newsletters (people reached)	>2,000
Recommendation of policies instruments, procedures or practices	1

Table 5 – KPI to measure expected dissemination results

4.2 Management Tools

4.2.1 Project Management

For the management of the project's timelines and the tracking of due dates for deliverables and milestones, the consortium may use the tools delivered by the EC or agreed by the consortium.

4.2.2 Office & Productivity Tools

The NEWS Project will make use of the Microsoft Office tools as the momentarily broadest industrial installed standard, thus facilitating internal and external exchange of data. The tools are in detail:

Text processing:	Microsoft Word (version 2019)
Spreadsheet:	Excel (version 2019)
Presentations:	PowerPoint (version 2019)
File compression:	WinZip compatible format
Tele-Conferencing	MS TEAMS or ZOOM
Document Exchange Server:	SharePoint or Dropbox
Virus Checker:	Each individual partner has the obligation to assure that any data (communication) exchanged with the NEWS consortium is virus checked . The tools used may be chosen according to the individual needs, provided that the effectiveness of the virus checker is guaranteed and up-to-date.

4.2.3 Communication Tools and Procedures

To facilitate the exchange of working documents, the consortium will make use of e-mail and internet tele-cooperation technologies wherever this is possible.

If for administrative reasons blue ink copies are needed, these are advanced by a PDF file to the receiving partner.

Where possible and so required, signatures for having participated in a tele-cooperating meeting and agreed on the decisions made are replaced by recoding of those meetings and screenshots documenting the participants.

Each partner has the duty to check at least once per week (Thursday evening) her/his e-mail and the agreed-on messenger services, e.g. Teams

If a needed answer to an e-mail/message is overdue for more than 3 working days, the sending party has the duty to check with the other party, if the message was received in time.

Additionally, to the e-mail, the Project Promoter set up a document management system on Google Drive / Dropbox / TEAMS where the official version of each document currently in work may be accessible, as well as the delivered final versions.

NB: As for communications to the Commission, and according to the contract, any communication to the Commission must be sent through the PC, who will act as intermediary (exceptions may be granted by the PC in accordance with the NA, whenever necessary).

5 Structure and deadlines of administrative documents and financing

5.1 Document Types and their Deadlines

The project will use the following documents either to track the running work internally, or to direct submissions to the NA/CEC and the responsible Project Officer for approval:

- **Quarterly Achievement & Risk Management Reports (QARR)** – Summarises every 3 months the previous MSRs. The monthly Time Sheets per partner forms part of this report, as well as their quarterly summary signed accordingly to EU requests.
- **Final Report** 18 months after the official commencement date of the contract.
- **Business Model Canvas (BMC)** with a business and cooperation structure 3 years after the end of the funded project. This document includes an Annex with the joint and individual Dissemination and Valorisation activities of each partner done on the project results and a pathway for extending the network.

Table 1 summarises the contractual due dates and latest deadlines to reach the PC for the various types of administrative documents.

DOCUMENT	PERIOD Covered	DEADLINE for Input	DEADLINE
QARR - Quarterly Achievements & Risk Assessment Report N° 1-6	Current Quarter	3 months report	20 th of each following month
Final Report	Full Project	Project End	28th Aug 2026

Table 6 - Deadlines for the administrative reports

5.2 Financing dates

100% as Lump Sum after Final Report has been evaluated and accepted

5.2.1 Financial Reporting

DOCUMENT	PERIOD Covered	DEADLINE for Input	DEADLINE
Consolidated Final Financial Report	Full Project	Project End	28th Aug 2026

Table 7 - Deadlines for the financial report(s)

5.3 Document format and numbering

Due to the format and regulations of a Small-Scale Project the reporting will be done with only two reports besides the formal end of project report that will be done with a predefined format provided by the NA.

These two internal reports will be the to-do minutes generated after each meeting and also containing a continually updated performance status. And an Interim report that will summarise the results reached after 9 project months.

The Minutes will follow the template shown below:



MONTHLY VIRTUAL MEETING

024-2-IE01-KA210-VET-000279272		
Rev:	FINAL	
01	Date: 14/07/25	1/ 1
MINUTES		

HOST:	IWSI	PLACE:	MS Team Online
DATE & TIME:	08.07.2025, 11:00 CET		
TYPE & N°	2nd Technical Board Meeting		

ATTENDING PARTNERS

IWSI	EuroBEN	ESK	BEFO
Donal Nolan,	C.-Andreas Dalluege HansDieter Schinner	Begona Benito	AdelaVitovskova
Guests			

TOPICS

Activity	Action Plan Item	Output	Resp	Dead-line	% Comp
Project Management	Agree Project Manual	Ongoing	ALL	7/25	80%
	Agree project outputs & timelines.	Gantt Chart & Milestones	ALL	6/26	35%
	Agree reporting schedule	Interim and Final Reports	IWSI	10/25 & 8/26	20%
Identifying CPD requirements of Member Organisations of the participating NGO	Create NEWS survey.	NEWS Survey	ALL		100%
	Run NEWS Survey	NEWS Survey Data	All	6/26	10%
	Analyse NEWS Survey Data		EBEN	9/25 & 4/26	0%
...					

Figure3: Project Minutes

The minutes for face-2-face meetings will be done by the hosting partner and for tele-conferences the participating partners will decide who will take the minutes for each meeting.

5.4 Interim Achievement & Risk Report (IARR)

The Interim Achievement & Risk Report (IARR) uses a table format for short, fast reporting. Based on the feedback received from each partner at the meeting and the meeting minutes generated from this, the project coordinator will fill in the following document format.



Interim Achievements & Risk Report

Nº. 01

REPORT BY: **IWSI**

REPORTING PERIOD: Q1-Q3: 1.1.25 – 30.9.25

Activity 1	Project Management							Start Date	End Date
Lead	IWSI							1.1.25	30.6.26
Foreseen Activities:	1. Manage the contractual commitments and financial control in collaboration with the EC agency, incl. formal reports requested by the programme 2. Establish Project Steering and Management Group and publish& update the Project Manual (PM) 3. Monitor and report the overall project development, progression and activities on an ongoing basis; 4. Preparing and attending Project Board Meetings								
Status of Work:	Started	31.12.2024	On Time	X	Delayed		Closed on	30.6.26	
Achievements reached:	Project Manual and project reporting templates agreed on and implemented. Monthly project meetings held according to schedule in OM and reported.								
Deviations against Plan:									
Solution implemented:									
Activity 2	Identifying CPD requirements of Member Organisations of the participating NGO							Start Date	End Date
Lead	EuroBEN							1-1-25	active
Foreseen Activities:	1. Design and implement a survey on CPD training offer requirements from SME 2. Run the survey with members and other organisations 3. Analyse and summarise the results								
Status of Work:	Started	20.3.2025	On Time		Delayed	X	Closed on	(dd.mm.jjjj)	
Achievements reached:	Survey implemented in cooperation with two ERASMUS sister projects (1stAid4SME & ExCurs) and decided to be kept open till the end of each project with the goal to share results and enlarge the data base.								
Deviations against Plan:	Late start of operational activities due to contract delays								
Solution implemented:	Acceleration survey design by using synergies with other current running projects for content development								

INTERNAL COMMUNICATION ACTIVITIES

Type of Activity	Place/Medium	Date	Attendance/Coverage
Project planning sessions	SKYPE	Bi-weekly	IWSI & EuroBEN
Project Kick-Off Meeting	TEAMS conference call	31.3.25	All partners
Technical Board Meeting	TEAMS conference call	8.7.25	

EXTERNAL COMMUNICATION ACTIVITIES

Type of Activity	Place/Medium	Date	Attendance/Coverage
None this quarter			

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Figure 4: NEWS QARR

5.4.1 IARR "Red Flags" (Risk Status)

This section contains all the data needed for identification of possible risks to the project, such as delay in time, missing contents, not previewed technical problems, etc.

If a risk (symbolically a red flag) is perceived, it must be shortly described. The responsible partner (IO Manager), in cooperation with the PC, should then develop and recommend solutions, showing clearly how the problem (risk) is handled and eventually solved.

5.4.2 Meeting & External Events attended tables

This section contains a short overview of who attended which meeting or represented the project at an external event, such as e.g., acting as a speaker at a conference or having a project related booth at a trade show.

5.5 Final Report

The Final Reports is due at the end of the project and must be submitted to the Agency as described in the Partnership Agreement.

All partners must support the PC in generating this document and are fully responsible for the correctness of the data reporting their individual contribution and usage of resources. PC will incorporate all the contributions and send the drafts to the partners. The partners should give their final comments and missing contributions within the next 5 working days.

If there are no problems or conflicts in the comments, PC will prepare the final version of the reports and submit them to the NA and the NEWS partners, as well as the project's AB.

In case of problems, a second review cycle will be quickly performed.

The BMC will be annexed to the Final Report. The main focus of the BMC lies on disseminating the results post-project and how to maintain and update them after the project (and such the funding) ends.

6 Project Dissemination & Communication Plan

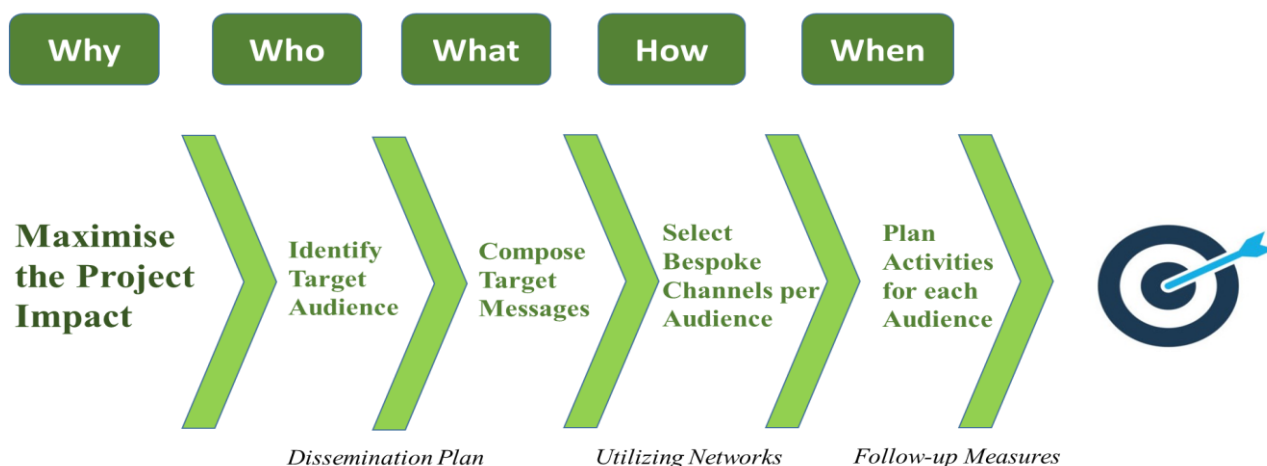
The objective of the NEWS Project Dissemination & Communication Plan (PDCP) is to develop both an individual and joint approach about disseminating the project results during the project's lifetime and for the post-project activities of each partner and of the consortium as whole.

The PDCP will show the following main topics:

- I. EXECUTIVE SUMMARY
- II. The product/service/results to be disseminated
- III. Description of the market/target groups for each region
- IV. Communication and dissemination activities already performed
- V. Communication and dissemination activities planned for the next 12 months post project
- VI. Long term goals for market penetration
- VII. A BMC with a joint approach for the sustainability of results and growth of the partner network and offers
- VIII. ANNEX: NEWS presentation materials produced so far

The Dissemination Plan must answer the questions: why, what, who, to whom, when, where and how the results will be disseminated, both during the period of financing as after. Therefore, this plan will support to carry out effectively a series of communication and dissemination activities for all those results obtained.

NEWS – Dissemination and Outreach Strategy



The elaboration of the PDCD will be a task shared by all partners in NEWS project and coordinated by the lead partner of the dissemination and communication activity.

During its preparation, it must be taken into account that the objectives pursued are realistic and quantifiable, as well as the types of dissemination activities proposed, assessing that they are appropriate to the characteristics of the participants in the project.

The PDCP is developed in two releases:

Release 1 contains only the chapters I.-IV. and will be released after project month 7, informed by the results of the market requirements survey.

Release 2 will cover all chapters and will be delivered together with the Final Report and will include a BMC for dissemination and results sustainability concept for the post-project period.

7 Activity Reports

The Activity Reports on the results reached in a given Activity constitute a major part of the project outcome. The evaluation of the project's progress, achievements, fulfilment of specified goals, etc. is based on these deliverables. It is therefore important to submit the deliverables according to high technical standards and according to the project plan specified in the Technical Annex to the NEWS contract. Moreover, the approval of the deliverables in addition to the management reports is a **prerequisite for the processing of the cost statements and the related payments**.

7.1 Common Structure

The proposed common structure to be used for a deliverable report is:

- **Common front page**
- **Copyright notice**
- **Table of contents**
- **Executive summary**
- **Introduction**, including background information, main objective(s), structure and context of the deliverable, involved partners, task reference
- **Technical chapters**
- **References** (if required)
- **Appendices** (if required)

Note: Please limit the document length to a maximum of 20 pages (plus Annex)

7.2 Responsibility & Coordination

The Activity Manager is responsible for timelines and content of the corresponding report.

All IO Deliverables must be formally released through a Quality Gate (Chapter 8.4) before they can be accepted as an official deliverable of the project or made available outside the direct project partners.

7.3 Review Cycle

To assure the required quality and acceptance of the various deliverables by the EC reviewers, internal preparation and review procedures must be established (e.g., author/reader cycles). As the contents of the deliverables are very different, the deliverable responsible and the TB will decide on the actual preparation/review procedures, taking into account the deadlines established in the NEWS Technical Annex. The scheme illustrated below may be used for the planning of each deliverable.

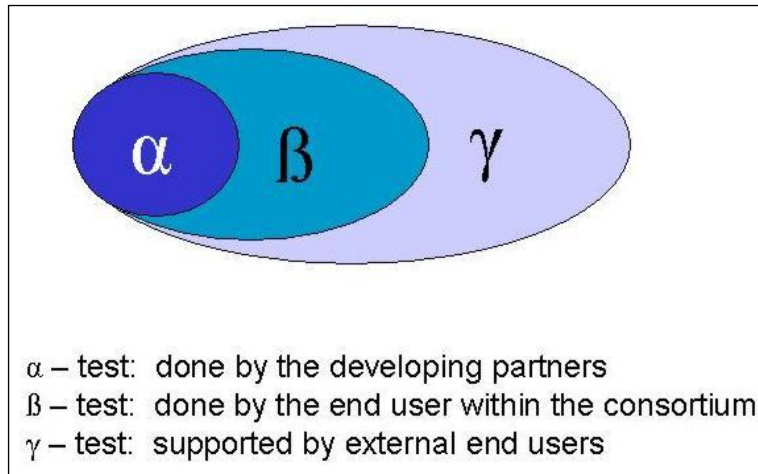
Activity N° & Title	:
Overall Responsible	:
Contributors	:
Delivery Date	:

Activity	Resp.	DEADLINE
Distribute commented table of contents (with definition of contributions required from other partners)		
Return comments on table of contents to overall responsible		
Return requested contribution to overall responsible (first input)		
Circulate draft version of deliverable to involved partners		
Return commented draft version and final input		
Send finalised deliverable to the PC who will forward it to the EC/NA Project Office and to all other partners		

Scheme for the planning of the deliverables

8 NEWS Quality Management

For all layers of content development and its technical implementation as software, multimedia or web modules, NEWS uses the concepts of agility coupled with a rapid prototyping approach¹. The agile phase could be considered as the internal “alpha cycle” of the overall piloting and validation process.



Picture: rapid prototyping – test procedure

The following description explains how each of these monitoring and control approaches are used and combined, where and as needed.

Due to time and financial, restrictions, the NEWS Project will reduce the gamma-test phase to presenting and discussing the final materials with a small number of external experts that represent the organisations that express an interest of joining our network, which will only happen, if they are convinced of the quality of our results reached.

8.1 Quality Gate Process

In this small-scale project, the results will be concluded with one Quality Gate (QG) in which partners vote on task completeness and result maturity. To pass, the cumulative score must reach the **2-Sigma confidence limit**; otherwise, a QG Workshop will address remaining actions before re-assessment. Project dependencies between the Activities will be managed through integrated **PERT and GANTT charts** maintained by IIESMS. Whilst all WPs have a clear leader and main contributors, most partners will be involved in all Activities and vote on the Quality Gate for all activity and on the results as a whole.

The GQ will be prepared via a survey where each partner must be represented with at least one person, thus ensuring a common understanding of the maturity of each result produced. If one partners votes an activity or result less than 89% satisfaction, the corresponding result must be reviewed and discussed by the consortium as whole to agree on an improvement. The same is true, if the accumulated results on the whole project stay below the 2-Sigma confidence limit.

9 Ethics and data protection

Data protection is both a central issue for research ethics in Europe and a fundamental human right. It is intimately linked to autonomy and human dignity, and the principle that everyone should be valued and respected. For this principle to guide the development of today’s information society, data protection must be rigorously applied by the research community.

¹ A Spiral Model of Software Development". Barry Boehm in *IEEE Computer*. May 1988; *The Connected Car in the Cloud: A Platform for Prototyping Telematics Services*, T. Haberle in *IEEE Software*. 32 (6): 11–17. doi:10.1109/MS.2015.137; *Rapid Application Development*, James Martin, Macmillan(1991), [ISBN 0-02-376775-8](https://doi.org/10.1002/9781118111111).

The right to data protection is enshrined in the EU Charter of Fundamental Rights and the Treaty on the Functioning of the European Union, which give effect to individuals' right to privacy by providing them with control over the way information about them is collected and used.

In research settings, data protection imposes obligations on researchers to provide research subjects with detailed information about what will happen to the personal data that they collect. It also requires the organisations processing the data to ensure the data are properly protected, minimised, and destroyed when no longer needed.

Depending on the setting or information in question, the failure to protect personal data against loss or misuse can have devastating consequences for the data subjects. It may also have serious legal, reputational and financial consequences for the data controller and/or processor. Many recent examples of unethical research practices have involved the unauthorised collection and/or (mis)use of personal data, resulting in enforcement action by regulators.

NEWS Assessment Tool collects and analyses company specific data with the full results only visible to each participating organisation.

Individual information is not asked and for any project wide analysis only anonymised and aggregated data will be available.

- No personal data is collected regarding:
 - o racial or ethnic origin
 - o political opinions, religious or philosophical beliefs
 - o genetic, biometric or health data
 - o sex life or sexual orientation
 - o trade union membership
- No data from children or vulnerable people
- The participation in the assessment is free and voluntary.
- The information is not transferred to any third country.

The aggregated & anonymised data will be deleted after all reporting requirements have been met at the project end of the project life time.

9.1 Key issues, concepts and definitions

'Personal data' are defined extremely broadly and include 'any information relating to an identified or identifiable natural person'. An 'identifiable natural person', or 'data subject', is 'one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person' (Article 4(1) GDPR).

Personal data include data such as internet protocol (IP) addresses (unique identifiers that can be used to identify the owner of devices connected to the internet) and data from 'smart meters' monitoring energy usage by addresses linked to identifiable persons.

'Special categories of personal data' (formerly known as 'sensitive data') are subject to more stringent data-protection safeguards. They include 'personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation' (Article 9(1) GDPR).

The definition of **'data processing'** is very broad. It includes 'any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation,

structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction' (Article 4(2) GDPR).

It is highly likely that if your project involves any data about identifiable persons, even if they are not directly participating in the research, you are processing personal data and must comply with EU and national law. Only data that have been fully and irreversibly anonymised are exempt from these requirements. Importantly, while pseudonymisation can provide individual data subjects with a degree of protection and anonymity, pseudonymised data still fall within the scope of personal data because it is possible to re-identify the data subject (see below).

Even if your project is using only anonymised data, the origin or acquisition of the data may still raise significant ethics issues.

The GDPR places obligations on both:

the 'data controller', which 'alone, or jointly with others, determines the purposes and means of the processing of personal data'; and the 'data processor', which 'processes personal data on behalf of the controller'.

NEWS ensure that any partners, contractors or service providers that process research data at your request and on your behalf comply with the GDPR and the H2020 ethics standards. Where you share with consortium partners the responsibility for processing personal data collected in the course of your research project, your project may have joint data controllers. In this case, you and your partners must set out your respective responsibilities in an agreement available to data subjects and provide them with a single point of contact.

EuroBEN as partner involve in the collection of the information in the assessment process will ensure the control and security of the information collected.

In the webpage the data collected in the form is not relevant and by sending the data you admit the participation.

10 Project GANTT

		2025												2026							
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Project Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	+1	+2
A1	Project Management												IR								FR
A2	Identifying CPD requirements of Member Organisations of the participating NGO																				
A3	Identifying and cataloguing relevant training materials for exchange between NGO																				
A4	Derive relevant CPD policies and write guidelines for their implementation in SME																				
A5	Workshops, seminars and project & networking website																				
I/FR	Interim & Final Report																				