KAROLINSKA
Universitetssjukhuset

D1.1 Project handbook/management structure 1.0
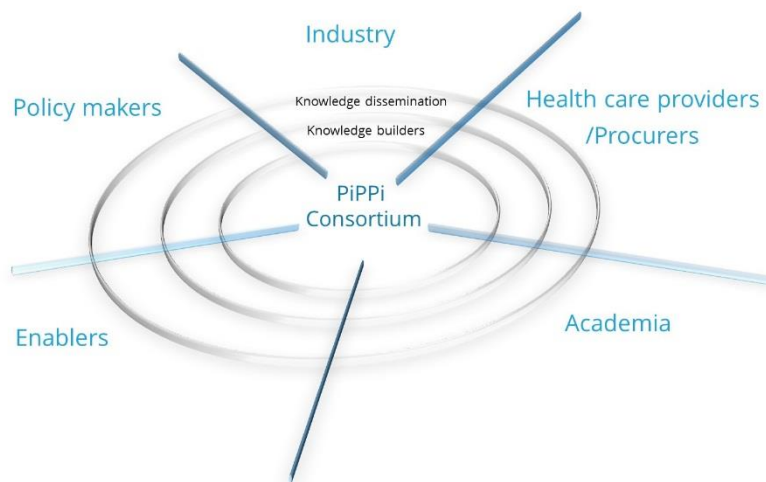
PiPPi

GA No 826157

February 2018

Table of content

Purpose of document

This document describes the management procedures and processes, including meeting governance, documentation principles, financing and other reporting, as well as procedures for the collaboration between the partners of the PIPPI Project. The aim is to offer a guidebook for all participant partners and others involved in the daily management of PIPPI. As well as allowing all other participants to understand and recognize the chosen structure and set-up.

The idea is that a shared understanding of- and familiarity with all processes, templates and working material, will allow the project to run smoothly and efficiently. Whilst also supporting the high level of ambition and principals underlying the project.

N.B The high level of ambition and scope of the PIPPI project also means that this handbook is considered a "live" document, therefore version 1.0, and can thus change/expand as the project proceeds.

Fig 1. PiPPi Consortium geographical coverage

Participant No *	Participant organisation name /role	Country
1	Karolinska University Hospital (Karolinska) /Coordinator	Sweden
2	Erasmus University Medical Center Rotterdam (Erasmus)/Beneficiary	The Netherlands
3	San Raffaele Hospital (OSR) / Beneficiary	Italy
4	Medizinische Universität Wien (MUW) / Beneficiary	Austria
5	Institut Català de la Salut – Hospital Universitari Vall d'Hebron / Beneficiary Third Party: Fundació Hospital Universitari Vall d'Hebron – Institut de Recerca (VHIR)	Spain
6	Agency for Health Quality and Assessment of Catalonia (AQuAS) / Beneficiary	Spain
7	Helsinki University Hospital (HUS) / Beneficiary	Finland
8	Kings College Hospital (KCH) / Beneficiary	UK

Fig 2. PiPPi Consortium partners and roles

Project organisation

The PIPPI project will use a similar structure as that in place within EUHA. This means that each partner is represented in the General Assembly of the PIPPI project, by an individual from the executive management team with the mandate to commit the represented institution (senior Member). The General Assembly will be the highest decision-making body, making decisions on changes, approving documents/reports etc. A general rule of majority is applied. The General Assembly of the PIPPI project will in turn coordinate its meetings with those of the EUHA, with the plan being to meet bi-annually at a Member institution.

Each partner will be represented, and all participants are expected to take an active role at the meetings. Each Member institution also has an appointed person who serves as the point of contact for the rest of the Members of the EUHA. This person stays updated on the participation of the institution in the official projects and supports the General Assembly through the senior Member in the General Assembly. This structure will therefore be of great assistance in the PIPPI project management and ensure that the oversight is done in a transparent and collective manner.
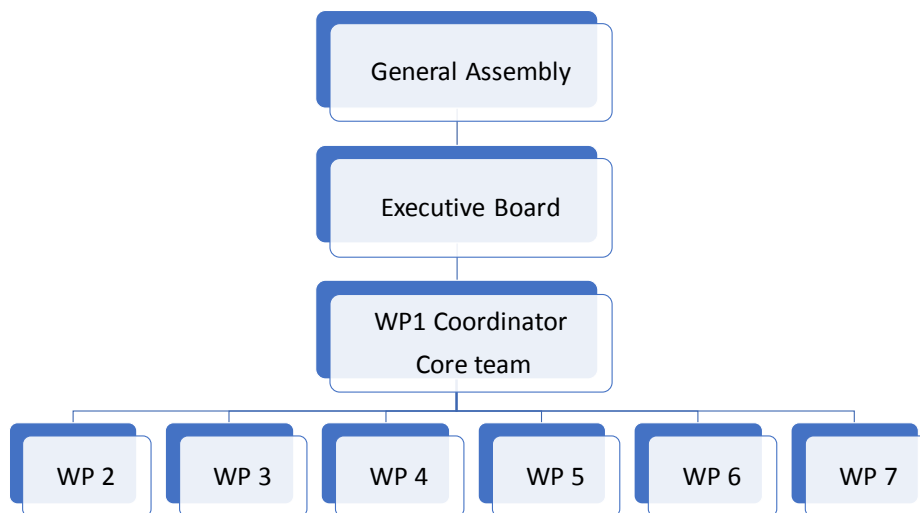
Fig 3. Governance structure

General assembly

The General Assembly shall consist of one representative of each Party (hereinafter General Assembly Member). Each General Assembly Member shall be deemed to be duly authorized to deliberate, negotiate and decide on all matters listed in Section 6.3.1.2. of this Consortium Agreement.

Executive board

The Executive Board shall consist of the Coordinator and the Parties appointed by the General Assembly. The Executive Board shall conduct the following role and activities:

✓ The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly according to Section 6.3.1.2.
✓ The Executive Board shall seek a consensus among the Parties.
✓ The Executive Board shall be responsible for the proper execution and implementation of the decisions of the General Assembly.
✓ The Executive Board shall monitor the effective and efficient implementation of the Project.
✓ In addition, the Executive Board shall collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly.

The Executive Board shall also:

✓ decide on changes to the Consortium Plan unless these affect the Grant Agreement. Should the changes affect the Grant Agreement, the questions shall be escalated to the

General Assembly.
- ✓ support the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables
- ✓ prepare the content and timing of press releases and joint publications by the consortium or proposed by the Funding Authority in respect of the procedures of the Grant Agreement Article 29.

In the case of abolished tasks because of a decision of the General Assembly, the Executive Board shall advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

Core Team

The Core team members will have the role of local coordinators and will facilitate the Project on an operational level. Each Core team member will project manage its local activities within the Project, including but not limited to ensuring the dissemination of information to/from local team as well as timely reporting.

The Core team will review the meeting documentation as prepared by the Coordinator, propose decisions and prepare the agenda of the General Assembly and Executive board meetings in accordance with section 6.3.1.2. and 6.3.2.3.6 of the Consortium Agreement

PiPPi project members

Over time we expect for the PiPPi team to grow significantly, representing a vast span of competencies, both in aspects of information providers as well as receivers, therefore all project members have access to Project Place. We initially compile all internal and related information to project members, i.e organization, main area of focus, contact info etc. with focus on enabling work efforts with in WPs as described in PiPPi proposal.

Management procedures and processes
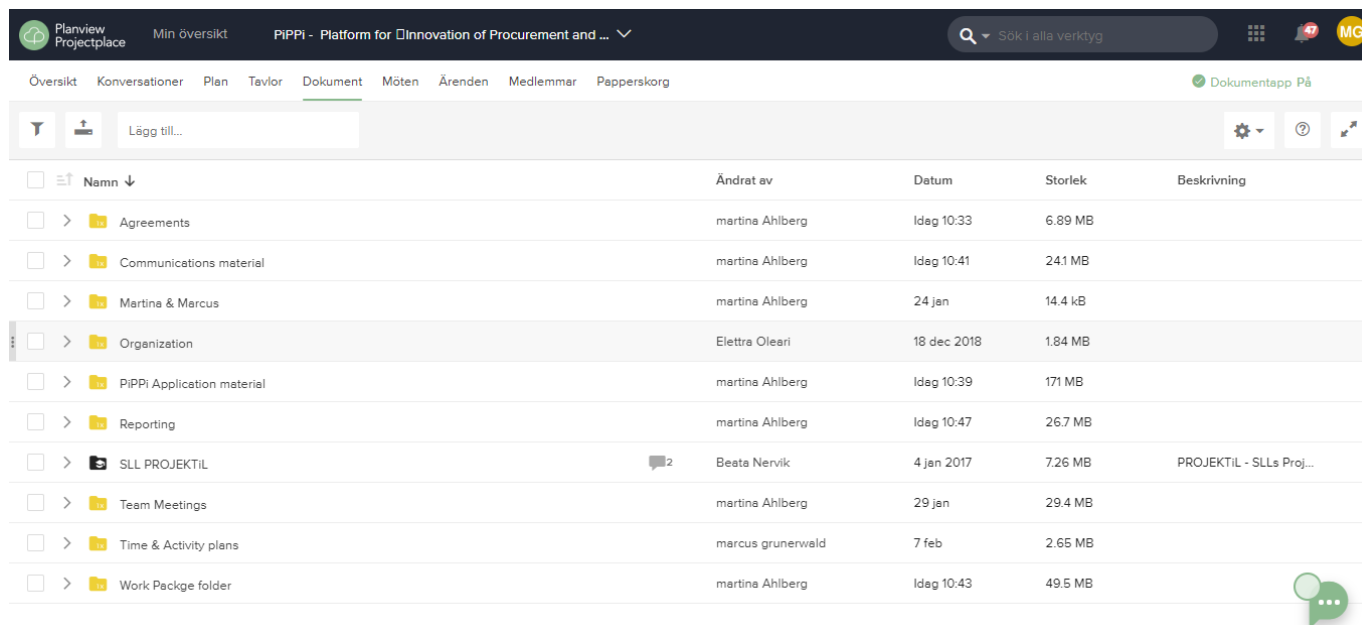
Project Place

Project Place is a collaborative work-management software that offers project management software and work collaboration solutions. All documentation is stored in shared folders, according to role and need. The governing principle being open access for all partners. The project manager (Martina Ahlberg) in addition to an administrator at Karolinska, has admin right to add access rights for each participating individual.

N.B. The structure, members, content and number of folders is expected to develop over time, as the project proceeds.

Print screen from the PIPPI site in Project place (February 2019)

Communication
- In WP7 several communication tools are being addressed and developed and will continuously be shared and developed in Project Place; project logo, templates for standard document (i.e. reports, deliverables, time sheets), presentation templates.
- Develop a dissemination and communication plan including is in progress as planned within WP7.
- A project website is currently being set up and links, in both directions, put in place to the European University Hospital Alliance (EUHA) as well as all Consortium partners' local/national website. WP7, MUW lead, is responsible for the continuous up keeping of the project website in dialogue with team members. All local websites are the responsibility of the local organization.
- Dissemination and Communication log is kept on a continuous base and planning ahead of activities related are continuously addressed in regular team meetings.

Project Management

The project management of PIPPI is set out in WP 1 – Project Management (see appendix 2). The underlying process for the two main tasks is set out below. Please note that the underlying principle for project management in the PIPPI project is a high level of flexibility. This means that the set time frames for internal deliveries etc. are subject to change whenever deemed necessary. Please also note that task 1.3 Data management is handled separately in accordance with deliverable D1.9 Data Management plan.

Administrative and financial coordination of the consortium

We are focusing on central procedures for execution, follow up and continuously management in this section.

General project procedures
- ✓ Deliverable/document/information lead provides a version of the document/report/deliverable 1-2 weeks before the deadline (*this time frame is subject to change and dependent on the scope of the deliverable in question).*
  - Deliverable is sent out for review and input to core team/ identified experts.
  - Deliverable lead compiles the input, concludes the deliverable and submits the deliverable before the deadline.
  - Deliverable lead communicates, and updates logs and documents on Project Place.
- ✓ In general Project Place shall be used when sharing information and documentation and shall be shared with all partners (founding principle being open access amongst all project partners).
  - If this principle is to be ignored, the project manager shall be informed in order to change access rights.
- ✓ The project plan will be continuously reconsidered, and the General Assembly may decide on redistribution of tasks and budget.
- ✓ With regards to financing, the coordinator will transfer the pre-financing and interim payments within the timeframe set in the EC-GA.
- ✓ The pre-financing will be transferred to the participants according to their budget.
- ✓ All participants receive, according to approved budget, travel funding to attend the project meetings.
- ✓ The project handbook to be completed by 28/2 is to be consulted regularly and updated when and if needed.
- ✓ All parties responsible for their own detailed time report. The Coordinator will summarize the accumulated time expenditure on a quarterly base, complied on all parties accumulated time reports.
- ✓ Risk management will be managed through project management and a close communication amongst the partners. The risk log will be continuously reviewed and contains risk description, mitigation action and risk category (low, medium, high risk probability and impact) See template in appendix 1.
- ✓ In the case a conflict arises, then every effort will be made to solve disputes amicably using the EC-GA and project agreement as guidance. If a dispute cannot be solved by these means, a dispute resolution procedure will take effect. As a last resort, disputes will be settled by the Belgian competent court.

Meeting and collaboration principles
- ✓ Meetings will be organized regularly (Consortium meetings 2* 2 people/year, WP 3*1 person/year)
- ✓ Consortium meetings will be hosted by all partners on a rolling schedule (please see link to project place).
- ✓ Virtual (tele conference) meetings to be planed for every two weeks, with a standard agenda being detailed and sent out 3-5 working days prior. The bi-weekly meeting can be used for full

team meeting or for sub task focus as convenient, to be decided on 2 working days prior to meeting. With the standing agenda of:
- Progress on actions per WP – each WP leader
- Identified challenges & opportunities – all
- Reporting updates – Coordinator, all
- Governances input; EU, GA, EB – Coordinator

✓ Meeting notes will be taken by each presenter, distributed via PP, within approx. 3 working days. Present agreed format is meeting presentation material being complemented with notes clearly stating information and action categories.
✓ Status reports will be compiled bi-monthly.
  • They will be documented by each WP leader per each WP and accumulated on a project overall level in WP1 by Coordinator.
  • The status report shall be uploaded to PP and communicated to the Coordinator at the end of bi-monthly period (see template used in appendix 4).
  • The bi-monthly status report will be distributed to the Executive Board by the Coordinator a week after bi-monthly period end.

Other tools

In addition to Project Place, project management utilizes a number of additional templates and tools to communicate with the partners and collect the necessary data. This includes time reporting templates (they will differ between partners as each has their own), shared calendar for scheduling meetings, power point for meetings, etc. Each are stored in Project Place. Please see appendix 1 for some examples.

Appendix 1. Example of templates

One example of Time sheet template

Time Sheet   PIPPI

HORIZON 2020 ACTION
Title of the action (Acronym)
Grant Agreement number
Beneficiary
Person working for the action
Project manager / supervisor
Type of personnel
Reporting month and year

PROJECT SPECIFIC INFORMATION
PIPPI
826157
Stockholm's Läns Landsting (SLL)

Employee at Karolinska University Hospital

_____

TIME RECORDING FOR A HORIZON 2020 ACTION

	WP1	WP2	WP3	WP4	WP5	WP6	WP7
Number of hours worked on each WP							
Comments:							

WP 1 Project Management
WP 3 Development and establishment of the CoP
WP 5 Preparation of a cross-border PCP
WP 7 Dissemination and Communication

WP 2 Stakeholder identification, engagement and enrolment
WP 4 PIPPI platform development and validation
WP 6 Exploitation of results, management and business model

_____

Signed (person working on the action)   Approved (project manager or supervisor)

_____   _____
Name person working on the action   Name supervisor

Date: Date:

European Commission | Horizon 2020 European Union funding for Research & Innovation

Calendar template for coordination availability of staff in relation to public holidays and vacation

PIPPI meeting calendar 2019

January	February	March	April	May	June	July	August	September	October	November	December
1 Tu	1 Fr		1 Mo 14	1 We	1 Sa	1 Mo 27	1 Th	1 Su	1 Tu	1 Fr	1 Su
2 We	2 Sa		2 Tu	2 Th	2 Su	2 Tu	2 Fr	2 Mo 36	2 We	2 Sa	2 Mo 49
3 Th	3 Su		3 We	3 Fr	3 Mo 23	3 We	3 Sa	3 Tu	3 Th	3 Su	3 Tu
4 Fr	4 Mo 10		4 Th	4 Sa	4 Tu	4 Th	4 Su	4 We	4 Fr	4 Mo 45	4 We
5 Sa	5 Tu		5 Fr	5 Su	5 We	5 Fr	5 Mo 32	5 Th	5 Sa	5 Tu	5 Th
6 Su	6 We		6 Sa	6 Mo	6 Th	6 Sa	6 Tu	6 Fr	6 Su	6 We	6 Fr
7 Mo 2	7 Th		7 Su	7 Tu	7 Fr	7 Su	7 We	7 Sa	7 Mo 41	7 Th	7 Sa
8 Tu	8 Fr		8 Mo 15	8 We	8 Sa	8 Mo 28	8 Th	8 Su	8 Tu	8 Fr	8 Su
9 We	9 Sa		9 Tu	9 Th	9 Su	9 Tu	9 Fr	9 Mo 37	9 We	9 Sa	9 Mo 50
10 Th	10 Su		10 We	10 Fr	10 Mo 24	10 We	10 Sa	10 Tu	10 Th	10 Su	10 Tu
11 Fr	11 Mo 11		11 Th	11 Sa	11 Tu	11 Th	11 Su	11 We	11 Fr	11 Mo 46	11 We
12 Sa	12 Tu		12 Fr	12 Su	12 We	12 Fr	12 Mo 33	12 Th	12 Sa	12 Tu	12 Th
13 Su	13 We		13 Sa	13 Mo 20	13 Th	13 Sa	13 Tu	13 Fr	13 Su	13 We	13 Fr
14 Mo 3	14 Th		14 Su	14 Tu	14 Fr	14 Su	14 We	14 Sa	14 Mo 42	14 Th	14 Sa
15 Tu	15 Fr		15 Mo 16	15 We	15 Sa	15 Mo 29	15 Th	15 Su	15 Tu	15 Fr	15 Su
16 We	16 Sa		16 Tu	16 Th	16 Su	16 Tu	16 Fr	16 Mo 38	16 We	16 Sa	16 Mo 51
17 Th	17 Su		17 We	17 Fr	17 Mo 25	17 We	17 Sa	17 Tu	17 Th	17 Su	17 Tu
18 Fr	18 Mo 12		18 Th	18 Sa	18 Tu	18 Th	18 Su	18 We	18 Fr	18 Mo 47	18 We
19 Sa	19 Tu		19 Fr	19 Su	19 We	19 Fr	19 Mo 34	19 Th	19 Sa	19 Tu	19 Th
20 Su	20 We		20 Sa	20 Mo 21	20 Th	20 Sa	20 Tu	20 Fr	20 Su	20 We	20 Fr
21 Mo 4	21 Th		21 Su	21 Tu	21 Fr	21 Su	21 We	21 Sa	21 Mo 43	21 Th	21 Sa
22 Tu	22 Fr		22 Mo	22 We	22 Sa	22 Mo 30	22 Th	22 Su	22 Tu	22 Fr	22 Su
23 We	23 Sa		23 Tu	23 Th	23 Su	23 Tu	23 Fr	23 Mo 39	23 We	23 Sa	23 Mo 52
24 Th	24 Su		24 We	24 Fr	24 Mo 26	24 We	24 Sa	24 Tu	24 Th	24 Su	24 Tu
25 Fr	25 Mo 13		25 Th	25 Sa	25 Tu	25 Th	25 Su	25 We	25 Fr	25 Mo 48	25 We
26 Sa	26 Tu		26 Fr	26 Su	26 We	26 Fr	26 Mo	26 Th	26 Sa	26 Tu	26 Th
27 Su	27 We		27 Sa	27 Mo	27 Th	27 Sa	27 Tu	27 Fr	27 Su	27 We	27 Fr
28 Mo 5	28 Th		28 Su	28 Tu	28 Fr	28 Su	28 We	28 Sa	28 Mo 44	28 Th	28 Sa
29 Tu			29 Mo 18	29 We	29 Sa	29 Mo 31	29 Th	29 Su	29 Tu	29 Fr	29 Su
30 We			30 Tu	30 Th	30 Su	30 Tu	30 Fr	30 Mo 40	30 We	30 Sa	30 Mo 1
31 Th				31 Fr		31 We	31 Sa		31 Th		31 Tu

Red = Netherlands
Yellow = Sweden
Green = Italy
Blue = Austria
Purple = Spain
Orange = UK
Brown = Finland

N.B Please mark the days/dates where you have a public hoilday.

Horizon 2020
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Activity plan example: WP 2- Stakeholder identification, engagement and enrolment

WP	Tasks					
2	**Stakeholder identification, engagement and enrolment**	**Subtasks**	**Hand over item/result**	**Suggested competence profiles to be involved**	**Start Date**	**End Date**
2.1	**Define and map the stakeholders & detail**				1/12 2018	30/11 2021
2.1.1		2.1.1 Define the categories that will be used to classify SH, as well as the type of content related to SH that we want to include in the inventory. Define the global/local approach to SH identification. HUVH will send a draft for team discussion	Working paper		01/2019	03/2019
2.1.2		2.1.2 Create and test a program to register, consult and map SH. Proposal: Use Excel (HUVH). Strong coordination with **WP4** is required to be able to easily transfer data to the online platform	Excel template		03/2019	05/2019
2.1.3		2.1.3 Strategy to identify SH: map of the SH to identify "grey areas" to cover; conduct dissemination activities **(WP7);** online survey to known SH; internet search; bibliographic search (who is publishing in our interest area?); networking; contact with other ecosystems; search databases. Also define mechanisms to identify further SH. The strategy will be adapted to the clusters.	Working paper	Experience in developing strategies of communication	02/2019	09/2019
2.1.4		2.1.4 Contact SH and send them an invitation to be included in the ecosystem / adapted to clusters (important previous work in **WP7** to deliver engaging information)	Set of information material to SH			
2.1.5		2.1.5 Obtain detailed (structured) information of SH to introduce in the inventory and register (previously defined)	Register			
2.2	Engagement & monitoring of knowledge builders				1/12 2018	30/11 2021
2.2.1		Roadmap of strategies to engage SH in the ecosystem: regular meetings, newsletter, workshops, "knowledge events" (Important: work with **WP7** to deliver engaging information). Some additional strategies to discuss: Create a profile of each SH in the platform to motivate their participation / Send a survey, after acceptation to be part of the ecosystem, to obtain information about their expectations and needs	Working paper	Experience in developing strategies of communication	03/2019	09/2019
2.2.2		Organize and conduct engagement activities: Regular meetings, workshops, knowledge events. To define: periodicity, Content, Grouping clusters, Local and international meeting	Working paper			
2.3	Define an appropriate involvement of patients/citizens				1/2 2019	30/11 2019
2.3.1		2.3.1 Define the strategy to identify/recruit patients/citizens as SH. This strategy needs to be implemented through three main levels: local, national and European. Target specific groups (patient council, patients association, local charities...) or individuals. Maximum variation sampling (gender, geographic area, patients and citizens, educational status, representing patient organizations and individual patients). Define the structure and functions through a steering or advisory group and establish the criteria to choose 2 representatives. *Deliverable: Report on suitable role of patients/citizens	Working paper		01/2019	03/2019 (draft) 05/2019 (final)*
2.3.2		2.3.2 Ethics: elaborate a consent/assent forms; approval by ethics committee. *Deliverable: Report on the procedures and criteria that will be used to identify/recruit patient SH	Document	Supported by legal experts	01/2019	03/2019 (draft) 05/2019 (final)*
2.3.3		2.3.3 Define and set effective communication strategies to engage patients/citizens and obtain their input and feedback **(WP7)**. Establish a general meeting to explain them the project and set different strategies according to their knowledge and the phase in which their involvement is expected. Define the structure and content of the information (type, form) that will be provided to patient stakeholders in regular basis.	Working paper		05/2019	
2.3.4		2.3.4 Contact the 2 representatives of the advisory group and provision of the information (status of the project, agenda items, material for dissemination, preliminary results...) to obtain their input and feedback. Participation in meetings (face-to-face and virtual).	Different (documents, participation in meetings...) according to the		06/2019	

Template for risk log

#	Risk event	Root cause(s)	Consequence(s)	Concequese/effect (Moderate, Significant, Critical)	Probability (Limited, High, Very High)	Mitigation actions
1						
2						
3						

KAROLINSKA

Appendix 2. Project management (WP1)

Work package number	WP1	Lead beneficiary	Karolinska					
Work package title	Project Management							
Participant number	1	2	3	4	5	6	7	8
Short name of participant	Karolinska	Erasmus	OSR	MUW	HUVH	AQuAS	HUS	King's
Person months per participant:	27	0	1	4	0	4	1	27
Start month			1	End month			36	

Objectives

The coordinator of the PIPPI project, Karolinska University Hospital, has experience in coordinating European consortia and participating in several publicly funded projects. In addition, there is extensive experience from coordinating and facilitating projects involving the private/public sector, which will be of great use during this project. The management team will be assisted by close cooperation with experienced project leaders at the other project partners and guided by the Memorandum of Understanding signed by the members of the University Hospital Alliance Europe (EUHA) on the 10th of June 2017. The objectives of the WP are:

➢ Provision of legal, financial, management and coordination services to the consortium in order to safeguard compliance with the legal, contractual, reporting and financial requirements
➢ Ensuring effective communication and reporting between the consortium and the European Commission
➢ Ensuring effective coordination, communication, reporting and decision-making inside the consortium at project and work package levels
➢ Organizing, planning and controlling all project and WP phases
➢ Implementation and execution of an effective risk management and contingency strategy to minimize significant impact on project budget or project deliverables due to unforeseen deviations from the plan.

Task 1.1 – Administrative and financial coordination of the consortium

Task 1.1 will focus on management of the project. This role includes:

➢ Monitoring that the project is implemented properly
➢ Acting as the intermediary for all communications including reporting between the beneficiaries and the Commission
➢ Requesting and reviewing any documents or information required by the Commission and verifying their completeness and correctness before passing them on to the Commission
➢ Submitting the deliverables and reports to the Commission
➢ Ensuring that all payments are made to the other beneficiaries without unjustified delay

Task 1.2 – Daily management and control

Task 1.2 will focus on the internal coordination of the project. Karolinska will manage the project within the consortium. The role means ensuring compliance with project planning and appropriate quality of activities, including:

➢ Effective coordination, communication, reporting & decision-making inside the consortium at project and WP levels. This includes e.g. the project handbook, updating internal website, etc.
➢ Internal risk management, i.e. preparing the risk management plan and managing the risks under the whole project duration
➢ Organizing consortium and WP meetings & coordination of the steering group (EUHA representatives) meetings

➢ Manage conflict resolution according to the provisions laid down in the Consortium Agreement.
➢ Preparation and incorporation of reports to check, accept and submit.

Task 1.3 will focus on the compliance of the project to the national and Horizon 2020 ethics requirements, including ensuring that any data collected is managed according to relevant regulations and directives. It will also involve open access management of the collected data. A Data Management plan will be drafted that will describe how data generated by the project will be handled as well as the procedures for full anonymization of any healthcare-derived datasets that may be applied in the activities of WP5. Work will include keeping up-to-date documentation of processing activities and appointing a project specific data officer, who in turn will maintain communication with each project partner. Work will also include the implementation of measures to meet the principles of data protection by design and by default, as well as appropriate technical and organisational measures (policies and procedures) to ensure and demonstrate compliance. The task will ensure that any need for conducting a data protection impact assessment (DPIA) will be identified and performed. The work will cover responsibilities such as:

➢ Data officer summarizes core principles and regulations regarding data management for the project, and collects ethics documentation if applicable for data used in and generated by the project
➢ Data officer defines governance and communication processes for continuous data management issues/activities and an overall data management plan
➢ Introduction training on data management principles, project governance processes and escalation steps, and specifically addressing WP and task specific responsibilities when applicable as defined in the data management plan
➢ Monitoring of defined data management governance processes and responsibilities

Appendix 3. Abbreviations

Abbreviation	Explanation/definition
PiPPi	Platform for Innovation of Procurement and Procurement of Innovation
CoP	Community of Practice
SH	**Stakeholder**; in PiPPi main representatives of competence/area that has central contribution to the CoP; defined as: Industry, Healthcare providers/buyers, Academia, Policy makers and Enablers.
SH Clusters	Groups/categories of stakeholder type, i.e Industry cluster can contain SMEs and large companies, or different industry areas (for example; Process vs product industry)
PiPPi GA	General Assembly – highest governance body within PiPPi
PCP	Pre-Commercial Procurement
PPI	Public Procurement of Innovation
CA	Consortium Agreement – agreement regulating the PiPPi consortium partners responsibilities
GA	Grant Agreement - agreement regulating the PiPPi consortium and coordinator vs EU Commission responsibilities
EAFIP	European Assistance for Innovation Procurement (EAFIP) http://eafip.eu/
EIT Health	European Institute of Innovation & Technology – EIT Health, https://eit.europa.eu/eit-community/eit-health
EUHA	European University Hospital Alliance, consisting of; Charité Universitätsmedizin Berlin, Greater Paris University Hospitals, Erasmus MC, Karolinska University Hospital, King's College Hospital, Ospedale San Raffaele, UZLeuven, Vall d'Hebron Barcelona Hospital, Vienna General Hospital
PP	ProjectPlace – share point for documents

Appendix 4: Template for status reports

PiPPi, Work package XX, month 2019

Guide to traffic light Red: Significant problem, risk that plans or goals are not met. Imidiate actions have to take place
Yellow: Some problems occure, some risk plans och goal are affected
Green: According tom plan or miner problems that can be handled within the project

Complier of the status report: XX

Time **Cost** **Quality**

A – Activities	B – Benefits

C – Concerns Including actions to handle concern	D – Do next
Description (Yellow/Red): • Action: • Time plan: • Responsible party:	

	Coming milestones	Date completion