

## Tool 22: How to organise the project decision-making

Regardless of the size of a collaboration project, some management structure needs to be established to ensure transparent and effective coordination. Of course, the greater the size of the collaboration project, the more important the management structure is. In small partnerships, the lead partner might act as the central point of coordination. Large cooperation projects require more sophisticated coordination structures.

**Project steering group:** a project steering group might be set up for collaboration projects covering several countries for the purpose of strategic coordination, evaluation and decision-making of the project. A project steering group should usually include, at minimum, the work package leaders, the project manager and/or the project lead partner. Other partners, depending on their expertise, can be invited to steering group meetings according to the subject discussed.

**Management structures:** these relate to the coordination of some activities within the project. They are located at a level below the project steering group and allow for more technical and detailed discussion among partners. Management structures might (be):

- **based on national/regional coordinators:** useful for projects where the activities are the same for all the partner countries/regions concerned. The risk of partners working in their own silos needs to be considered.
- **based on thematic coordinators:** useful for projects involving partners from different sectors or different fields of expertise.
- **involve an advisory board:** might be used for consultation on wider general or technical issues. Usually it can be composed of local stakeholders, the project target group, experts etc.

**Stakeholder involvement:** Based on the results of the stakeholder identification and assessment ([Tool 6 \(Identifying stakeholders for cross-border collaboration\)](#), [Tool 7 \(Stakeholder analysis matrix\)](#), [Tool 8 \(Stakeholder management plan\)](#)), users should consider in how far the project might benefit of involving key stakeholders in the project. Their involvement can be a strategy to anticipate potential threats from stakeholders for the project. Especially stakeholders classified as sponsors or advocates but also the blockers for a project should be given a role either in a project steering group or a project advisory board.

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Written by Gesundheit Österreich  
Forschungs und Planungs GmbH  
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