
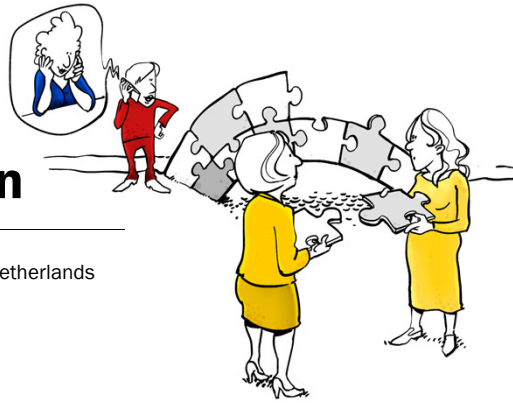


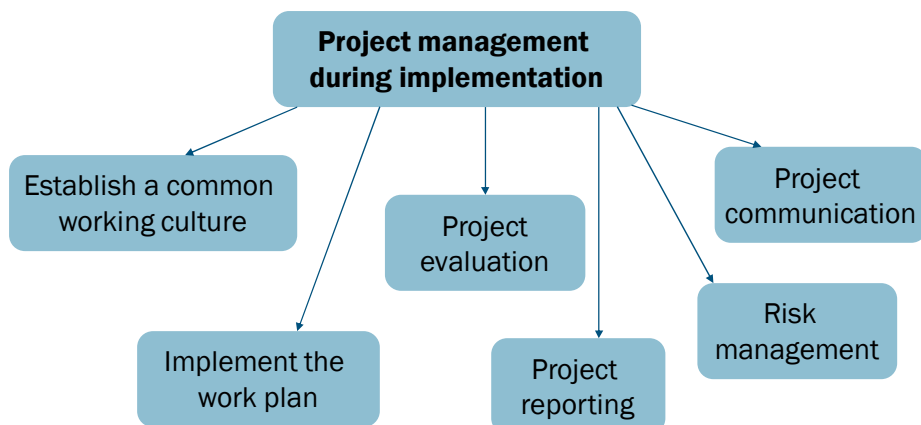
# Project Implementation

Interreg Project Management Camp  
12-15 September 2017 | Utrecht, The Netherlands  
 @InteractEU

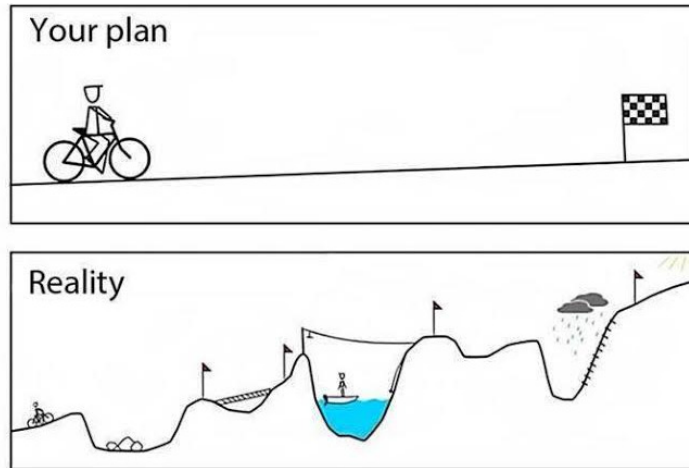
Polona Frumen, Interact Programme



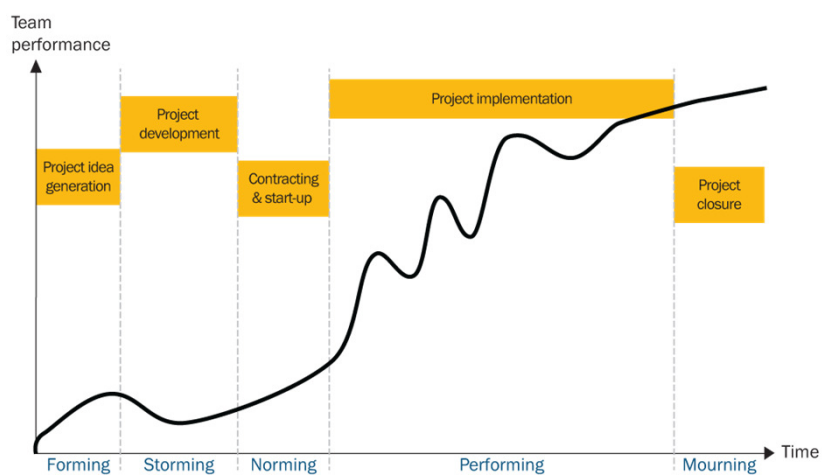
## What happens at this stage



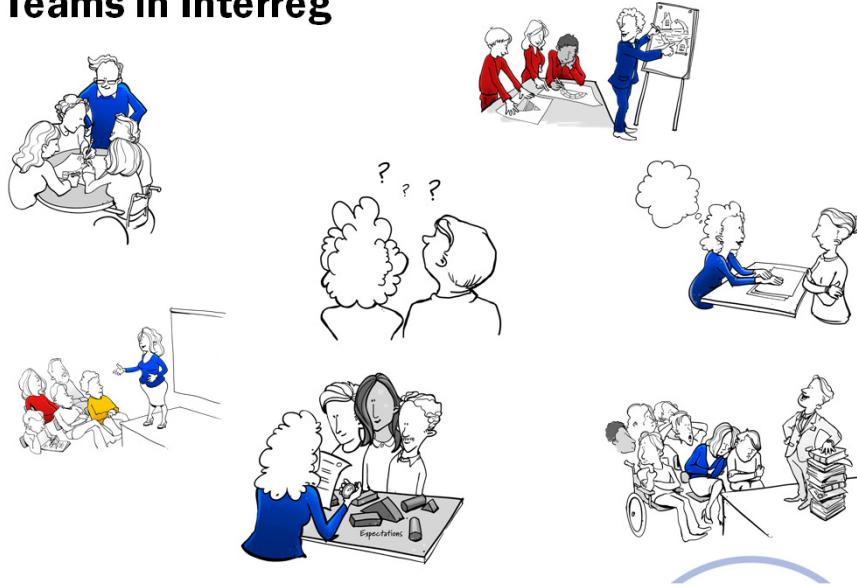
## Planning versus reality



## Remember: Team development stages



## Teams in Interreg



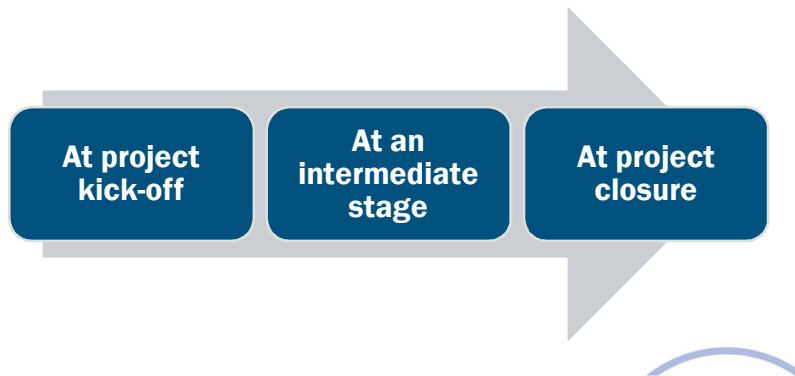
## Virtual team

Virtual team is a group of people who work together with a common purpose but are not located in the same place.



## Main challenge = trust building

The much-needed team cohesion for virtual teams can be encouraged if face-to-face meetings are held at three points in the life of a virtual team:



## Common working culture

Culture is about **perception** and what is **accepted** and **familiar** to different people.

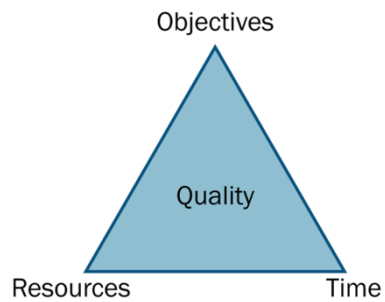
For example, emotions and rules are treated differently in different cultures.



**And the best way to create a global mindset is to take the best approaches of each culture to create a new culture.**

Cross cultural communication - Pellegrino Riccardi  
<https://www.youtube.com/watch?v=YMofREc5Jk>

## Implementation of the work plan



- Planning
- Implementing activities
- Keeping track
- Managing challenges
- Revising
- Communicating

**“If a project leader understands that one of their key tasks is to provide the right conditions for the team to relate well, the relationships actually create capacity.”**



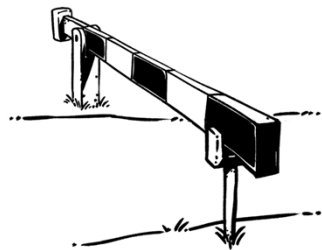
## Internal partnership communication

- **What** needs to be communicated and why?
- **Who** needs to be informed?
- **When** and how often do they need to be informed?
- **How** should they be informed? What is the most appropriate medium?







## Managing risks

Risks are internal or external events that may occur during project implementation and could **threaten the achievement of project objectives** and the project as a whole.

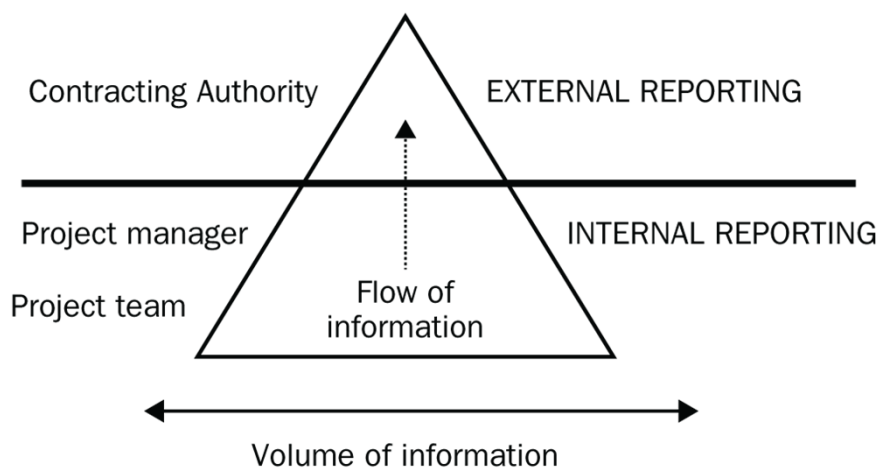


## Assess risks through a risk assessment matrix

| Severity                | Likelihood of occurrence |            |            |          |                  |
|-------------------------|--------------------------|------------|------------|----------|------------------|
| Severity of consequence | 1 Rare                   | 2 Unlikely | 3 Possible | 4 Likely | 5 Almost certain |
| 5 Catastrophic          | 5                        | 10         | 15         | 20       | 30               |
| 4 Major                 | 4                        | 8          | 12         | 16       | 20               |
| 3 Moderate              | 3                        | 6          | 9          | 12       | 15               |
| 2 Minor                 | 2                        | 4          | 6          | 8        | 10               |
| 1 Negligible            | 1                        | 2          | 3          | 4        | 5                |

|   |                               |   |  |
|---|-------------------------------|---|--|
|  | Tolerate this risk            |  | Treatment required                       |
|  | Treat on a case by case basis |  | In-depth treatment or terminate activity |

## Project reporting



## Reporting tips



- Make it interesting, informative.
- Provide information that your audience needs.
- Limit it to the requested period.
- Compare actual performance with respect to the plan in the application form.
- Include no surprises (report problems).
- Don't forget final check.



## Project evaluation ...

- Is NOT a legal requirement.
- Is a tool to measure your project performance.
- Should be seen as a learning exercise.
- Can be carried out during and after the project implementation.





## Project monitoring – project evaluation

### Definition:

**Monitoring:** Ongoing analysis of project progress towards achieving planned outputs/results with the purpose of checking if the project is on track.

**Evaluation:** Assessment of the effectiveness, efficiency and impact of the project.

### Who:

**Monitoring:** internal management

**Evaluation:** internal or external experts

### When:

**Monitoring:** on-going during the implementation

**Evaluation:** mostly at the end of the project but also during the implementation (mid-term or on-going evaluation)




## Key features of a project evaluation


- What is the **purpose** of your evaluation?
- What exactly are you evaluating? What is the **object of evaluation and its scope**?
- Who does the project aim to deliver? Which **stakeholders** are involved in the evaluation?
- Who will carry out the evaluation? Will you use **internal or external evaluators**?
- What **methodology** will be used? Which evaluation questions and criteria will you use?



## **What is the benefit for the project for carrying out an evaluation?**

- **Accountability** - How well has the project used its resources and what has been its impact?
  - **Implementation** - How efficiently was the project implemented?
  - **Knowledge production** – What have we now learned about what works?
  - **Planning/efficiency** - Was your project worth implementing?
- 

## **What is the benefit for the programme for carrying out a project evaluation?**

- Additional data/information which the programme might need to collect
  - Data on certain themes (TOs) across projects
  - Outcomes of project evaluations might support the programme evaluation
- 

## Practical tips for project evaluation



- **Be pragmatic!** Consider that your resources are limited, administrators are not always efficient, coordination can be imperfect, knowledge is patchy and data are often not available. Even modest outputs can make a big difference!
- **Contact your programme to find out if there are some guidelines you have to consider.** Inform them about your evaluation, including the purpose, questions, method.
- **An evaluation can be carried out during the project implementation to reveal weaknesses in project design or be carried out at the end of the project implementation to appraise success or weaknesses.**



## Practical tips for project evaluation



- Make sure that **the evaluation is integrated into project planning and management.** An evaluation takes time and human resources.
- Make sure that you **involve the right stakeholders** – if a major stakeholder interest is ignored, this is likely to weaken your evaluation, either because it will be poorly designed or because its results will lack credibility.
- **The importance of evaluation questions in an evaluation design can not be overstated.** Formulate evaluation questions in a way that is easy to answer. Ask questions that someone will find useful.



## **Cooperation works**

All materials will be available on:

[www.interact-eu.net](http://www.interact-eu.net)

**Contact: Polona Frumen, [polona.frumen@interact-eu.net](mailto:polona.frumen@interact-eu.net)**