Erasmus+ CBHE project
DIGITAL BROADCASTING AND BROADBAND TECHNOLOGIES

Guidelines on the project management and reporting

May 2016
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**Coordinator:** Associate. Prof. Dr. Siniša Ilić  
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- University of Ljubljana, Slovenia (UL)  
- Universidad Politecnica de Madrid, Spain (UPM)  
- Tartu Ulikool – Estonia (TU)  
**Western Balkan partner institutions:**  
- University in Pristina - Kosovska Mitrovica (UM)  
- Higher Technical Professional School in Zvecan (HTPSZ)  
- University of Banja Luka (UBL)  
- University of Bihać (UB)  
- School of Electrical and Computer Engineering of Applied Studies, Belgrade (VISER)  
- University Singidunum, Belgrade (US)  
- TV Mreza, Gnjilane (TVM)  
- JP Emisiona tehnikai i veze, Belgrade (ETV)  
- Alternativna televisijja, Banja Luka (AT)  
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# ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ATV</td>
<td>Alternativna televizija, Banja Luka, RS</td>
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<td>D</td>
<td>Deliverable</td>
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<td>DBBT</td>
<td>Digital Broadcasting And Broadband Technologies</td>
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<td>EACEA</td>
<td>Education, Audiovisual and Culture Executive Agency</td>
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<td>EU</td>
<td>European Union</td>
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<td>HEI</td>
<td>Higher Education Institution</td>
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<td>HTPSZ</td>
<td>Higher Technical Professional School in Zvečan, Kosovo*</td>
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<td>JPETV</td>
<td>JP Emisiona tehnika i veze, Belgrade Serbia</td>
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<td>LP</td>
<td>Leading Partner</td>
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<td>NEO</td>
<td>National Erasmus Office</td>
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<td>PC</td>
<td>Project Coordinator</td>
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<td>PP</td>
<td>Project Partners</td>
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<td>PMC</td>
<td>Project Management Committee</td>
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<td>SINGI</td>
<td>Univeristy Singidunum, Belgrade, Serbia</td>
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<td>TVMREZA</td>
<td>TV Mreža, Gnjilane, Kosovo*</td>
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<td>UB</td>
<td>Univerzitet u Beogradu, Serbia</td>
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<td>VSB-TUO</td>
<td>VSB Technical faculty Ostrava</td>
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<td>WP</td>
<td>Work package</td>
</tr>
</tbody>
</table>
Table of Contents

DIGITAL BROADCASTING AND BROADBAND TECHNOLOGIES .................................. 2
The Purpose of the Project Management Guidelines............................................. 5
Organisation of the Management of the Project................................................. 5
What is a successful project? .............................................................................. 5
The project lifecycle ......................................................................................... 6
Phases in the project lifecycle ......................................................................... 6
Planning the project ......................................................................................... 7
Risk management ............................................................................................ 8
Handling significant deviations from plan ....................................................... 8
Reporting .......................................................................................................... 9
The Purpose of the Project Management Guidelines

The purpose of these project management guidelines is to help PMC members to organise, plan and control the project. They are designed to help PMC to maximise the potential for the projects to succeed by helping and address each element of the project at the right time and to the right level of detail for the size and complexity of the project.

Organisation of the Management of the Project

The Management of the project will be run by PMC that is created by representatives of institutions involved in the project. Each institution will have one representative in the PMC.

The general policy of the project management is to respect guidelines published in the document: guidelines for the use of the grant.

The management of the project will be performed by organising regular Project Management Committee meetings (four times per year) and other type of communication by the members of PMC will be used as well (Skype, phone, etc.). On the regular meetings of PMC will be analysed completions of already planned tasks, agreements on organising next tasks, the ways how to overcome eventual problems operatively and if some larger problems occur to escalate to the Steering Committee (SC). The SC will be the major decision-making body of the project. Because the members of the SC will be the most experienced team members in management of all partners (rector, dean, department leader or similar), it will guarantee that project members of each partner institution will have to fulfil the tasks set by this body. The progress, tasks timings and eventual conflicts will be analysed on these meetings. SC will have also regular meetings twice a year.

What is a successful project?

To be successful a project must:

- deliver the outcomes and benefits required by the organisation, its delivery partners and other stakeholder organisations;
- create and implement deliverables that meet agreed requirements;
- meet time targets;
- stay within financial budgets;
- involve all the right people;
- make best use of resources in the organisation and elsewhere;
- take account of changes in the way the organisation operates;
- manage any risks that could jeopardise success;
- take into account the needs of staff and other stakeholders who will be impacted by the changes brought about by the project.
The project lifecycle

In order to manage effectively it helps to understand the typical lifecycle of a project and how it applies to your specific project. PMC needs to decide how the management activities of the lifecycle steps will be achieved, and precisely who will be involved. PMC must make sure the members understand own roles in making these things happen in the right way and at the right time. Some of the project management effort across the lifecycle will be driven by the owner/sponsor of the project (EACEA representatives), PMC and the Project Coordinator. To achieve success everybody will almost certainly need to draw upon the skills and experience of many others from within the institutions involved and other stakeholders.

Phases in the project lifecycle

Standard phases in the project lifecycle are:

1) Starting up a new project,
2) Authorisation to proceed to project initiation,
3) Initiating the project,
4) Approval of the Project Initiation Document,
5) Running the project,
6) Project Closure,
7) Owner confirms closure of the project and
8) Benefits realisation.

The idea for the project: “Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies)” started in EACEA call for Erasmus+ projects application when contacts with partners was initiated and the goals, estimation of resources and equipment were defined. The authorisations from the heads of institutions are obtained and the work-plan is created. The application is prepared and sent for approval. The EACEA has approved the application sent and the project has officially started on October 2016. The facts described above cover project phases 1 – 4.

In the phase 5, the project management committee should:

- Mobilise the staff and other resources needed to run tasks and create deliverables that will enable the required outcome;
- Plan, monitor and control the work and resources of the project;
- Manage risks and issues as they occur;
- Ensure that financial plan is respected and all expenses are legible;
- Report any change (according to the guidelines for the use of the grant) to coordinator;
• Maintain communications with those impacted by the project and its outcome;
• Report progress and issues to EACEA/Steering Committee/Stakeholders;
• Decide ongoing viability in the light of experience and any changes in requirements;
• Ensure deliverables are fit for purpose and will enable benefits to be realised;
• Ensure the proper quality of tasks and deliverables in coordination with Quality Board
• Be responsible for submitting periodical mandatory reports to the Coordinating institution;
• Be responsible for producing the project Interim Report.

Related to the phase 6, before the end of the project, PMC should:

• Evaluate the outcomes of the project against the plan,
• Ensure that any lessons learned are shared with those who might benefit from them
• Ensure that final budget is respected
• Be responsible for completing all the deliverables
• Review any benefits achieved by the end of the project
• Be responsible for producing the project Final Report

When all relevant documents are prepared and sent to EACEA, PMC may face with clarification questions related to fulfilling the project plan and the budget. It may occur that some modifications in reporting are expected. Also, if some irregularities are found by EACEA, some institutions may suffer from penalties. The members of PMC are responsible for institutions to handle these problems.

It is defined in the project application that project must take care about the sustainability and dissemination of the project results and after the project closure. In order to achieve this, PMC must be in close cooperation with members of WP7 and WP8 during the phase 5.

Planning the project

Without careful planning it is likely that the project will fail to achieve its objectives. Planning should be carried out at different levels of detail at different times. In all types and sizes of project one must be prepared to re-plan in the light of experience.

The provisional plans of activities, resources, travels and budgets during the life-time of the project is given in the document: Detailed project description that is attached to the project application. Also the plan of producing deliverables is given in the same document.

The PMC will have to decide on each deliverable about:

- What it must contain/cover;
- Who will be responsible for its development;
- The required quality characteristics that must be built in to it
- The types of quality checks to be applied
- The skills, resources, individuals needed to develop the deliverable.

Also, members of PMC will have to schedule the work and resources in order to fulfil the plan and in the same time to take care about: will any individuals or skill/types be overloaded with project work at any time? Has the manager adjusted the timing and allocation of work to spread the load evenly, etc.

**Risk management**

A risk is any area of uncertainty that represents a threat or an opportunity to the project. Most of PMC member’s attention to risk will be to avoid or reduce the likelihood of events that might cause the project to be thrown off course. To manage and mitigate risks, one first needs to identify them, assess the likelihood of them happening and estimate the impact they might have on the project. The identification and consideration of risk is an integral part of project management and the successful delivery of change. The risk management includes:

- **Risk identification** - risks should be directly related to the project objectives and agreed by the whole project management team and its key stakeholders. Risk management means identifying and managing uncertainties to delivery of objectives, not managing issues that might be constant. Focus on issues alone can lead to fire fighting. Enter details into a Risk Log/Risk Register

- **Risk evaluation** - what is the impact of each risk should it occur? What impact might they have on benefits, time, cost, quality, reputation, people, etc. How likely is it that these risks will occur? The probability and impact can both be scored, e.g. using a High/Medium/Low scale. A Risk Profile could be used to show the overall pattern of risk

- **Risk prioritisation** - what is the priority of each risk? The urgency and importance of a risk is not the same thing - deal with the urgent risks quickly, deal with the important risks comprehensively;

- **Risk management planning** - do we have a strategy for mitigating the risks we have identified and preventing the project from being derailed? What actions and resources will we need to reduce the impact and/or probability of the risk happening?

The risk table of the project is listed in the project documentation in the Logical Framework Matrix. However, during the life-cycle of the project some risks might disappear, but also some new might appear or existing can be modified. The task of PMC is to monitor existing risks and to handle the new. The proper risk handling will be documented in updated Risk table in Logical Framework Matrix.

**Handling significant deviations from plan**

Steering Committee members are usually senior managers with limited time to devote management of the project. In order to achieve ‘management by exception’ the Coordinator is given authority to
deal with the inevitable small deviations from plan. For larger deviations, such as those resulting from requests for change, poor estimation, delays in deliveries, the Steering Committee and Coordinator will require an agreed exception handling process. According to the Guidelines for the use of the Grant, this type of changes are requested to be reported to EACEA and authorisation for the proposed steps must be obtained by EACEA. Before issuing such request to the Agency by the coordinator, SC should approve such change in the plan.

**Reporting**

To keep the Project Board (EACEA and SC) informed of stage status, the PMC should present regular progress reports (mostly drafted at the PMC meetings and finalised at Minutes of the Meetings) covering:

- Project, date and period covered
- Progress achieved as measured against the current plan – e.g. deliverables completed
- Use of Resources (actual versus planned)
- Budget status (actual versus planned)
- Actual or potential problems or exceptions
- Impact of Issues and Changes (e.g. requests for changes to requirements)
- Products due to be completed during next period
- Revised forecasts for cost and schedule

Also, the PMC members must ensure that the list of deliverables (mostly of them are reports) are prepared on time, passed the Quality check (through the Quality Board) and after final check sent to the EACEA.

According to the obligations signed in the Partnership Agreement, the members of the PMC should be responsible for providing regular financial reports to the coordinator.