



PROJECT MANAGEMENT HANDBOOK

D.M.1.3

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Introduction

This Handbook gives an overview of the organization of the **Finance4SocialChange – „Leveraging Finance 4 positive Social Change”** project. The Lead Partner of Finance4SocialChange, which has full administrative responsibility for the management of the project, has undertaken the task of producing this handbook that will act as the reference document for management, decision-making and reporting. The size of the handbook has been limited to make it an accessible and user-friendly manual.

To meet these goals, this handbook will cover the following aspects:

- Management
- Decision making process
- Roles and tasks among the partners
- Internal Communication
- Documentation
- Reporting
- Monitoring and evaluation

Instructions of the Project Management Handbook are in line with the GDPR regulation.



1. Management

1.1. FINANCE4SOCIALCHANGE management structures

A management structure has been set up to allow partner regions an effective and sound implementation of the FINANCE4SOCIALCHANGE project. It includes various different bodies that correspond both to the administrative and technical levels. A brief description of each of the management structures follows.

- Project Partners (PP)
- Quality Manager (QM)
- Project Management Committee (PMC)
- Steering Committee (SC)

1.1.1. Project Partners (PP)

Partnership is comprised of 12 Danube region partner countries from AT, DE, HU, SK, SI, RO, HR, SBR, BiH, BG, MOL, UKR and 7 associated strategic partners (ASPs) with complementary expertise and experience in EUSDR policy coordination.

Project partners include:

- a) policymakers and government agencies (LP, PP4,PP5,ASP1,ASP3,ASP4),
- b) chambers of commerce and industry (IPA PP1),
- c) (social) enterprise catalyst (PP6,PP7,PP8,ENI1,ASP5),
- d) research institute and university (PP1,PP9,ENI2),
- e) financial intermediaries (PP2,PP3),
- f) networks (ASP2,ASP5).

The partnership is accompanied by Coordinators and Steering Group members of Priority 7, 8, 9 of the EUSDR in order to strengthen the strategy development and implementation (LP, PP1,PP5,PP6,PP8, ASP1,ASP4).

They will meet at least once every 6 months, mostly co-organized with the professional events (e.g. Train the trainer events, seminars, workshops, policy learning events) and communication events (press conferences, Opening and Closing Conferences), if possible. They are responsible for carrying out and implementing their part of the project according to the standards required by the INTERREG Danube Joint Secretariat (JS) and by the terms of reference agreed between all partners.

The Project Partners are responsible for the following activities:

- Daily management of the project in their territories;
- Disseminating and promoting the activities of the work of FINANCE4SOCIALCHANGE in the region;
- Drafting and submitting audited progress reports to the Project Management Team of the Lead Partner organization;
- Carrying out the tasks agreed by the SC for the project's implementation in the respective territories.



1.1.2. Quality Manager

The quality assurance of the project outputs is mandatory for all the projects approved in the framework of the Danube Transnational Programme. Without quality validation of the outputs, expenditure cannot be reimbursed. The quality management structure consists of experts responsible for proof reading, analysing and reviewing the project outputs from a qualitative point of view. The quality assurance management is led by an independent quality manager (who can be an internal staff member or externalised expert or the LP/ PP in charge of the task inside the project).

The quality manager could be supported by a mixed team of (internal and/or external) experts, forming either a quality management board or being individually involved in specific thematic reviews.

Quality assurance manager is responsible for:

- reviewing all the project outputs and providing feed-back to the partnership;
- ensuring that his findings are included in the final outputs to be submitted to the JS;
- validation of the outputs before submission to the JS;
- informing the JS about any obstacles/ problems encountered during the process.

1.1.3. Project Management Committee (PMC)

Once the project implementation starts, project management and coordination has a crucial role to ensure successful implementation in order to achieve the project objectives.

It is important that the partnership:

- Establishes sufficient and effective management structure and procedures
- Ensures appropriate flow of information among the project partners within this management structure
- Constantly monitors the progress of implementation in order to identify potential risks and deviations that might make necessary corrective interventions
- Controls the quality of the work done and the deliverables, outputs produced
- Keeps regular contact and communication with the programme management, the MA/JS on project, the NCPs, Controllers on partner level
- Evaluates at the end the result, what is achieved, how much it is in line with the original objectives, what the conclusions and the possible follow-up measures can be.

1.1.4. The Steering Committee (SC)

The SC will consist of at least one representative of each Project Partner – being in charge of or indirectly through the letter of support – responsible for the improvement of the policy instrument addressed within the project, which will meet at least once a year. Additional meetings will be envisaged if required.



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The SC is responsible for the following tasks:

- Steering and taking strategic decisions with regard to the project;
- Validating the project performance and progress towards the achievement of the objectives;
- Take decisions with regard to project modifications (e.g. content, partnership, budget, duration);



2. General Decision-making process

The decision making body is the Steering Committee (SC). Detailed rules on the functioning of the SCOM are included in the Partnership Agreement.

3. Roles and tasks among the partners

The FINANCE4SOCIALCHANGE project management foresees a transparent subdivision of roles and responsibilities without duplication of functions. The implementation of activities requires frequent exchanges of staff between PP's.

The division of the components of the project between the various partners:

- LP (IFKA) will be responsible for WPM Management and Coordination;
- IPA PP1 (CCIS Chamber of Commerce and Industry of Serbia, CCIS) will be responsible for WPC Communication and Dissemination;
- ERDF PP1 (Centre for Social Innovation, ZSI) will be responsible for WP3/T1 Benchmarking of social impact investment markets in the Danube region (in short: Landscape screening);
- ERDF PP5 (Steinbeis, S2i) will be responsible for WP4/T2 Mainstreaming and strategy development (in short: Strategy development);
- IPA PP10 (University of Heidelberg / Centre for Social Investment, xx) will be responsible for WP3/T3 "Social Impact Investment Transnational Design Academy" (in short: Blended learning experience);
- ERDF PP2 (Financing Agency for Social Entrepreneurship, FASE) will be responsible for WP4/T4 "Social Impact Investment Lab - Transnational Business Plan/Strategy Competition" (in short: Transnational Cooperation).

Hereby the WP leaders will be asked to be responsible for the overall implementation of that WP within the project.

- The division between regions with extensive experiences in regional strategy building and partnership which will play a stronger role in the overall implementation of joint actions such as seminars, workshops or conferences.
- The equal participation in carrying out the main tasks of the FINANCE4SOCIALCHANGE project (compiling information, moderating the co-operation and joint implementation).
- Ad hoc division between the regional partners based on Steering Committee decisions. For responding to unforeseen developments it will also be possible that partners will take over specific responsibilities given by a Steering Committee decision.



4. The application of the GDPR and its impact on the fulfillment of the project and on the financial reporting

All project partners – as all entities, which operate within the territory of the European Economic Area, or handles data of citizens of EEA Member States – has to comply with the provisions of the General Data Protection Regulation (EU Regulation 2016/679), applicable as of 25 May 2018. The regulation has direct effect across all the Member States of the EEA (European Economic Area, all EU Member States plus Iceland, Lichtenstein and Norway), which means, that citizens and companies in all these countries, can directly use the GDPR before their national courts and authorities, without any need for implementation. Major new principles are integrity, confidentiality, accountability. All entities, data controllers, processors has to document every step of data processing and has to be able to demonstrate, that the entity complies with the GDPR, which also involves the implementation of adequate information security measures.

When personal data is transferred outside the EEA, all partners must ensure that adequate safeguards are implemented by the receiving partners, in order to provide an adequate level of protection for the transferred data, which complies with the GDPR.

According to the GDPR, such data transfers are allowed when:

- (i) the country's protections are deemed adequate by the EU; or
- (ii) your company, for instance, takes the necessary measures to provide appropriate safeguards, such as by including specific clauses in the contract concluded with the non-European importer of the personal data; or
- (iii) your company, for instance, relies on specific grounds for the transfer (called 'derogations') such as the consent of the individuals.

Where information is transferred outside the EEA, and where this is to a third party, project partner, stakeholder or vendor in a country that is not subject to an adequacy decision by the EU Commission, data is adequately protected by EU Commission approved standard contractual clauses or Binding Corporate Rules. A copy of the relevant mechanism shall be provided at the request of data subjects for review on request to the data controller.

Existing consent to data processing under the various projects must be reviewed, whether they comply with the GDPR. The consent must be voluntary, properly informed and clear. Proper information means, that information has to be provided about the identity of the data controller, data processor, purpose of the data processing, type of data to be processed, legal basis of data processing, data transfer, duration of the data processing, withdrawal of consent for data processing and the competent DPA (Data Protection Authority).

5. Internal communication

The internal communication needs to support the smooth management of the project with measures to ensure fluent communication among partners and clear distribution of responsibilities according to the work plan. The LP should take responsibility for establishing tools and procedures that keep all partners engaged as well as constantly informed.



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The success of the programme communication depends both on good project results and good cooperation between the projects and the MA/JS. The JS will be in contact with the appointed communication manager regularly, and it expects projects to actively participate in programme's communication initiatives by delivering content and photos for digital and print materials and involving

5.1. Communication channels

Communication must be traceable. Although other channels may be used (e- mail, fax, letter) the main internal communication channel will be INTERREG DANUBE project sub-site (internal area).

Furthermore, opportunities provided by the setting-up of Policy Learning Platforms will be fully exploited by the LP through exchanging ideas and good practices gained with other LPs under the same priority. Policy Learning Platform meetings will be organized once a year, most likely co-organized with annual programme events. Online access to the platforms is through the INTERREG Danube website: <http://www.interreg-danube.eu/approved-projects/finance4socialchange>

- **Messages**

FINANCE4SOCIALCHANGE website and emails should be used for internal communication within the partnership.

- **File sharing (Dropbox)**

This feature should be used by PP to upload files, categorize, track versions and share working documents and deliverables.

Dropbox account will be created and all PPs will be invited to join the group. All PPs will receive notifications, if any changes might happen in their partner folders

5.2. Responsibilities in communication

FINANCE4SOCIALCHANGE project partners will appoint a Communication Manager, as contact person. The internal procedures will ensure that this responsible has access to all information concerning communication and publicity measures.

5.3. Internal documents

After all the contributions have been gathered and integrated, the Responsible PP will circulate the integrated version of the document. In a general case If, in two weeks time, no comments have been produced, the document will be promoted to version 10 and considered as final version, and included in Dropbox and uploaded to the FINANCE4SOCIALCHANGE website hosted by the programme site.

Minutes of meetings must be produced during a 2 week period after the end of the meeting, and must be sent to all the partners for comments. All partners will have a 2 weeks period for send back comments in order to include on the final minutes document. Final minute's document will be sent to all the PPs and uploaded to Dropbox too.

Documentation: Creation, Identification and Circulation



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Documentation stands for the set of files related to the work carried out under the FINANCE4SOCIALCHANGE workplan by the partners of the project, (or by external entities under the responsibility of FINANCE4SOCIALCHANGE partners).

Documentation will not be limited, but should follow agreements reached in the Seminars and project meetings (conclusions and tasks on the minutes), in formal communications or at least in bilateral meetings between partners. Circulation of documentation will be defined in the same manner.

5.4. Type and Formats

Project results that may be used and disseminated:

- Documents in various formats
- Studies and technical reports
- Knowledge gained by the participants

Partners must produce documents that enable the participants to influence the activities and policies of the European Union and other bodies. Contributions to other bodies, journals, international conferences, etc. will have the format of press releases, multi-media information, slides, technical information, etc.

a) Documents (Word or PDF)

This is the conventional form of project results documents. They shall be structured in such a way to address different kinds of users:

- High-level executives, addressed by an executive summary (main relevant information)
 - Technical managers and experts with decision-making competence, addressed by the whole volume of relevant information
 - Experts and implementers who use the information in their work, addressed by full technical information
 - General public, addressed by mainly press releases and other promotional activities
- Otherwise, the FINANCE4SOCIALCHANGE project has an own design background for the document's cover and inside pages. These are also available on Dropbox. These backgrounds you can use as a watermark.

The materials for documents are available the following way:

[Dropbox] WP2 – Communication activities – T2.1 Start-up activities including communication strategy and visual identity – Documentation material

b) Website

The project website is accessible here: <http://www.interreg-danube.eu/approved-projects/finance4socialchange>

c) Multimedia information

The project can produce results that may be effectively presented using multimedia material.



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d) Publicity material and newsletter

The Partnership will produce 1 brochure, 1 poster and 3 newsletters as externally appealing documents as this serves to publicise and exploit the work and results of the project. The target groups of this promotional material are people both inside and outside the project.

e) Project slides

Projects are requested to apply slides for presenting the project and its work centrally designed and distributed by the JS. The slides will then be stored on Dropbox, so the partners may make use of them.

Furthermore, the FINANCE4SOCIALCHANGE project official presentation slide can be found on Dropbox. Two slides ratios, 4:3 (standard) and 16:9 (widescreen) are also available for presentations. The cover and the inside background of the presentations are different, so please use them with the FINANCE4SOCIALCHANGE logo. (The presentations have to include the FINANCE4SOCIALCHANGE logo at least on the first and the last cover slide.)

The materials for slides of presentation are available the following way: [Basecamp 3] WP2 – Communication activities – T2.1 Start-up activities including communication strategy and visual identity – Presentation material

5.5. Working languages

The official language with INTERREG JS is English. All the official documents of the Operation with INTERREG JS will have to be available in English.

Partners' national languages can be used in regional documents (e.g. programmes and invitations to regional stakeholder events, brochures), and in other documents, that exceptionally might be produced in national languages.

5.6. Codification of documents

The codification of documents tries to clearly identify a relevant set of information: the type of documentation, the deliverable it contributes to, author/responsible and version. Files will be identified according to the following structure:

FINANCE4SOCIALCHANGE_WP_FILENAME_author_version.EXTENSION
(FINANCE4SOCIALCHANGE_WP_FILENAME_Y_ZZ.EXT)

Where:

- Workpackage (WP) designates the work package of the project the documents belongs to. WP is followed by a number from 1 to 6, according to the WP it concerns.
- FILENAME: Filename is a non-restricted name. Just what the author considers a logical name such as: Agenda (A), Minutes (M), Progress Report (PRx), etc
- AUTHOR: (Y) Number of the participant entity as shown in the Application Form.
- VERSION: (ZZ) Two-digit codes identify the document version. Intermediate versions 01 to 09 Final versions 10 Further modifications to final versions 11 to 99

Examples:



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Progress Report 2 (first version) from RERA	FINANCE4SOCIALCHANGE_WP1_PR2_PP1_01.doc
Consolidated PR2	FINANCE4SOCIALCHANGE_WP1_PR2_10.doc
Newsletter 1 (prelim. Version) from REDEA	FINANCE4SOCIALCHANGE_WP2_Newletter1_PP6_01.doc
Final Minutes of Kick-off meeting in Budapest 26-28/04/16 by IFKA	FINANCE4SOCIALCHANGE_WP1_BUD26_28_04_16_LP_10.pdf

5.7. Categorisation

Dissemination documents are categorised according to whether external review and/or Steering Group approval is applicable. This is decided by the partnership during the Seminars based on the expected content and type of document.

The existing categories shall be agreed at the set-up of the project, though the categorisation influences the quality assurance and the scheduling of the document publication. The individual categories take into account the different target audience and the different purpose of documents, so that unnecessary review and approval can be omitted.

Results	Editing and language check	Reviewers	Approval	Publication
Brochures, newsletters, etc.	Compulsory	PP / ResPP	CM	Print and web
Website	Only on demand	PP / ResPP	CM	Web
Technical reports (wide interest)	Compulsory	PP / ResPP / External	PMT / SC	Web, Dropbox, social media
Technical information (focused interest)	Only on demand	PP / External	PMT / SC	Web, Dropbox, social media

5.8. Availability and storage

Project documents will have its latest version available through Dropbox. The LP will keep in its internal records the final version on paper and computer supports.

5.9. Confidentiality

Although the nature of the implementation of the operation is public, part of the information exchanged in the context of its implementation between the LP and the PP, the partners themselves or others bodies can be confidential.

Only documents and others elements explicitly provided with the statement “confidential” and “for full publication” shall be regarded as such. Others documents, without any mention of confidentiality will be considered as internal.

Whenever a document should contain confidential information, it will be clearly stated as a formal decision in a project meeting or communication. The confidentiality classification is decided by the Partnership.

The LP and the PP commit to taking measures to ensure that all staff members carrying out the work respect the confidential nature of this information, and do not disseminate it, pass it



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on to third parties or use it without prior written consent of the LP and the PP that provided the information.

The confidentiality classification may be changed by a decision taken by all partners during the progress of the project. This confidentiality clause shall remain in force exceeding the termination of the FINANCE4SOCIALCHANGE project.

The SC has the authority to approve documents and their distribution.

The PP may also decide to make project results available to external parties in their own regions and to European Institutions.

5.10. Quality

In the activity part of the PRs, the LP is expected to present regularly the progress in: achieving the project outputs, implementing the activities and reaching the deliverables, including the progress towards reaching the related target values. In addition to this, when a certain project output is finalised and achieved in a period, the Quality Report, as well as Output factsheet(s) are to be enclosed to the due PR.

It is the responsibility of the independent Quality Assurance Manager (QAM) assigned by the project to ensure that the outputs delivered by the project partnership meet sufficient quality. Accordingly, the QAM is expected to prepare a Quality Report to be submitted with the PR of the respective period in relation to each project output finalised in a certain reporting period. In case no output has been delivered in the respective period no quality report has to be submitted. The QAM is expected to proofread, analyse and peer-review project outputs from the qualitative point of view, assessing and validating the quality of the final output by giving its written opinion (positive and negative aspects) in the Quality Report.

For the validation of the quality of a final output, external qualified experts can also be involved. The Quality Report template is provided by the DTP and the specific quality report is to be signed by the QAM of the project.



6. Reporting

6.1. Progress Reports

Considering that the reimbursement of the EU contribution part of the reported expenditures will be processed and initiated by the MA/JS only in case the related PR and the AfR is approved by the MA/JS, it is important that the LP describes the progress of the project implementation in sufficient details and quality in each PR and the Project Partners help the LP in this by preparing their Partner Report at the same level of quality. The Guidelines for reporting & project changes clarifies what the LP and the PPs should focus on, when filling in the different parts of their respective reports, besides the description of the technical details needed for the preparation of the the Partner Report, as well as Progress Report. The AfR shall be prepared accordingly when the PR is completed and finalised by the LP.

The Progress Report (and the Partner Report as well) is divided into Activity report and Financial report parts.

The Activity part of the PR is based on the Partner Report (PPR), therefore the activity part of the Partner Report (PPR) follows mainly the structure of the PR. In the activity part of the Partner Report, PPs are expected to describe what has been achieved in the partner level project implementation, how it is progressing, how the target groups are reached, what activities were carried out and the status of the related deliverables, which can be uploaded in case of completion.

Based on the activity report prepared by PPs, in the activity part of the Progress Report, the LP should give a comprehensive account of the general progress of the whole project: what has been achieved and delivered, how the partnership developed and if there is any kind of deviation from the original plans. Furthermore, detailed description is needed concerning the progress towards reaching the specific objectives of the project: which target groups and how were reached and involved by the partnership; what activities have been carried out and by which PPs within the different work packages and what is the status of progress in relation to the activities, deliverables and outputs of these work packages in comparison to the initially envisaged targets. The specific descriptions of the activities and outputs should at the same time justify the reported expenditures of the different project partners that are claimed in the connected AfR.

The exact reporting periods and deadline for submission are for semester 1 (four-monthly):

01 July – 31 October → 15 November (Submission of Partner Reports to FLC for verification)
→ Submission of Project Progress Report and Application for Reimbursement to MA/JS by 01/02/2019

The exact reporting periods and deadline for submission are for semester 2,3,4,5 and 6 (six-monthly):

01 November – 30 April → 15 May (Submission of Partner Reports to FLC for verification)



6.2. Time Cycle

Progress Reports (Activity Report + Financial Report) must reach the JS according to the dates programmed and validated within the “Subsidy Contract”.

The dates in which these Progress Reports are due in are, therefore, known by all the PP as they are implicitly mentioned in the Contract, has been communicated to all of them, and also explained in this Management Handbook.

The LP Project Manager will not necessarily wait for the remaining Progress Report contributions, further to the above mentioned date.



7. Monitoring and Evaluation

The purpose of the evaluation activities is on the one hand to control management activities, and on the other to quantify and value the accomplishment of specific objectives of FINANCE4SOCIALCHANGE project

Activities can be grouped into three categories, namely: Monitoring, Evaluation and Mainstreaming.

Monitoring:

Monitoring is regularly and systematically checking progress of FINANCE4SOCIALCHANGE implementation against planned activities - allowing bringing in contingency plans if the result or the impending results of planned activities vary significantly from the original workplan.

The main activity is the further refinement of monitoring indicators and their quantification for the subsequent use in reporting (to the JS) and as a basis for evaluation.

Evaluation:

At project level, the evaluation should offer a clear picture of the effectiveness, efficiency, impact, durability of the project results. Even though the evaluation is not mandatory at project level, the programme recommends that an evaluation of at least of the impact of the project at the level of the target groups should be done once during the project implementation.

In general, the project can choose to implement different types of evaluation, such as:

- Operational type of evaluation which analyse the effectiveness of the project management and implementation in terms of: procedures, workflow, project governance.
- Evaluation of the project achievements in terms of objectives outputs and results.
- Evaluation of the impact of the project at the level of the target groups.

Mainstreaming:

Mainstreaming is aiming to disseminate and promote project results and to encourage their transfer and application in other programmes and policies and thus build a basis for further cooperation initiatives – strengthening the partnership and widening the portfolio of cooperation.



8. Annexes

Annex I - Management Structure

Partner name	Members of SC	Members of PP
ERDF + IPA + ENI	permanent partners	
ERDF LP	IFKA Public Benefit Non-Profit Ltd. for the Development of the Industry	
ERDF PP1	Centre for Social Innovation	
ERDF PP2	Financing Agency for Social Entrepreneurship	
ERDF PP3	Executive Agency for Higher Education, Research, Development and Innovation Funding	
ERDF PP4	BSC, Business support centre L.t.d., Kran	
ERDF PP5	Steinbeis 2i GmbH	
ERDF PP6	Sofia Development Association	
ERDF PP7	Union of Slovak Clusters	
ERDF PP8	IDEA IN ACTION ASSOCIATION	
ERDF PP9	ASHOKA Austria / CEE	
ERDF PP10	University of Heidelberg / Centre for Social Investment	
IPA PP1	Chamber of Commerce and Industry of Serbia	
ENI PP1	Organization for Small and Medium Enterprise Sector Development	
ENI PP2	Institute of Market Problems and Economic-Ecological Researches of NAS Ukraine	
ASP	upon invitation	



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- | | |
|-------------|--|
| ASP1 | Central European Initiative Executive Secretariat |
| ASP2 | UnLtd, The Foundation for Social Entrepreneurs - GSEN Global Social Entrepreneurship Network |
| ASP3 | EURADA European Association of Regional Development Agencies |
| ASP4 | Ministry of Economy |
| ASP5 | NESsT Foundation Romania |



Annex II - Abbreviations

AF - Application Form

AfR - Application for Reimbursement

ASP - Associated Strategic Partner

CA - Certifying Authority

CP - Cooperation Programme

CPR - Common Provisions Regulation (EU) No 1303/2013

DTP - Danube Transnational Programme

EC - European Commission

ERDF - European Regional Development Fund

IPA - Instrument for Pre-Accession

JS - Joint Secretariat

JS PO - Project Officer of the Joint Secretariat

LP - Lead Partner

MA - Managing Authority

MC - Monitoring Committee

NCP - National Contact Point

OLAF - European Anti-Fraud Office PP - Project Partner

PR - Progress Report

PPR - Project Partner Report

PraG - Practical Guide to contract procedures for EU External actions

QAM - Quality Assurance Management

SC - Subsidy Contract