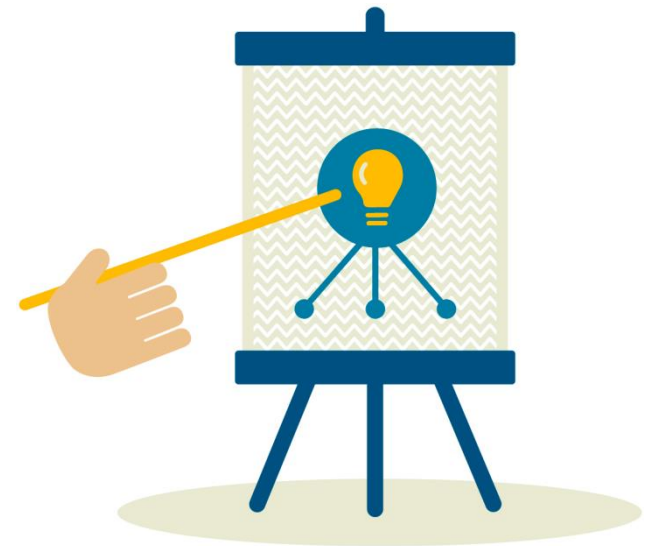


Project implementation challenges

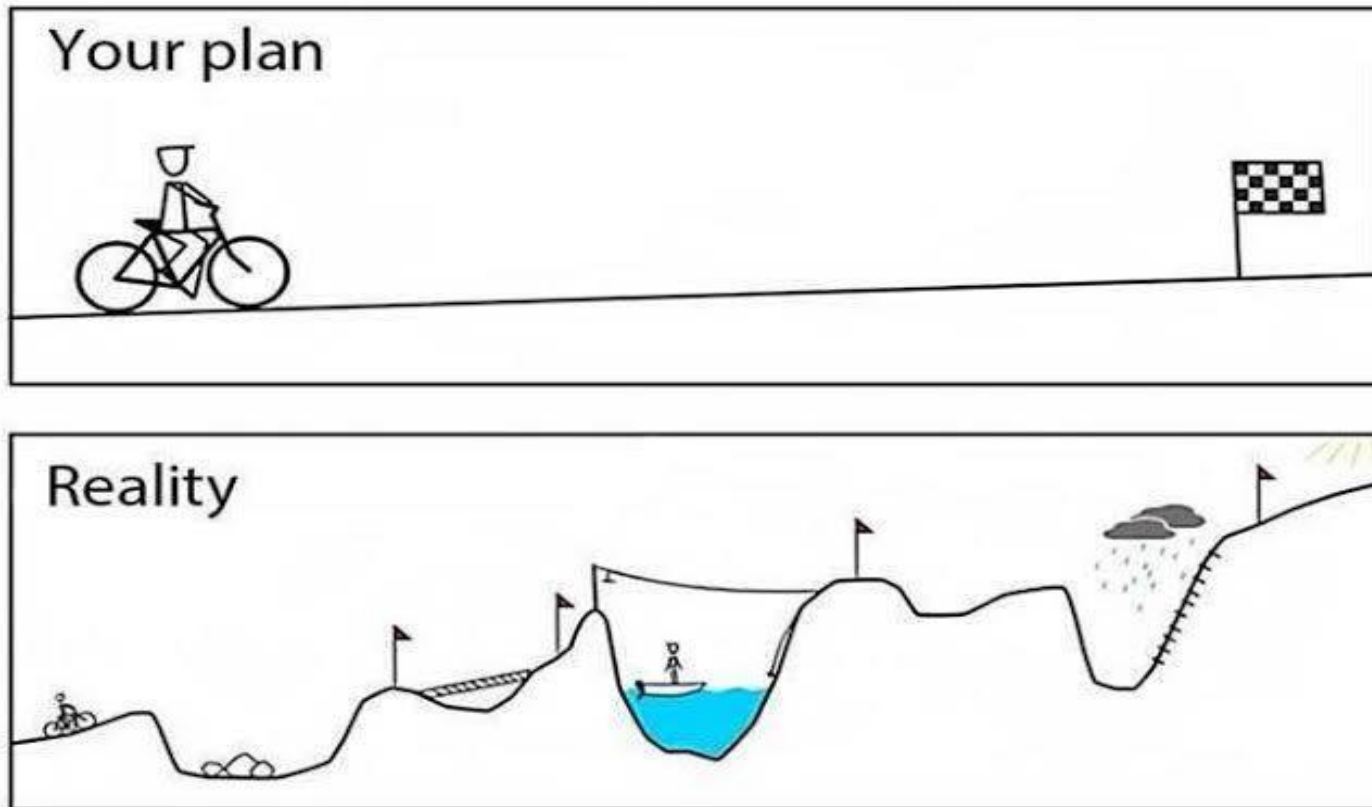
Programme Management for Beginners

17-18 October 2017 | Madrid, Spain

Tsveta Aleksandrova, Interact Programme



Nothing goes as planned, but that is fine provided someone controls the situation



Project modifications and programme reactions

Modification	Programme reaction
Activity	Accepted, budget implications considered
Roles	Join implementation is not threatened
Partnership	Serious change
Outputs and results	Questioned
Time plan	Accepted, de-commitment considered
Budget	Flexibility of 10 – 20 %

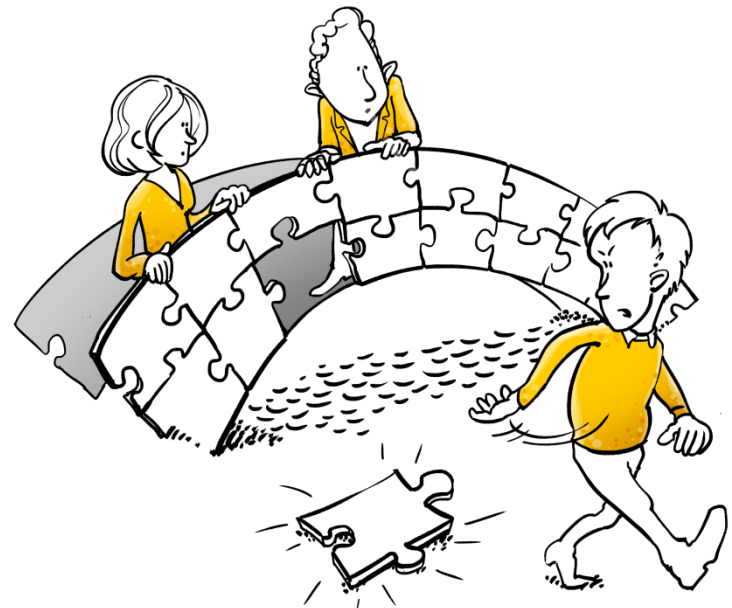
Modifications

Budget modifications:

- Budget line – Budget line
- Work package – Work package
- Partner – Partner
- Mixture of all above

Programme approval:

- Joint Secretariat
- Managing Authority
- Monitoring Committee

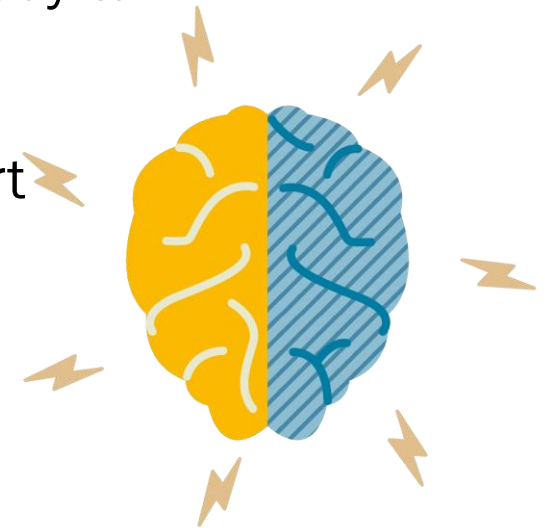


Questions asked by programme before modification considered

- Is it really necessary to implement this modification?
- What should be done in order to avoid this modification?
- The nature of modification (activity, partnership)?
- Who does it affect (one partner, whole partnership)?
- Does it affect project budget?
- Does it affect project timeline?
- Is it dangerous for delivery of some outputs or results?

How to avoid modifications ?

- Define the responsibilities and procedures for day-to-day management and coordination
- Involve partner finance managers from the start
- Make sure reporting procedure is clear
- Have in place risk and quality management
- Make sure communication within partnership is smooth, open and honest



Unavoidable

Erupting volcano, fire in the office, flooded investment

Financial errors

Ineligible expenditure that is NOT deemed an irregularity:

- corrected before the submission MA/JS
- deducted by the MA/JS
- addressed by the CA

Errors do not decrease the project budget.



Irregularities

An ineligible amount that was **already included** in the claim to the European Commission is considered an irregularity.

- One-off or systematic
- Require programme level corrections in the form of withdrawals or recoveries.
- Can affect the project implementation:
 - further checks and/or
 - repayment of funds.

Irregularities decrease the project budget.

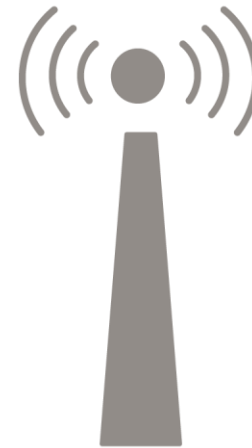
Main causes of irregularities

- Non-compliance with public procurement rules
- Calculation errors, wrong accounting, wrong budget line
- Infringement of “value for money” principle
- Not planned activities with no relevance to project
- Infringement of eligibility rules
- Weak audit trail



Irregularities – high risk partners

- Large budget
- Inexperienced partners
- Partners in many projects
- High investment costs
- Private partners
- NGOs

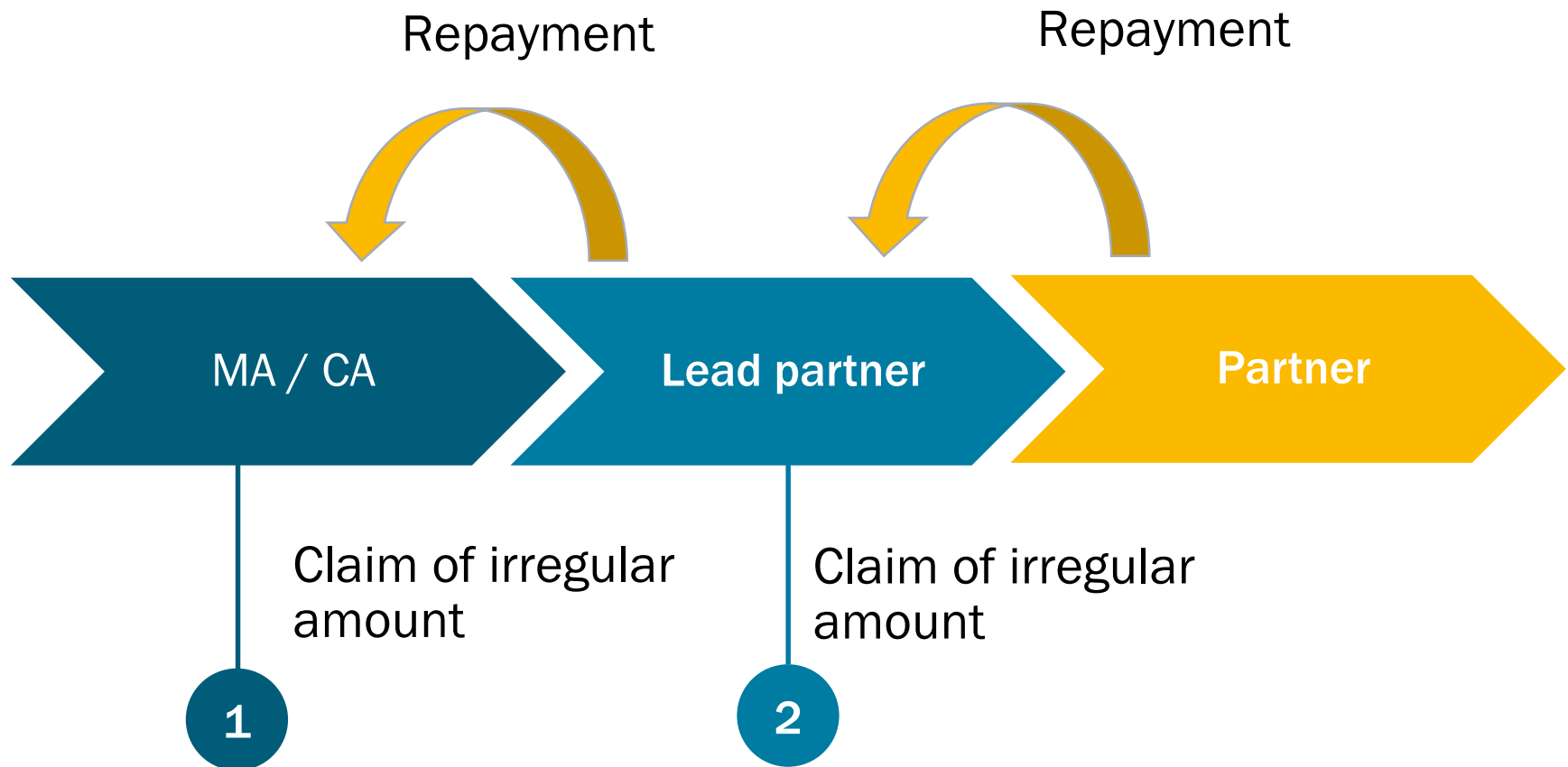


How to avoid irregularities

- Prevention – trainings, seminars
- Network of controllers
- Detailed guidelines
- Lead partners / controllers of LP to check quality of the project report

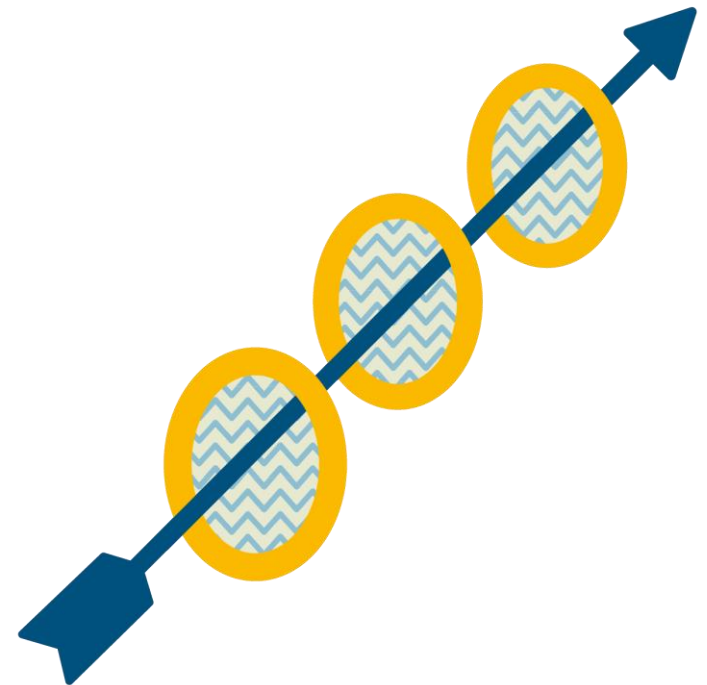


Recoveries



Other challenges

- Delays in implementation
 - Partners not following the rules
 - Bad or lack of communication
 - Queuing for verification
 - Discrepancies in interpretations
 - E-cohesion – electronic systems
 - Lack of funds at programme account
- ... floods, erupting volcanos ...



Cooperation works

All materials will be available on:

www.interact-eu.net