

NKS(17)3

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NKS Administrative Handbook

Introduction

This is the NKS Administrative Handbook. The Handbook is aimed at the coordination group for internal programme use. The Handbook describes the most important administrative functions and procedures within the programme. The overall objective is to document the procedures of NKS so that continuation can be maintained. It is also the objective to ensure uniformly efficient routines and thereby a streamlined administration of all parts of the programme. The Handbook is intended as a reference work and as a source of answers to practical questions. The attachments include examples of various documents, etc. The current version of the Handbook will be available on www.nks.org and will be updated by the Secretariat as required. In addition to the Administrative Handbook, you find the general presentations of NKS on www.nks.org/this_is_nks and the pamphlet “nks”.

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1. Working language

The NKS working language is English

2. Reporting

Currently, NKS is running two programmes/major activities: The R (reactor safety) Programme and the B (emergency preparedness) Programme. It is given high priority that the activity reporting reaches the largest number of stakeholders possible. Reporting on the activities takes the form of final reports, technical reports and status reports made by the Programme Managers for the Board. The Programme Managers determine the form in which the activities are to be finally reported. All reports must be submitted in appropriate electronic format by the author to the Programme Manager, who will on receipt of the report ask the Activity Leader if the activity group has plans to publish (part of) the work in journal papers, and it might be helpful to this process to postpone publication of the NKS report until the journal papers have been published. If the NKS report publication is postponed, an agreement must be made that the Activity Leader informs the Programme Manager immediately when the journal papers are published, so that the NKS report publication is delayed as little as possible. It is the responsibility of the Programme Manager to approve the report and forward it to the secretariat if the standard is judged to be acceptable.

A bibliographic data sheet must be filled in by the author and submitted together with the report (see Attachment 1).

All reports being published under the auspices of NKS should contain an acknowledgement by NKS of the financing and participating organisations/persons. This may be worded as follows:

Acknowledgment:

NKS conveys its gratitude to all organisations and persons who by means of financial support or contributions in kind have made the work presented in this report possible.

The name of all participating organisations must be set clearly on the title sheet.

All reports being published under the auspices of NKS must contain a disclaimer, which may be worded as follows:

Disclaimer:

The views expressed in this document remain the responsibility of the author(s) and do not necessarily reflect those of NKS. In particular, neither NKS nor any other organization or body supporting NKS activities can be held responsible for the material presented in this report.

2.1. Final activity reports

All activities must culminate in a suitable final report.

For major activities, a separate final report must be published.

The publication of the final report and a number of the activity's technical reports in appropriate media must be considered (primarily the NKS website). During the programme, the Programme Manager should therefore store all relevant contributions to allow such publications.

A general guide:

It is practical to prepare a preliminary table of contents for the final report at an early stage in the programme and to use this outline when deciding on programme initiatives.

Content and target group:

In the final report, the results of the work should be presented to a professionally qualified circle of stakeholders and an Executive Summary should be included for readers with a general interest in NKS's areas of activity. It must also be possible to utilise the final report in the promotion of the programme's results and NKS's activities. The report must include a complete list of publications published since the start of the activity. The target group should be both as large and international as possible

Language and wording:

The report must be written in English and include a summary. The report should be written in clear language. If needed reports must be proofread. The costs must be covered by the programme and be included in the activity budget already at the planning stage.

Illustrations:

Good illustrations increase interest in the report. It must be ensured that illustrations are understandable and of high (graphic) quality.

Library routines:

Reports are provided with an ISBN number by the NKS Secretariat. The activity manager is responsible for ensuring that the author completes the bibliographic data sheet (Attachment 1).

Printing and international distribution:

If a report is to be printed, the Secretariat will assist in this process. A print-ready manuscript must be submitted to the Secretariat.

Special distribution lists must be prepared for each report. The Programme Manager should prepare distribution lists for stakeholders internationally.

The lists should include those responsible for activities, activity participants, participating institutions and organisations, end users, sponsors and other involved parties. The library/information department in the author's organisation may also contribute its own distribution list.

General distribution:

The Secretariat takes care of mandatory submission to The Royal Library in Denmark which handles registration in the national Danish bibliography. An agreement has also been entered into with Risø DTU's library on the submission of NKS publications to appropriate international databases. All reports are uploaded to the NKS website where they are fully searchable and available for download in PDF format.

Electronic newsletters:

Information on any reports is sent out in the form of *NewsLetters* and *NewsFlashes* – see Section 11.

Coverage in magazines:

The author should ensure that the programme is covered in relevant magazines which should also provide information on where the reports can be found.

2.2. Technical reports, etc.

Technical reports should be published under the auspices of NKS, but may in exceptional cases be published as part of the performing organisation's own series of reports. Documents should contain a reference to the NKS programme and be given an NKS number (see below). The report should be given an NKS front page (see Attachment 2). The Programme Manager should approve the report.

All reports must include a bibliographic data sheet (Attachment 1) which is to be completed by the author.

Complete collections of the programme's working documents, scientific publications, lectures, etc. must be kept by the Programme Manager who determines which documents should also be held by the NKS Secretariat.

These documents are sent to programme participants, the Chairman and other stakeholders as required.

Technical reports should usually – as agreed orally with the Secretariat – be published in the special 'NKS series'. Usually, they are only published in electronic format. If the Programme Manager decides, that this is appropriate, a technical report may also be published in printed form. If so, the print-ready manuscript must be distributed together with address lists and a covering letter signed by the Programme Manager. Printing and dispatch costs are to be covered by the programme. Additional copies may be kept by the Secretariat.

The NKS Secretariat provides all technical reports, etc. with an ISBN number.

2.3. Status reporting

The Programme Managers present status reports at the board meetings.

Status reports must include:

- a comparison between plans and results with an explanation of any deviations
- financial reporting – budget and results
- list of reports, articles, etc. that have been published
- list of seminars, major meetings, etc.

Contributions must be submitted electronically in accordance with the NKS Secretariat directive.

3. Numbering and layout of NKS documents, reports and contracts

3.1 The numbering system

All final and technical reports must be published in a common, numbered series. Other relevant documents like evaluations, history documents, etc. will also be published in this series. The number of each report is allocated by the NKS Secretariat. The report number consists of the letters 'NKS' plus a serial number.

Example: NKS-1

A uniform numbering system for joint documents (Board agendas, minutes, etc.) help to provide an overview and to refer to or find earlier documents and papers. The document number consists of the letters 'NKS' plus year and serial number, e.g. NKS(12)2. Joint agreements and contracts relating to Programme Managers, Secretariat, accounting, etc. are numbered by the Secretariat, e.g. NKS/AFT(12)3.

R and B Programme contracts with participating organisations are to be numbered by the respective Programme Manager, e.g. NKS/AFT/B(12)4. Other documents are not covered by the numbering system, but should be carrying the NKS logo, which can be downloaded from www.nks.org/logo.

3.2 Layout and logo

As mentioned NKS's logo can be found on the NKS website: www.nks.org/logo.

It should be used where practically possible. Only the official NKS logo may be used. The NKS Board has decided that Arial should be used as the title font. A green cover may only be used for publications/documents numbered by the Secretariat – please contact the Secretariat.

Reports – a standard report front page must be used (see Attachment 2). This will be provided by the Secretariat and can be placed as an additional front page in reports being published in the institutions' own series of reports.

4. Meetings and minutes

4.1 Meetings

The owners meet as required. Board meetings are called by the Chairman. The Programme Managers and the Secretariat participate in board meetings to report on their activities. Invitations containing agenda proposals are sent out by the Secretariat. Board meetings are usually held twice a year (in January and in May or June).

Coordination meetings with participation of the Chairman, the Programme Managers and the Secretariat are usually held twice a year in November/December and April/May. Agenda proposal is sent out by the Secretariat. The main objects for these meetings are budget and activity proposals for the Board in November/December and activity status and finalisation of last year's accounts in April/May.

Programme meetings are prepared by the Programme Manager or by a person appointed by the Programme Manager. The Programme Manager sends out the agenda to participants.

4.2. Minutes

A notetaker from the Secretariat is appointed to take the minutes of the Board meetings. The minutes are sent to the members of the Board by e-mail no later than two weeks after the meeting, and the members of the Board should then comment on the minutes within another two weeks. Based on the comments, amendments to the draft are prepared by the Chairman and the notetaker, if needed. A silent procedure of two weeks for further comments involving all members is then carried out. Following the silent procedure the draft should be ready for uploading on the open website. The Board will be informed by the

Secretariat when the draft has been uploaded. "Draft" will be erased, when the Board approves the minutes during the following meeting. The chairman and notetaker sign the original minutes which are archived by the Secretariat.

For coordination meetings, a secretary is appointed to take the decision minutes and distribute them to the participants for approval.

For programme meetings, a secretary can be appointed to take the minutes and distribute them to participants.

5. Seminars, activity meetings, etc.

Each programme should organise a suitable number of seminars. NKS seminars should usually be open and not held exclusively for a closed circle of participants. The person responsible for any seminar should ensure that it is advertised on the NKS website under News. Non-Nordic participants must be approved by the Programme Manager in advance.

Purpose:

The purpose of the seminars is, for example, to give the Programme Managers the opportunity to present their results to a circle of specialists: programme participants, Nordic safety authorities and other stakeholders who are not themselves involved in the activities/programme.

Practical questions:

Suitable time should be set aside for discussion. This can be achieved by the seminar running for more than one day. It should be agreed with the speakers how detailed their talks should be. A detailed timetable for the seminar should also be in place.

Finance:

The NKS programmes may cover the travel costs, transport, hotel expenses, etc. of invited participants/guest speakers. As a rule, other participants cover their own travel expenses. If a participant fee is charged, it should be collected in advance. The fee may include accommodation, food, local transport and contributions to other expenses, e.g. documentation and preparatory work. For the programme seminars, the Programme Manager has access to free funds from the coordination account.

The Secretariat is able to assist to some degree in the organisation of seminars (see Attachment 3).

6. Administration and financial functions

6.1. Certification rules and authorisation

Certification rules and authorisations are prepared in partnership with NKS's accountant.

Activities, contracts and regular outgoings for e.g. travel, meetings and seminars:

The Programme Manager signs off on these. If the activity is carried out by the Programme Manager's own institution, the chief accountant carries out budget checks and certification.

Programme Managers, contracts and regular outgoings for e.g. travel, meetings and seminars:

The Chairman signs off on these. If the Programme Manager comes from the Chairman's own institution, the chief accountant carries out budget checks and certification.

The Secretariat, contract and daily operations:

The Chairman signs off on these, the chief accountant signs off on invoices related to the daily operations of the Secretariat if the invoice does not exceed DKK 20,000, e.g. postage, printing, telephone, etc.

Chairman:

The chief accountant carries out budget checks and certification.

The Chairman may delegate certification rights to the chief accountant in special circumstances, e.g. the Programme Managers' travel expenses.

The Secretariat manages the payment of certified invoices.

The Chairman and the Secretariat's chief accountant have the authority to withdraw funds from the NKS giro and bank accounts together or separately with one additional person appointed by the Board.

In practice sign off's of scanned printed versions sent by e-mail to the Secretariat of the mentioned approved invoices, contracts etc. are sufficient. The Secretariat will archive prints of these as well as the accompanying e-mails attached to these.

6.2. NKS grants

It is the Board that grants NKS funds to activities proposed by the Programme managers. Unused funds from current activities are usually carried forward to the next financial year. Unused funds from completed activities are usually transferred to reserves and are allocated by the Board.

6.3. Agreement between NKS and the Programme Manager organisations

The Chairman or chief accountant enters into agreements on behalf of NKS with the Programme Managers' organisations to ensure that the Programme Managers are available and to determine the scope of and costs involved in their initiatives. A schedule for this is shown in Attachment 4. The cooperation agreement should be described in detail in an attachment to the agreement (Attachment 4.1). NKS's Chairman must be informed in due time by the Programme Manager's organisation if the Programme Manager due to leave or other planned absence will not be able to carry out his/her NKS work for a limited period. In the event of lengthy absence, the appointment of a new Programme Manager may be required.

6.4. New activities

Proposals for new activities are presented to the Programme Managers, usually in conjunction with the *Call for Proposals* (see Attachment 5 and www.nks.org). Proposals are assessed by the Programme Managers and Board members. The Programme Manager recommends them to the Board at its January meeting for a final decision. Approved activities must be commenced as soon as possible within six months and a first status report should be submitted to the Board at the next board meeting.

6.5. The Programme Managers' contracts for work funded by NKS

When entering into contracts for work, consultancy services, etc., the Programme Manager must ensure that NKS funding is used efficiently and services in kind are provided in accordance with Section 6.5. Applicable national/government rules must be followed.

Work is to be agreed when the Programme Manager enters into the contract with the performing person's organisation. The contract should include a detailed description of the project, the work, the anticipated results, deadlines, payment and reporting. Contracts may also cover participation in task group meetings, etc. (see Check List, Attachment 6). If NKS is to pay VAT, the amount must be clearly stated in the contract. For further information on VAT please contact the Secretariat.

The contract must state the year(s) it covers. On signing the contract, the programme Manager must oblige all programme participants to comply with the guidelines of the NKS Administrative Handbook.

The Programme Manager must either submit a hard copy of the signed contract to the Secretariat or file a hard copy and submit a copy to the Secretariat.

The Programme Manager may enter into similar agreements on programme initiatives which do not require NKS funding. The scope of these initiatives must form part of the Programme Manager's summary of all the initiatives contained in the programme.

Payment and transfer of funds:

Payment should be made in the currency of the performing country.

The Programme Manager determines the payment terms. Standard payment terms for amounts exceeding approx. DKK 100,000 may be:

- 50% after acceptance and confirmation of the contract
- 50% when work has been finally approved by the Programme Manager

It is the Programme Manager who authorises the payment of funds from the programme budget. All invoices must be signed by the Programme Manager with the completion of a stamped table prior to submission to the Secretariat.

The Secretariat ensures the transfer of funds as directed by the Programme Manager. For NKS-funded participation in meetings, etc. the Programme Manager signs the invoice from the organisation concerned and forwards it to the Secretariat for payment.

All invoices must include information on activity/programme number and the applicable contract.

If the Programme Manager authorises payment to his/her own organisation, the payment must also be authorised by the Chairman or chief accountant.

The Secretariat ensures that funds are transferred to the participating organisation. Funds are mainly withdrawn from the NKS giro account in the participating organisation's country.

Programme Managers:

The Programme Managers' administrative initiatives are invoiced in accordance with the instalments set out in the agreement between the Programme Manager's organisation and NKS. The Programme Manager's organisation sends the invoice to the Chairman or chief accountant for signature in accordance with the agreement after which the invoice is paid by the Secretariat.

The technical/scientific initiatives which the Programme Managers carry out themselves with NKS funding are covered by the activity budget, and the amount is entered as an independent item in the budget.

As it is the NKS Secretariat's bookkeeping which is officially applicable, it is in the Programme Managers' own interest and it is their responsibility at least quarterly to reconcile their own accounts with the Secretariat's. The NKS Secretariat provides the relevant documentation to make this reconciliation possible.

6.6. Services in kind and other contributions

Reporting:

In connection with annual accounts reporting the Programme Managers each year report the amount of external funding received for the activities. An estimate is reported to the Secretariat, and this estimate is announced in the NKS annual financial statement under review of the year.

6.7. Travel expenses

Travel rules:

Travel costs must be kept as low as possible. Travel expenses are usually covered by the participating organisations. Any exceptions to this must be agreed in advance by the Programme Manager concerned or (in the case of the Secretariat) with the Chairman. Travel expenses are usually calculated in accordance with the participant's national government

rules. The Programme Manager may, however, determine other payment frameworks, e.g. when meetings include half or full board paid by the programme. NKS does not cover travel expenses for activities and seminar participants outside the Nordic countries unless participants have been specifically invited. Usually, NKS does not support business (activities, meetings, etc.) which take place outside the Nordic Countries. In exceptional circumstances, the Board or Chairman may approve seminars and meetings in the Baltic states.

As a rule, NKS refunds travel expenses through the participants' institution. If payment is to be made to a participant's private account, this must be agreed in advance with the Programme Manager concerned or the Chairman, and national government rules must be complied with and all receipts attached.

Programme participants:

Travel expenses involved in programme work are mainly covered by national funds. Where this is not possible, they may be included in the programme budget. Where programme participants' travel expenses are covered by NKS funds, the sum must form part of the contract provided by the Programme Manager.

Travel expenses which have been authorised by the Programme manager in advance, but which are not included in an agreement on the work involved, are covered by the participant's organisation. This organisation submits an invoice (documentation/verification is not required) to the Programme Manager stating date and meeting location for each trip, activity number, purpose and total travel expenses. The Programme Manager approves the expenses by signing the invoice and forwarding it to the Secretariat for payment.

Programme Managers, Secretariat:

Travel expenses incurred by the Programme Manager and the Secretariat which are to be covered by the NKS budget must be contained in the budget for the Programme Manager and Secretariat in accordance with Board decisions.

Others (owners, Board):

Travel expenses incurred by owners and members of the Board are not usually covered by NKS. This also applies to representatives of other financiers and other commercial

organisations on the Board. Travel that has been authorised in advance by the Chairman to be covered by the Secretariat is to be settled by the meeting participant's organisation, unless otherwise agreed, submitting an invoice for the travel expenses stating the date and meeting location for each trip, programme/activity number, purpose and total travel expenses. The invoice is sent to the chief accountant who then authorises the amount for payment.

6.8. Other meeting expenses

For local expenses (meeting rooms, refreshments, etc.) related to meetings paid for by the programme an invoice is sent to the Programme Manager who signs off on the invoice and then forwards it to the Secretariat for payment. The invoice must include dates, purpose and names of all participants. The same rules apply to seminars, but the names of all participants are not required. The Programme Manager has a coordination account at his/her disposal to cover these expenses.

6.9. Financial summaries

The programme's bookkeeping is in DKK and the accounts are in DKK and EUR. Conversion is carried out by the Secretariat at the exchange rate applicable at the beginning of each calendar year. The current year's exchange rate can be found on www.nks.org/currency

NKS may, however, decide that conversion should take place every six months.

The Programme Manager retains an overview into allocated NKS funds and agreed national initiatives – partly through own notes and partly through material provided by the Secretariat.

The Secretariat regularly sends out statements for expenses paid and contracts. The Programme Manager reconciles the statement with his/her own summary.

6.10. Organisational registration, Invoices and VAT

NKS is registered as an association with a Danish CVR (Det Centrale Virksomhedsregister) number. This registration must be renewed every three years.

Different invoice and VAT practices apply. Please contact the Secretariat.

7. Central accounts, financial management

The Secretariat manages the funds that are made available to the programme, instructs invoices to be paid directly from the giro accounts set up by the owners and manages the overall accounts.

7.1. Transfer of funds

NKS has accounts in Denmark, Finland, Norway and Sweden. For Iceland, the Danish account is used. At the request of the NKS Secretariat, the owners and other financiers transfer funds to these accounts.

Funding requests are sent out in January immediately after the Board meeting at which the annual budget is determined and the exchange rate for the year is known.

A Programme Manager applies for funds by sending a signed invoice which includes programme/activity number to the Secretariat. The Secretariat checks that the budget is able to cover the amount and pays the amount as instructed by the Programme Manager. In the event that the programme goes over budget, the Chairman is informed by the Secretariat's chief accountant.

As regards Secretariat funds, these are authorised by the Chairman. The Chairman may delegate certification rights to the Secretariat's chief accountant as required.

As all the funds are deposited in giro accounts, all invoices should be marked with the giro number to which the funds are to be transferred. If the amount is required transferred to a bank account, the bank's full address and account number must be shown on the invoice.

The Secretariat allocates the funds in such a way as to ensure that expenses for currency exchange are avoided where possible.

The disbursed amount is credited in the applicable currency to the programme account and an exchange rate adjustment is booked on the same account which means that the sum of the two booked amounts corresponds to the sum in DKK.

7.2. Bookkeeping

The Secretariat is responsible for NKS's bookkeeping. This includes all the income and expenditure for which NKS funds are used. The bookkeeping also includes deposits in each account and financial liabilities that have been entered into, e.g. in the form of contracts. The Secretariat ensures that all documentation is kept for ten years. Copies of the documentation with certification of their authenticity can be made available to the owners.

The Secretariat prepares an account plan and keeps accounts for each programme. The account plan must reflect the Board's and the Programme Managers' requirement for a clear and practically usable submission of accounts.

Bookkeeping for the programme's running costs is in DKK while the national accounts are in the currency of the country concerned.

The Secretariat provides the owners with statements showing the disbursements made from the national accounts. These statements take the form of audited annual accounts. The audit is carried out by a state-certified accounting firm.

The Secretariat assists the Programme Managers by retaining a financial overview. At the beginning of each year, the Secretariat sets out the exchange rates that are to apply throughout the year. At each Board meeting, the Secretariat prepares an financial overview for use in onward planning in NKS.

7.3. Closing of accounts

Accounts are closed at the end of the year and include only invoices dated and sent during the financial year. All other invoices are included in the new year.

Determination of the budget for the following year takes place as decided by the Board in January based on proposals from the Chairman and depends on the previous year's expenditure. Unused funds from on-going activities in the R and B Programmes will usually be carried forward to the following financial year. Unused funds from completed R and B activities and the Secretariat will usually be transferred to the reserves and be allocated by the Board.

7.4. Audits

NKS's accounts are subject to checks by the Danish Rigsrevisionen. Rigsrevisionen may wish to review the accounts. The NKS accounts are audited annually by a state-certified auditor on the basis of all documentation (*verifications*) and account statements. The auditors are entitled to unannounced inspection of the NKS Secretariat accounts.

At the auditors' request, the owners provide information about the amounts that have been transferred to the NKS accounts.

In the event that it is desirable to audit the use of national NKS funds in each country, this is done using the certified documentation (*verifications*).

Auditor's reports and annual accounts are discussed by the Board and approved by the owners. The original accounts and the long-form audit reports are kept by the NKS Secretariat.

8. Programme assessment

The owners or Board determine the criteria and dates for assessment of the programme or parts thereof.

9. List of addresses

The address list is available on an NKS password-protected web page. The NKS Secretariat must obtain the personal consent of each person on the address list.

The Secretariat maintains the address database for owners and Board while the Programme Managers regularly report changes relating to the programme participants in their own area. The Secretariat then updates the database.

10. NKS websites

NKS hosts a website which is updated by the Secretariat and the Programme Managers and run by the Secretariat. The URL is: www.nks.org. NKS also hosts a closed, password-protected website for internal use by programme participants – further information can be obtained from the Secretariat.

Some activities also have their own programme web pages. Instructions from the NKS Board on policy, content and execution must be complied with.

It is recommended that the websites be updated often.

11. NewsLetters

NewsLetters are sent out twice a year by the Secretariat, usually before the Board's biannual meetings and contain information on new reports, seminars, etc. The main recipients of the newsletters are the Board, financiers, libraries, programme managers, people responsible for activities, activity participants and their institutions and organisations as well as other interested parties who have signed up for the news group on the website. Additional newsletters (*NewsFlashes*) with topical news are sent out as required. Subscription to *NewsLetters* and *NewsFlashes* is free. Please contact the NKS Secretariat.

The Programme Managers put together the news material about the R and B Programmes and send it to the Secretariat which completes the newsletters and distributes them. The Chairman is the publisher responsible for the newsletters.

12. Areas of responsibility and work

The division of areas of responsibility and duties between NKS Owners, Board, Chairman, Secretariat and Programme Managers is described in Attachment 7.

13. The NKS Calendar Year

For reasons of overview and in order to facilitate continuation the main procedures and routines of NKS have been described in Attachment 8.

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Attachment 1 – Bibliographic Data Sheet

Bibliographic Data Sheet

NKS-XXX

Title	xx
Author(s)	xx
Affiliation(s)	xx
ISBN	978-87-7893-xxx-x

Date	xx
Project	NKS-xx
No. of pages	xx
No. of tables	xx
No. of illustrations	xx
No. of references	xx
Abstract max. 2000 characters	xx

Key words	xx
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Guidelines for reliability analysis of digital systems in PSA context - Phase 2 Status Report

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Attachment 3 – Things to consider when arranging seminars, project meetings, ETC.

A successful seminar is one of the best ways of disseminating information about the work NKS does and the results it achieves. But seminars require a great deal of planning and preparation. A list of tips can be found below.

- Produce a check list showing distribution of responsibilities and a realistic timetable: who does what when? Appoint someone with overall responsibility (preferably the person responsible for the activities). Update the list regularly.
- Define objective and target group.
- Choose a suitable title (catchy and relevant). Use a more detailed subtitle, if required.
- Determine content in broad terms (sub-areas, important key words). Determine whether the seminar should include
 - invited speakers
 - parallel sessions
 - poster session(s)
 - panel discussion(s)
 - group work
- Take into account experiences from previous seminars in the same or similar areas.
- Decide on dates:
 - Be in good time – major events may require planning up to a year in advance.
 - Coordinate with other, similar events, particularly within NKS.
 - Attempt to avoid clashes with competing events or major events which are already scheduled (e.g. audit periods at nuclear power stations).
- Choose a suitable location:
 - Think about where most of the participants will be coming from.
 - If it is a large conference: Visit a few conference facilities, assess their options, negotiate terms.
 - Is the conference facility able to handle the anticipated number of participants? Are the meeting rooms large enough? Are there enough group meeting rooms? Hotel rooms? Sufficient room for posters? Break rooms? Technical equipment? Support?

- Choose conference facilities, sign agreement.
- Decide which of the tasks below should be handled by the central NKS Secretariat, by a local coordinator/co-organiser and (for larger events) by a professional conference organiser:
 - receipt and confirmation of registrations
 - creation of participant list
 - finance (participant fees, invoices, bookkeeping, etc.)
 - hotel reservations, room bookings, if applicable
 - maps, signage, decorations, etc.
 - secretariat services in general
 - handling any study visits
 - entertainment programme (e.g. conference dinner, entertainment and excursions)
 - transport
 - registration on the first day of the seminar
 - liaison with the conference facility about rooms, technical equipment, consumables, meals, coffee, etc.
 - copying/printing of materials for the seminar and any subsequent documentation
- Produce a budget outline as early as possible and revise it when costs become clearer. Include a reasonably large item for unforeseen expenses. Agree the budget with the Board as required.
- Try to find sponsors/co-financiers for the conference.
- Decide (as early as possible) how large the participant fee should be and the share of the costs to be covered by NKS funds and any sponsor funds or other contributions. Adjust the participant fee to the participants' circumstances, e.g. media representatives are often not able to pay very much.
- Determine how the participant fee should be paid. This should be done in advance. Cash payment on registration is not advisable. Use e.g. post giros, bank giros, bank account, cheque, payment order or credit cards. If payment is to be made on registration, credit cards are easiest, but the administrative fee charged by the credit card companies is relatively high.

- Produce a detailed seminar programme as soon as possible. Identify your meeting reporter, session facilitators, etc. and confirm in writing. Include a sufficient number of long breaks – they are an important part of the event as they generate contacts and represent an informal discussion forum.
- Send out invitations for the seminar:
 - Produce a detailed analysis of the target group and choose the people and organisations you wish to invite.
 - Attach the information required for participants to decide whether they want to register. Ensure that it is made clear that this is an NKS event.
 - Attach a comprehensible registration form (binding).
 - Upload the invitation, programme, background material and registration form on the NKS website. Update as soon as new material becomes available.
 - Decide on the highest and lowest number of participants. Determine the date you need to decide whether the seminar will go ahead.
- Contact the invited speakers, if appropriate:
 - Choose suitable candidates.
 - Agree well in advance their participation, subject and content of their presentations as well as financial and other terms for their participation. Confirm in writing.
 - Monitor and follow up on all speakers' preparations (e.g. abstracts, reports or lectures/papers).
 - Gather all advance material in one place.
- Does any prior information need to go out to local or other media, e.g. in the form of a press release? Appoint someone with media contacts to handle this.
- Decide whether evaluation and follow-up of the seminar is to be carried out:
 - Should participants leave their view of the seminar by completing a form (*questionnaire*)? If so, prepare a questionnaire.
 - Should an assessment/final report be written? How should it be shaped and who is responsible?
 - Should the seminar be reported to the Board? If so: by whom, when and how?

- On arrival at the conference facility:
 - Registration of the participants. Designate at least one person for this and allow approx. one minute per participant.
 - Distribution of conference material in the form of a map, binder, etc. (including programme and participant list).
 - If name tags are used: ensure that the name is printed clearly in large letters. The person's name is most important – not the seminar title or organiser's logo.
- Make sure you are as quick as possible in following up with any promised documentation, e.g. report from the conference or copies of images presented.
- Carry out the agreed follow-up/assessment of the seminar, and amalgamate the responses from the forms (*questionnaire*) for the benefit of the participants. Were the goals achieved? Were the budget and timetable kept to? What was good? What was less good? Lessons for the future? Etc.

Attachment 4 - Agreement

NKS/AFT(XX)X

Agreement

**between XX (hereinafter called XX) and Nordic Nuclear Safety Research (hereinafter called NKS) for the period
1 January – 31 December XX**

XX shall hereby undertake management responsibility for the NKS R/B Programme area as defined by the decision by the NKS Board in the period set out above. XX shall make XX available for this purpose as NKS's programme manager. Should she/he for any reason be unable to fulfil this task, XX shall find a qualified replacement to be made available to NKS at no additional cost to NKS. NKS shall approve the new programme manager. The Chairman of NKS shall be informed well in advance of any prolonged absence of the programme manager so that suitable measures may be taken. The responsibility and authority involved in this appointment shall be set out in the attachment to this agreement. XX shall thus undertake to comply with the rules and timeframes and the budget determined by the Board of NKS for the work as programme manager and the associated activities.

Fortum certifies that XX has accepted the job as programme manager for the NKS R/B Programme and that she/he is able to work on the R/B Programme for approximately 50% of a full-time position. The cost to NKS for her/his participation shall be

- DKK XX for the period 1 January – 31 December XX

This amount shall include any VAT and working hours and breaks, office services, expenses, etc. Travel expenses and subsistence shall not be included. A separate budget for work-related travel shall be determined separately by the Board of NKS.

The agreed remuneration shall be paid by NKS in the following instalments of the total annual sum on the presentation of an invoice from XX as follows:

- 50% after the signing of this agreement after the new year XX
- 50% after the Board's approval of the status report in January XX.

Invoices shall be submitted to NKS no later than 30 days after the date indicated by the payment plan above.

The present agreement shall apply from 1 January XX to 31 December XX (inclusive) on condition that the owners of NKS make sufficient funds available. The present agreement may be unilaterally terminated by either party with a notice period of six months. In the event of material breach of contract by either party, the agreement may be terminated unilaterally by the other party. NKS shall then pay remuneration for the period in which the programme manager worked up to the date of termination.

The present agreement shall be governed by Danish law.

The present agreement has been created in two original copies. Each party shall retain one original. XX shall undertake to ensure that XX is provided with a copy of the signed agreement and associated attachment.

For XX

For NKS

Date: _____

Date: _____

XX

XX

Chairman

Attachment 4.1 - Attachment to agreement

Attachment to agreement NKS/AFT(XX)X:

Responsibility and authority for Programme Manager NKS R/B Programme in the period 1 January – 31 December XX

The programme manager must in her work comply with the terms of this agreement, the decisions made by the owners and Board of NKS and applicable parts of the latest edition of the policy document NKS(08)3 and the Administrative Handbook, NKS(11)4.

The programme manager is responsible for ensuring that:

- the programme and its activities are run in accordance with NKS objectives
- the programme's technical/scientific quality is assured
- information about the programme and its activities is disseminated to the appropriate people in an adequate way
- set timetables and cost levels are met
- current rules for planning, budgeting, status reports and final reports are complied with

Duties and responsibilities can be delegated, but the overall responsibility for the programme rests with the programme manager. The Chairman and person responsible in the home organisation must immediately be notified of any signs of significant deviation from the timetable and/or budget.

The job further involves that the programme manager

- participates in board meetings and reports directly to the NKS Board
- coordinates work with other programme managers and the Chairman
- informs the Chairman and NKS Secretariat well in advance about all major seminars, project meetings, etc. within the programme
- at the request of the Board or Chairman participates in meetings within the NKS programme framework

- keeps a record of the national initiatives in DKK or EUR and reports on the accumulated national financing in all status reports and – for each programme – in all final reports

The programme manager organises her/his own travels within the Nordic countries within a set budget frame. For travels outside the Nordic countries, oral approval is required in advance from the Chairman. All the programme manager's travel expenses must be signed by the programme manager and signed off by the Chairman or chief accountant before they can be reimbursed.

Current national government rules (or equivalent) for expenses and entertainment must be complied with both by the programme manager and other activity participants. Travel accounts must be produced by the traveller's employer or agreed with the programme manager in advance.

Attachment 5 - Practical information about call for proposals

This attachment aims to describe and explain how a Call for Proposals (CfP) is carried out. The guidelines below reflect a combination of past experience and decisions and relate to an annual CfP held in the autumn. The financial framework is assumed to be determined by the Board.

The CfP year starts with the coordination meeting which is usually held in April / May before the May / June Board meeting. The timeframe for the CfP is determined at the April / May coordination meeting. The usual start date falls in the end of August or the beginning of September with the final application deadline in mid-October. Past experience shows that the final deadline should be mid-week as a final date on a Friday, for example, attracts enquiries about whether it is possible to submit on the Sunday night. Before the start of the CfP, the website is updated and the documents that were required for the latest CfP were:

- The framework programme for the respective B and R Programmes
- Application form
- Application instructions

Prior to CfP, the website will provide information about the opening date for applications. When CfP starts, links are provided to the documents, and when CfP opens, a NewsFlash is sent out to NKS stakeholders as a reminder of the start of CfP.

The naming and numbering of submitted applications follow a certain structure: NKS_(R or B)_(CfP year)_serial number, e.g. NKS_R_2010_85. The serial number is not managed centrally, but must be entered by the respective programme manager. Applications are only allocated a number once. This means that activities that run for several years retain their original number and that applications which have been rejected and are submitted the following year also retain their original number.

When applications are received, confirmations of receipt are sent out. When the application deadline has passed, applications are assessed. Since CfP 2010, this assessment has been carried out by NKS Board members using resources in their own organisations. The applications are uploaded to a home page where Board members are able to download the applications as well as assessment forms and instructions. The assessment must be ready

prior to the coordination meeting in November / December which takes place before the January Board meeting.

After the assessment and at the Board meeting it is decided which proposals should be allocated funds. After the Board meeting, these decisions are communicated to stakeholders. The activities for which funds are allocated can be presented in a NewsFlash, if appropriate. The activities which are rejected are contacted directly by e-mail or telephone: mass e-mails about these decisions are not appropriate. Any available feedback on the assessment must be provided.

As soon as possible after the January Board meeting contracts are prepared and signed with the parties and coordinators concerned.

Attachment 6 - Checklist for contracts, agreements etc.

All contracts / agreements should be written on the programme manager's NKS stationery; see the graphic profile.

- NKS activity number
- Date
- Name of the contracting party
- Activity title
- References (e.g. quotes, meetings, protocols)
- Activity/work description
- Responsible person(s)
- Milestones (e.g., work to be carried out before certain deadlines specified by exact dates) and deliverables
- Estimated total cost (national funding + NKS funding) in DKK or local currency
- Total cost for NKS in DKK or in local currency
- VAT guidelines and how to address and send invoices (contact the NKS Secretariat for details)
- Part payments to be defined
- Cancellation clause to be defined if milestones are not met
- Intellectual property rights

The following should be considered in all contracts/agreements:

The rules and practices stipulated in the current NKS policy document are to be followed by the activity leader and the activity participants.

Intellectual property rights:

Copyright to any research results produced shall vest jointly and equally in (organisation) and NKS so that each of the parties may enjoy and exercise their rights independently of the other parties, including the right to modify the material, create derivative works, and publish it in any way, shape or form. Use of the NKS logo requires approval by the NKS programme manager or the NKS Secretariat. Similarly, NKS may not publish the material using the other parties' logo(s) without permission. The author(s) shall upon request to NKS

have the first right of publishing the result in refereed journals or similar publications, and NKS shall in that event refrain from publishing said material before the author(s) do.

This order is valid when signed in two copies by the NKS programme manager and the contracting party.

NKS Programme Manager

The contracting party

Attachment 7 - Areas of responsibility and duties

(From the policy document NKS(08)2: NKS policy, Framework and procedures)

Owners:

- Regularly enter into written agreements on continued partnerships, their financing and other terms and conditions.
- Elect the Chairman of the Board and appoint other members of the Board, programme managers, assessors, etc.
- Are the top policy body.
- Determine guidelines for structure, work methods and general administrative issues.
- Secure the majority of the financing.
- Approve the accounts.
- Delegate projects and responsibilities at an appropriate level as required.
- Appoint the Chairman.
- Appoint the programme managers for a set period on terms set out in written agreements.

The Board:

- Decides issues of prioritisation, programme, budget and activities.
- Puts forward proposals for policy changes to the owners and approves NKS's official policy document.
- Continuously monitors quality and efficiency, assesses the technical/scientific results of the activities and approves activities for which final reports have been submitted.
- Determines the general guidelines for external and internal information, communication and results dissemination and identifies the most important target groups.
- Carries out the tasks as instructed by the owners as well as tasks set out in the Administrative Handbook.
- Delegates projects and responsibilities at an appropriate level as required.
- Appoints the Secretariat for a set period on terms set out in a written agreement

The Chairman:

- Appointed by the owners.
- Responsible for the NKS programme being carried out in accordance with set plan and budget.
- Calls meetings with the owners as required and keeps in regular contact with the owners and the Board.
- Part of the Board, chairs its meetings and monitors that its decisions are implemented.
- Acts as NKS's official spokesperson, is responsible for information and is the publisher and editor responsible for the newsletters and represents a shared resource for NKS as a whole.
- Follows the work in the various areas of the NKS programme, including international activities as well as administrative work, including accounts and auditing.
- Monitors the coordination of the programme areas and participates in coordination meetings with the programme managers and Secretariat as required and chairs these meetings.
- Ensures that
 - Board meetings are prepared and the required documentation for the Board is completed (budget proposals, annual accounts, audit protocol, evaluation directive and other bases for decisions)
 - NKS's structure and administrative routines are revised as required
 - the policy document and the Administrative Handbook are reviewed as required
- Enters into agreements as required, signs letters and signs off on certain invoices.
- Carries out other tasks as instructed by the owners and Board and the tasks set out in the Administrative Handbook.

The Secretariat:

- Appointed by the Board for a set period on terms set out in a written agreement.

Regular duties:

- Represents an administrative support function for NKS as a whole, participates in Board meetings and takes minutes at these meetings as required.
- Distributes material (reports, invitations to meetings, bases for meetings, etc.) to the Board, programme managers and others as required.
- Is responsible for financial management, handles bookkeeping and disbursements for the whole programme, orders auditing of the accounts, handles agreements, reservations, contracts, etc.
- Compiles financial reports to the owners, Board and programme managers.
- Handles filing of documents and bookkeeping documentation as well as organisation of reference library and library services.
- Requires funds from the owners and other financiers according to agreements.
- Processes and edits NKS reports such as technical reports, final reports and evaluation reports.
- Distributes both printed and electronic reports.
- Handles printing contracts, procures printing services, collects report material.
- Maintains and updates the NKS website and sends out the NKS electronic newsletters (Newsletter and NewsFlash).
- Participates in the review of administrative routines, including contract and VAT issues. Further develops the Administrative Handbook in partnership with the Chairman and programme managers. Creates and updates lists of addresses and other administrative documents. Participates in meetings with the Chairman and programme managers a couple of times a year. Participates in telephone conferences with the parties concerned as required.
- Assists in the work on minor seminars which are organised within the R and B Programmes (dispatch of information material, uploading and updating websites, etc.).
- Carries out various tasks which (within the framework of NKS) are required by the owners, the Board and the Chairman as well as tasks set out in the Administrative Handbook.

The following tasks are carried out as required and by separate agreement

- Participates in further development of the NKS website.
- Works on the publication of periodical material.
- Participates in the work on NKS seminars (preparation, organisation, follow-up).
- Participates in the work on separate R and B seminars (preparation, organisation, follow-up).

The programme managers:

- Appointed by the owners for a set period on terms set out in a written agreement.
- Expected to work part-time, the equivalent of approx. 50% of full-time.
- Manage and/or participate in activities and propose new activities to the Board.
- Ensure that the programme is implemented in accordance with the framework programme, other Board decisions and objectives and lead the work on *Call for Proposals* and propose new activities to the Board.
- Maintain active contact with relevant Scandinavian professional environments and end users to anchor NKS's work, bring actors and stakeholders together and identify requirements and trends at an early stage.
- Coordinate activities and maintain regular contact with the Chairman and Secretariat.
- Maintain regular contact with the persons responsible for the activities and ensure that the activities are implemented and reported on in compliance with set plans and lead and monitor information activities in the programme area concerned.
- Report directly to the Board and participate in Board meetings.
- Are responsible for dissemination of results to the parties concerned in the form of seminars, scientific articles, reports, documents, work materials, etc. in accordance with the guidelines set out in the Administrative Handbook.
- Disseminate information from the board meetings to persons and organisations concerned.
- Carry out various tasks (within the framework of NKS) required by the owners and the Board as well as the tasks set out in contract that have been entered into and orders, set programme and activity plans and the Administrative Handbook.

Attachment 8 - The NKS Calendar Year

January: Board meeting early January with status reports from the programmes – the Board approves the new year's activities and budget. – A NewsLetter is published approximately one week before the Board meeting, and a NewsFlash is published approximately one week after the meeting.

January/February: New programme activity agreements are signed, and the new activities start. End and start of NKS's fiscal year.

February/March/April: Preparation of last year's accounts.

March/April: A NewsFlash presentation of new programme activities including reports, seminars etc.

April/May: Coordination meeting with follow-up after the January Board meeting and preparation and planning of the upcoming May/June Board meeting and programme status reports.

May/June: Board meeting with status reports from the programmes and presentation and approval of last year's accounts. Plans are made for this year's call for proposals (CfP). – A NewsLetter is published approximately one week before the Board meeting, and a NewsFlash is published approximately one week after the meeting.

August/September: CfP for next year's activities is started with a combined website and NewsFlash release.

October: deadline for CfP.

October/November: Evaluation of new proposals.

November/December: Coordination meeting with preparation of the January Board meeting, programme status reports, new proposals/activities, new budget etc.