

## **6 How to close EURESCOM Projects**

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# 1 INTRODUCTION

This Booklet together with the accompanying Booklet #4, “How to manage EURESCOM Projects” and Booklet #5, “How to report on Projects” of the Management Handbook introduces the Supervision of Project Execution process implemented within EURESCOM.

The objectives of the Supervision of Project Execution process are to:

- help Projects to be efficient and effective in producing the expected results
- check Project expenditures on behalf of the Shareholders
- keep the Shareholders informed on the Project progress and achievements

The archiving of documents related to all structural processes is described in Document 2.14 of the Institute Manual.

The purpose of this Booklet is to clarify the steps that the EURESCOM Projects and the EURESCOM Permanent Staff (EPS) should follow in order to conclude the Projects in line with the EURESCOM Project Contract (see Booklet #10, “The EURESCOM Contracts” of the Management Handbook) and the EURESCOM invoicing and payment procedures (see Booklet #9, “Invoicing and Payment Procedures” of the Management Handbook).

The intended readers of this Booklet are:

- Project Management Committee (PMC) members
- Administrational and Technical Liasion Managers (ALM/TLM)
- individuals inside the Shareholders in charge for the accounting and invoicing of EURESCOM Project costs

## 2 PROJECT CLOSURE

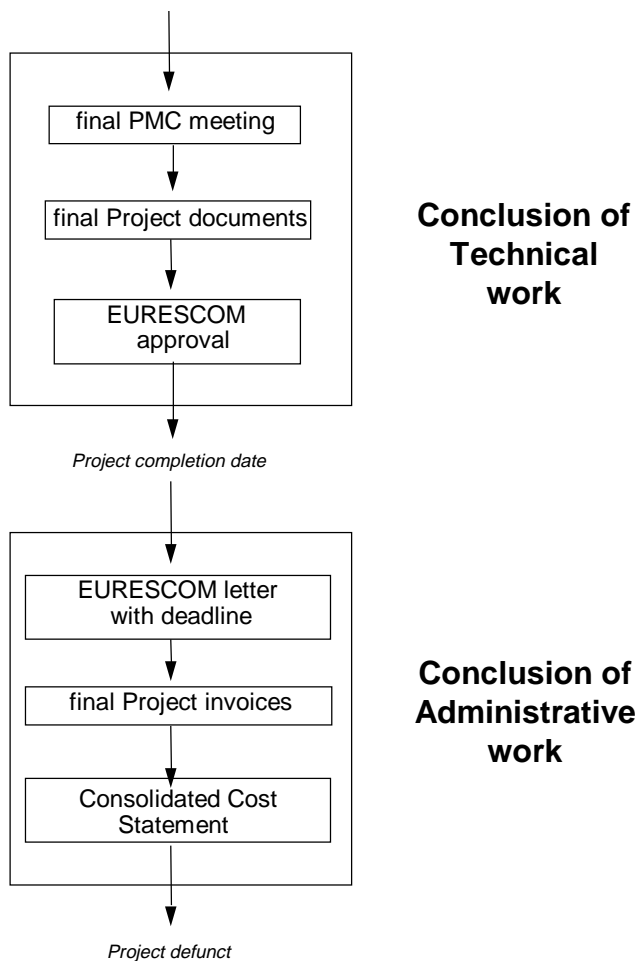
In EURESCOM a Project that has concluded its technical work is said to be completed.

This does not mean that all activities related to that Project have ended. A Project "completed" for technicians can still be alive for management and the administrative individuals. In particular, the EURESCOM Project Contract commits the participants in a Project and the EPS to finalise Projects in such a way that:

- all the expected Project results are delivered and are of agreed quality
- the Shareholders not participating in a Project have obtained full information on its results
- the Project accounting and payments are completed within a reasonable time.

The closure of EURESCOM Projects, i.e. the last phase in their life, is split into two parts (see Figure 1):

- conclusion of technical work
- conclusion of administrative work.



**Figure 1: Parts of Project closure**

These two parts are discussed in the following sections 2.1 and 2.2.

Section 2.3 then describes some additional EPS activities necessary to disseminate information to all Shareholders.

## 2.1 Conclusion of Technical Work

The conclusion of the technical work is reached when no more actions are needed by the participants in the Project. This means that the Project has presented its results, has produced all the expected Project Internal Results (PIRs) and Deliverables, and these have been accepted by EURESCOM.

When this happens, the Project is said in EURESCOM to be "completed", and the official Project "completion" date is identified (*note that this date may be different from the planned completion date indicated in the Annex 3 to the Project Contract or in its last Amendment*). Expenditure in Projects after their official "completion" date is no longer allowed and can not be invoiced.

Projects reach the completion of their technical work through three final events:

### 2.1.1 FINAL PMC MEETING

The final PMC meeting is the last Project meeting and should be held in due time when the planned end of the work is approaching. At the final PMC meeting the following discussion items shall be considered:

- approval of latest draft version of the last Deliverable(s) or decision on further work/refinements
- confirmation (or modification) of the Deliverable classification (e.g. EURESCOM confidential, For full publication or For specified purposes)
- approval of the draft Final Report prepared by the Project Leader
- approval of the draft Final BA/CA Form to be used as reference for last Project invoices. This form shall reflect the latest budget allocations until the very end of Project work.
- In case where a final workshop/ seminar is still pending: discussion/ approval of date, organisation details, presentation material

Following the PMC discussion, the editors of the above documents will be requested to finalise their documents considering the discussed and agreed amendments at the meeting. In this case a date is set by the PMC for the final delivery of the documents to EURESCOM. In case no (or only minor) modifications have to be considered the final PMC meeting shall approve the last Deliverable(s). In case of larger modifications/completions the final approval can be done through e-mail correspondence or via audio- or video- conference.

The Final Report shall be provided as a draft for the final PMC meeting. It is an important input for the final assessment of the Projects as described in Booklet #7, "Project Review and Quality Assurance" of the Management Handbook.

The template of the Final Report (FR Form) is provided in Annex 5 of Booklet #10, "The EURESCOM Contracts" of the Management Handbook.

The key parts of the Final Report are Part II to Part IV, where the value of the Project is assessed, suggestions are provided for the exploitation of the results obtained and an overall assessment is given by the Project Leader and the Project Supervisor. In Part I the "status" of each Deliverable shall be defined, with reference to:

- a) its value at the end of the Project (e.g. still usable, or superseded totally or in part by other Deliverables in the Project or by progress in the field)

- b) b) its classification (e.g. "EURESCOM confidential", "For full publication" or "For specified purposes").

### **2.1.2 FINAL PROJECT DOCUMENTS**

The Project Leader delivers to EURESCOM the final Deliverables, the Final Report, the final CA Form and the Project presentation material.

### **2.1.3 EURESCOM APPROVAL**

According to the Project Contract, EURESCOM shall submit its observations on the final Project documents within six weeks of receiving them, failing which it shall be deemed to have approved them.

After approving the final Project documents, the EPS will fix the actual "completion" date (i.e. the date after which no further work is planned in the Project), and will inform all Participants in the Project. Invoices related to work done after this fixed "completion" date will not be accepted.

## **2.2 Conclusion of Administrative Work**

The administrative work related to a EURESCOM Project is concluded through the following three steps.

### **2.2.1 EURESCOM LETTER WITH DEADLINE**

When the Project "completion" date is defined, EURESCOM shall write a letter to all Participants in the Project to communicate the Project completion date and the last approved CA Form to be used as a reference for final invoices. The letter also contains the deadline for invoicing Project work to EURESCOM.

### **2.2.2 FINAL PROJECT INVOICING**

According to Article 3.18 of Annex 2 to the Project Contract the Participants have 6 months time after the "completion" date of a Project for submitting their Project invoices to EURESCOM.

The EURESCOM Monthly Report includes information on the completed Projects with pending final invoicing.

### **2.2.3 CONSOLIDATED COST STATEMENT**

As soon as EURESCOM has paid, according to the allowable costs, all Project invoices received by the deadline for Project invoicing, EURESCOM shall issue a Consolidated Cost Statement for the entire Project. The template of the Consolidated Cost Statement (CCS Form) is provided in Appendix 1.

## **2.3 Final Communications between EURESCOM and the Shareholders**

When the Consolidated Cost Statement is ready, EURESCOM will send to the Shareholders:

- the Final Report
- the Consolidated Cost Statement

With the issue of above documents the Project is considered defunct.

## APPENDIX 1: TEMPLATE FOR CONSOLIDATED COST STATEMENT

Name of the Template File	Meaning
CCS Form.doc	<a href="#">Consolidated Cost Statement</a>