# Project Management

Project Management training

22-23 November 2017 I Nicosia, Cyprus

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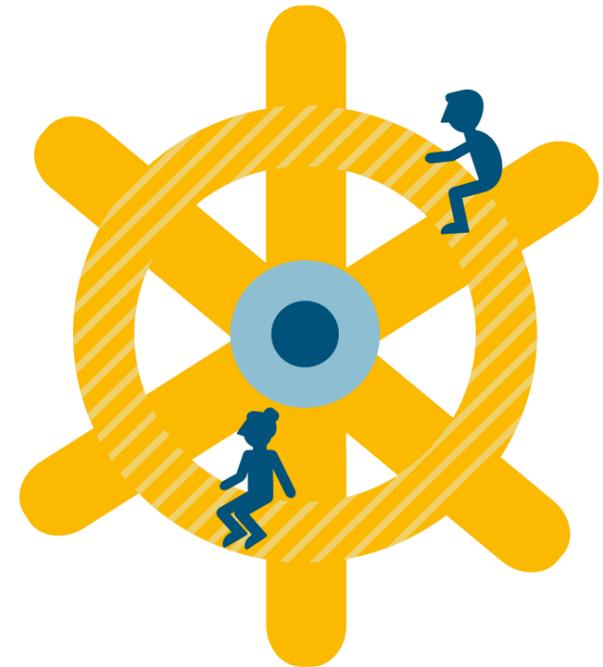
# What happens at this stage
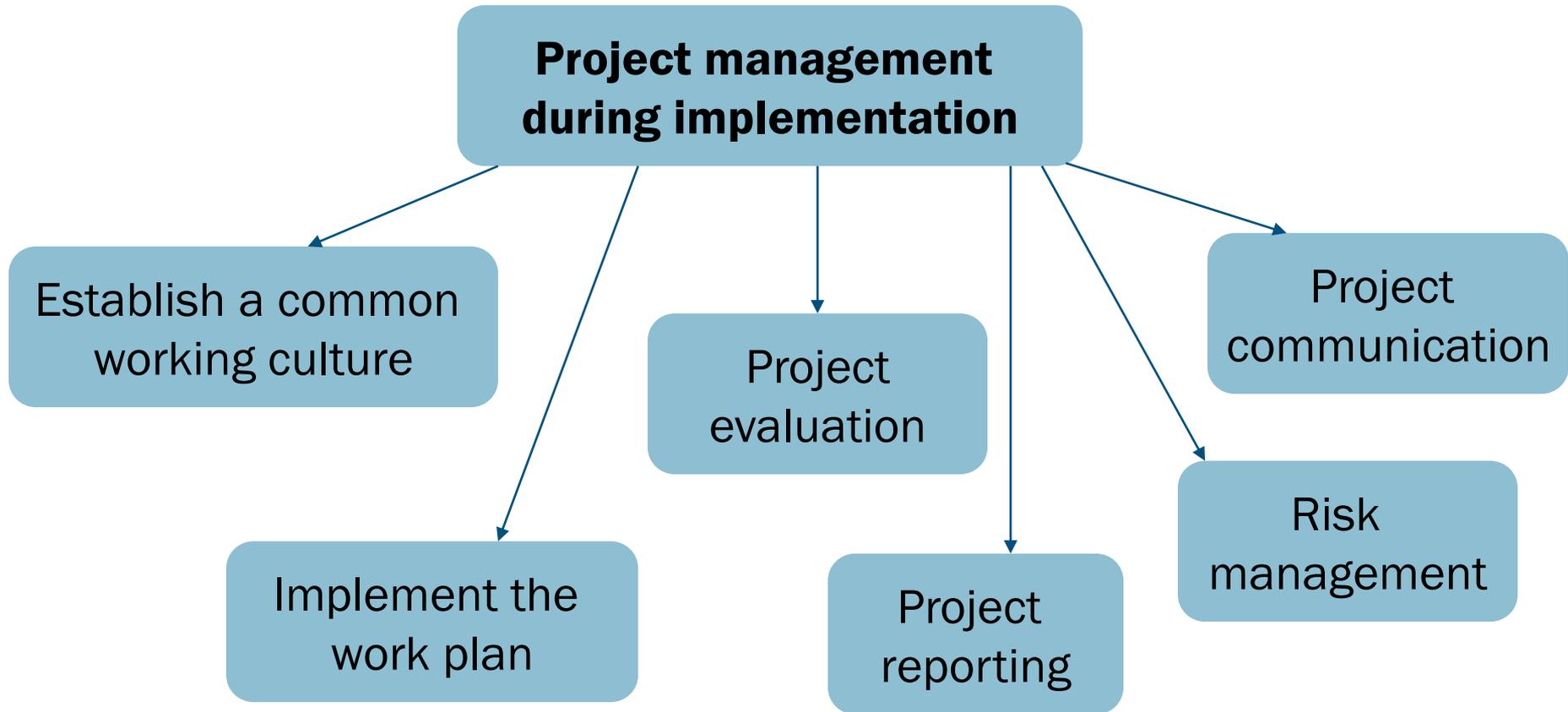
Programme assistance to projects

"The joint secretariat shall … assist beneficiaries in the implementation of operations." (ETC Regulation, Article 23.2)

1. Select one facilitator and two project challenges

2. Agree in the group what advice would you give to projects (20 min):

    - what they can do themselves

    - what can the programme do for them

3. Switch after the first round so each person can contribute to 4 challenges (2nd round = 10 min)

4. Add additional or sub-challenges that projects often struggle with

Remember: Team development stages
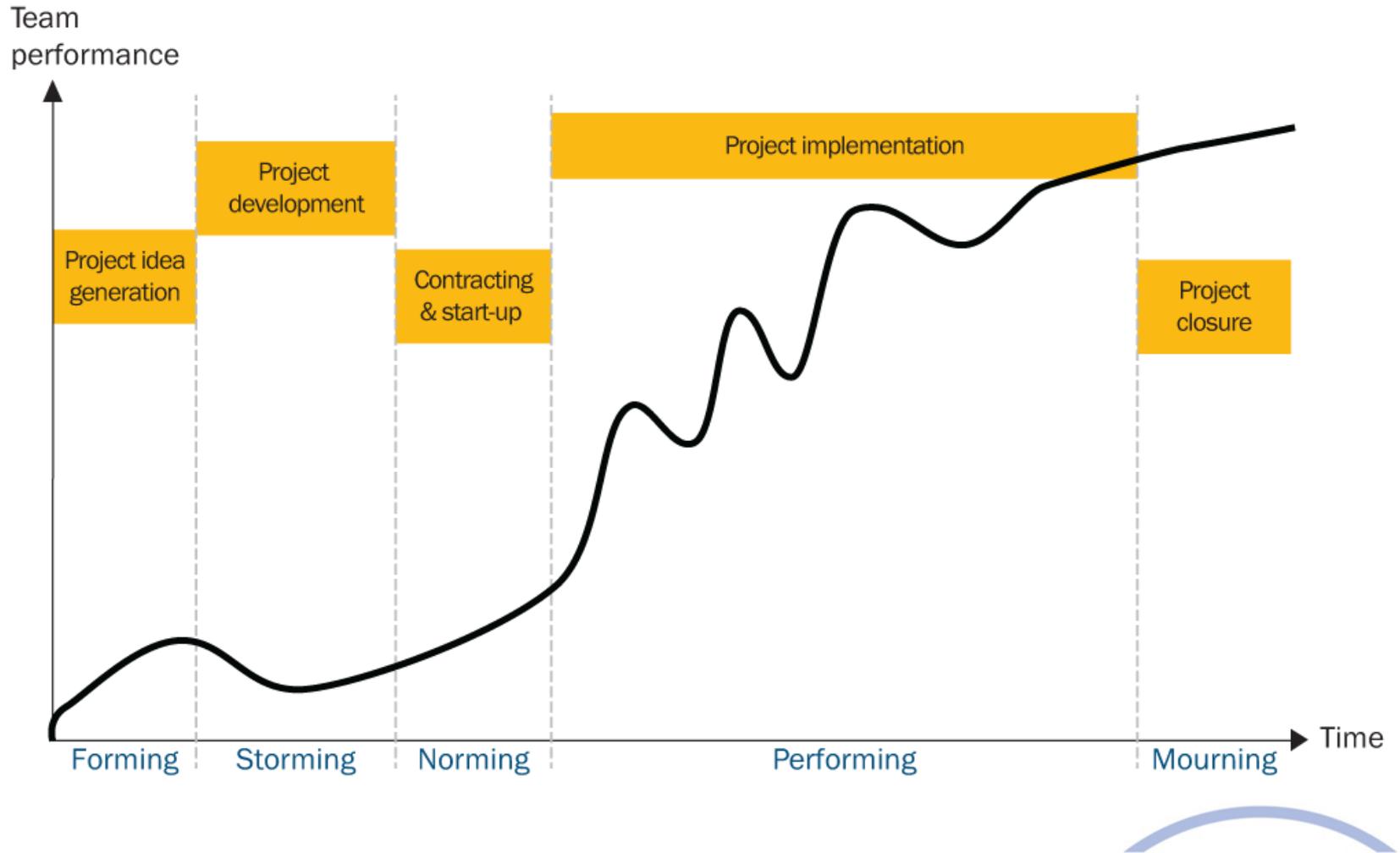
Responsibilities: LP vs PP

|	Lead partner (LP)	Project partner (PP)
Project idea generation	Owner of the idea (usually)	Actively involved
	Coordinates the process	
Project development	Coordinates the process	Actively involved
	Signs and submits the application	Provides necessary doc
Contracting and start-up	Coordinates clarification process	Signs partnership agreement
	Signs subsidy contract	
	Prepares partnership agreement	
Project implementation	Overall coordination	Implements assigned activities
	Verifies expenditures and submits progress reports to the programme	Ensures that expenditure has been certified
	Receives payments from the programme	
	Transfers funds to the partners	Submits reports to the LP
Project closure	Pays back any amounts which have to be recovered to the programme, and recovers these funds from the PP	Responsible and liable for irregularities in the expenditure it has declared

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:

| At project kick-off | At an intermediate stage | At project closure |
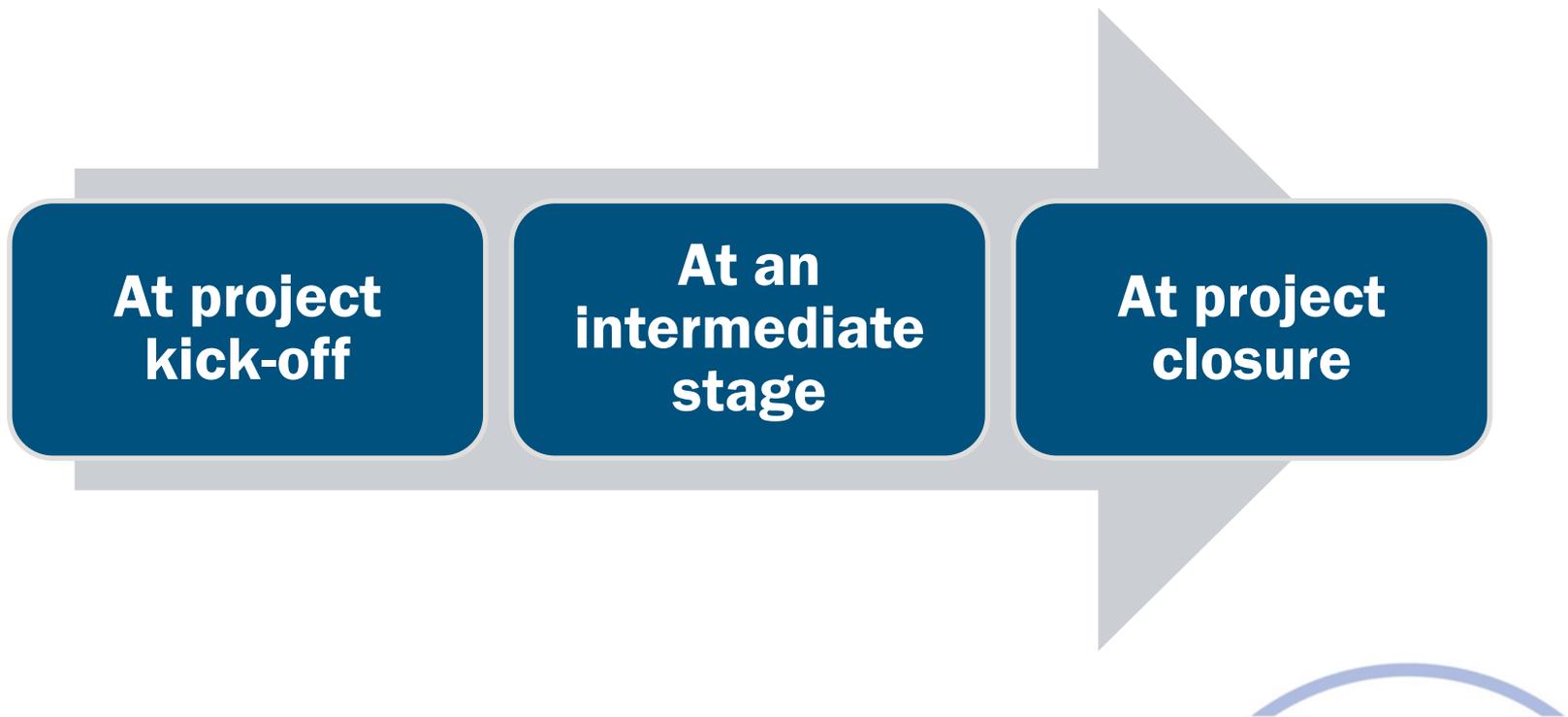
"If a project leader understands that one of their key tasks is to provide the right conditions for the team to relate well, the relationships actually create capacity."

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.
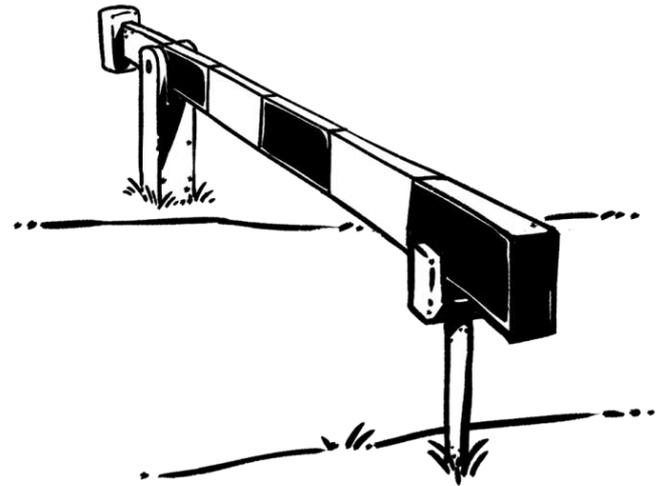
Assess risks through a risk assessment matrix

| Severity	Likelihood of occurance				
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 implementation elements
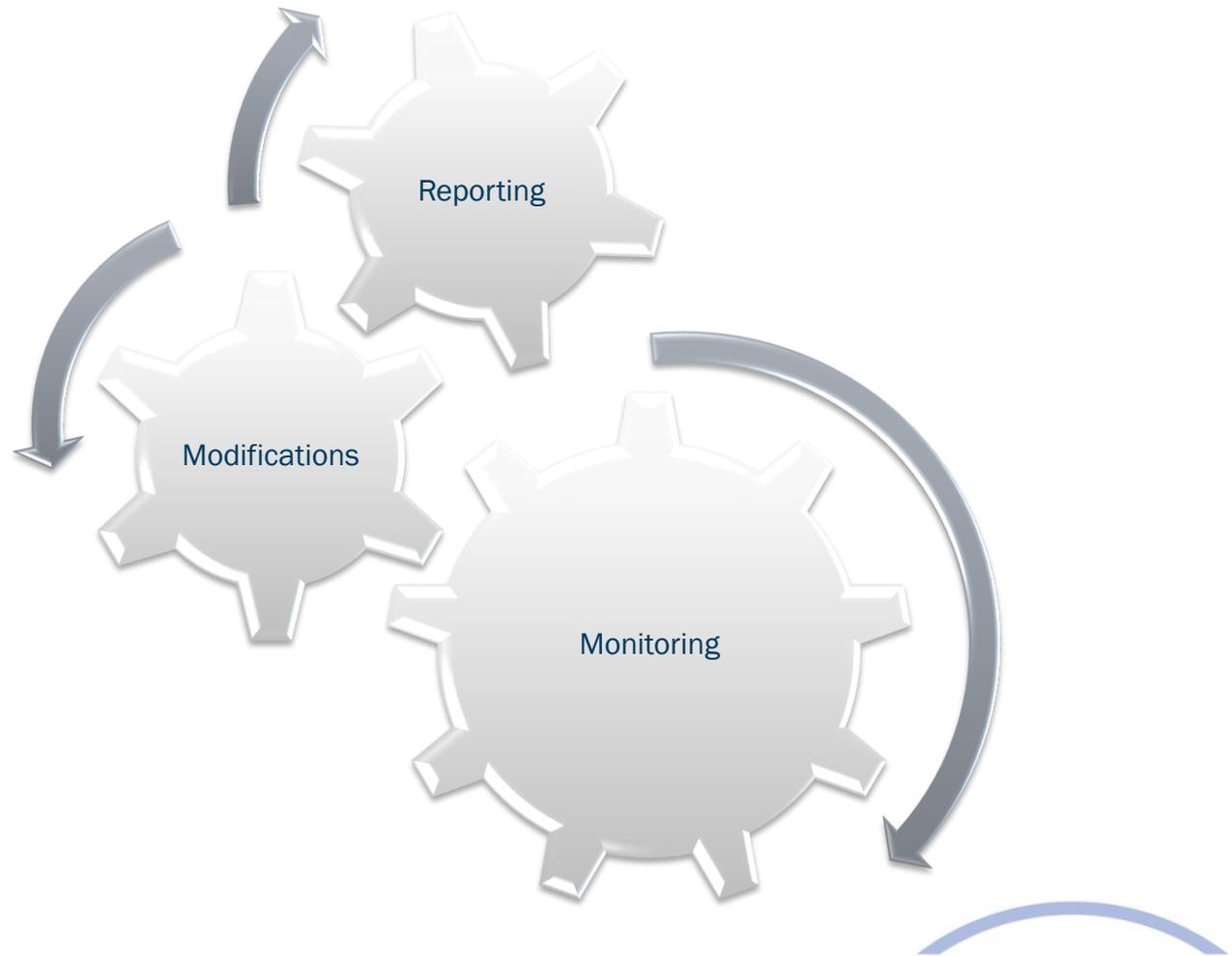
Monitoring

- To assure that project expenditure incurred:
    - Is in line with budget
    - Complies with the rules of eligibility

- On-going process

- Allows problem identification
- Verifies and provides transparency on the spending of public funds
- Knowledge of current situation always simplifies decisions making, especially if corrective actions are need

Reporting

All programmes require
- Financial content of reports:
    - List of eligible expenditures
    - Expenditures attributed to LB and WP
    - Certificate
    - Claim of total ERDF in EUR
- E-cohesion

Differs programme by programme
- Frequency
- Deadlines
- Content
- Attachments
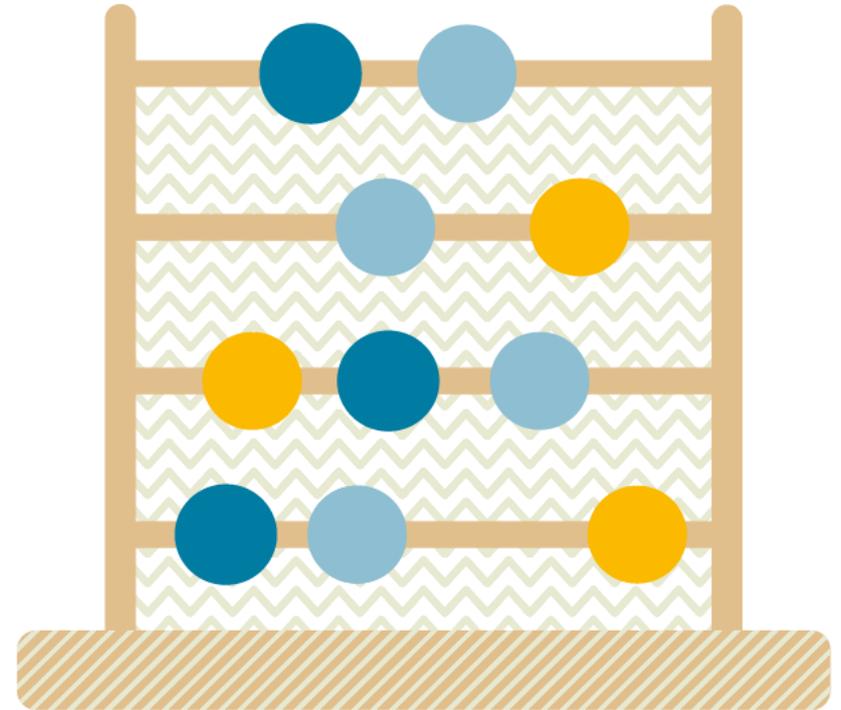
Reporting – Lead Partner responsibilities

- Deliverables comply with content and quality requirements
- Cost as budgeted
- Determine the information needs in the partnership
- Make sure that all information available on programme reporting procedures and reporting templates is passed on to the partner level
- Provide clarification related to the information/requirements
- Making sure that the partners provide the right information in order to produce the project report
- Making sure that any feedback from the reports reaches the partners
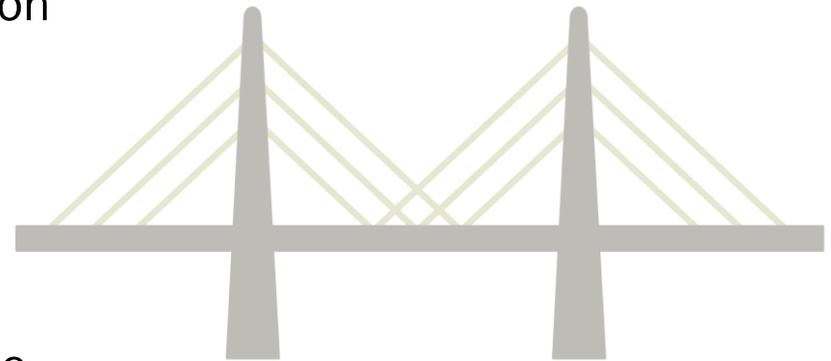
# Reporting – Partners responsibilities

- Review progress of tasks on partner level
- Report to the LP/ inform about the progress
- Inform of the potential risks and problems associated with risks
- Inform about information needs and discuss them with the LP and the rest of the partnership
- Regularly exchange status information
- Present / discuss plans for next actions

Reporting process and cash flows
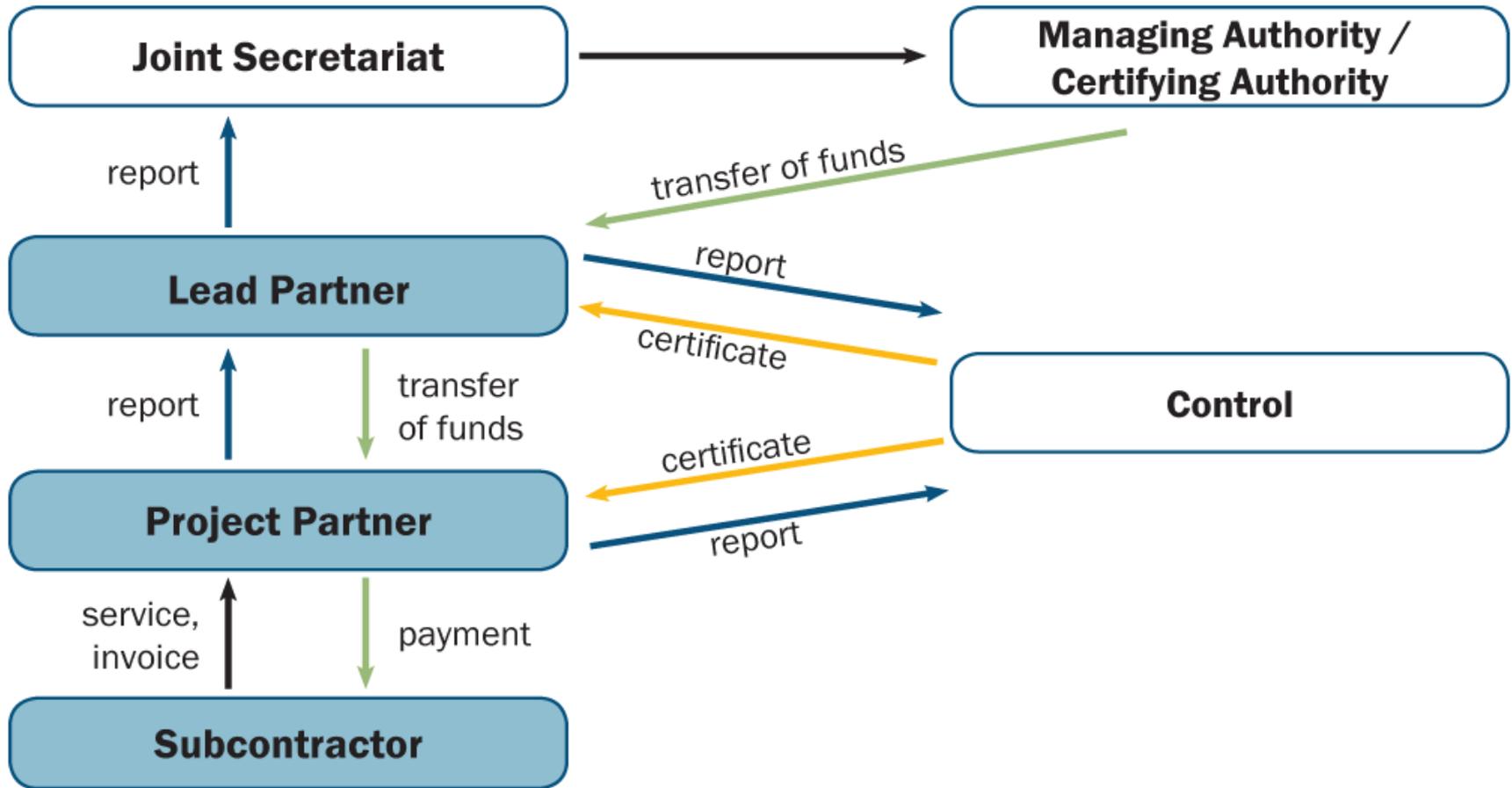
Reporting – what can get wrong?

- Queuing for verification
- Discrepancies in interpretations
- E-cohesion
- Irregularities (procurement)
- Lack of funds at programme account
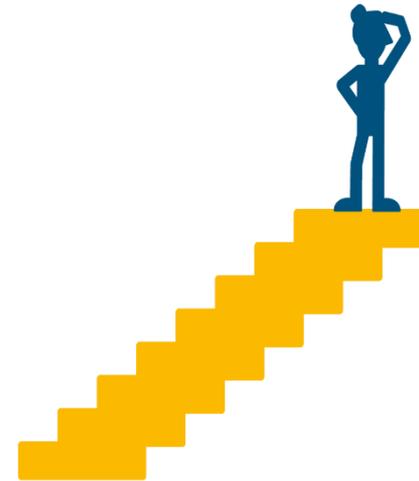
Balancing the relation programme – project

"The joint secretariat shall … assist beneficiaries in the implementation of operations."
(ETC Regulation, Article 23.2)

Project – on time spending

Programme – quick reimbursement

Project – lagging behind the plan

Programme – de-committment
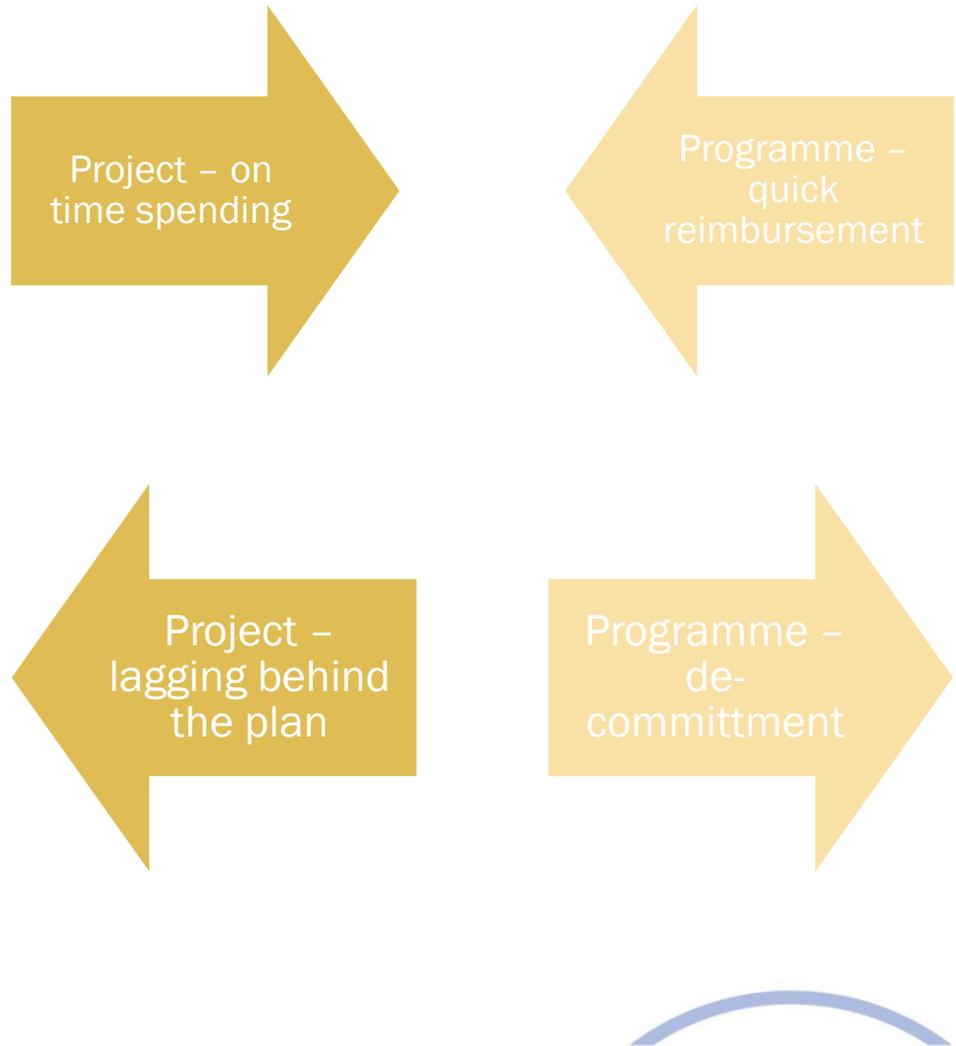
Project implementation warning signs

- No proper monitoring

  (where is the invoice for these constructions works?)

- No clear leadership

  (should we buy it now or next year?)

- Inexperienced project management

  (I am not into finance – consult your accountant)

- Little communication at every level

  (I did not know it is important)

- Competing priorities

  (I am told to help my boss with other duties)

Project modifications
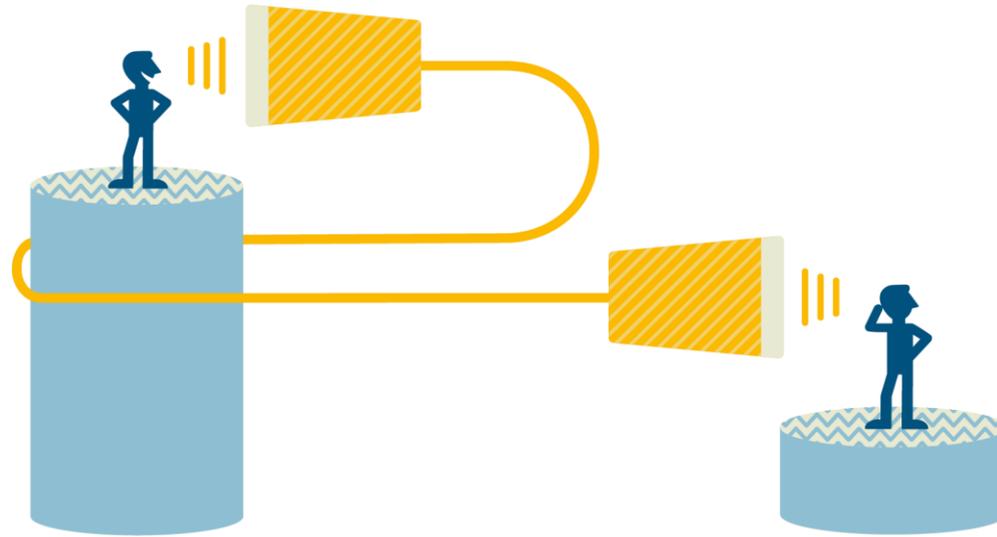
Nothing goes as planned, but that is fine provided someone controls the situation
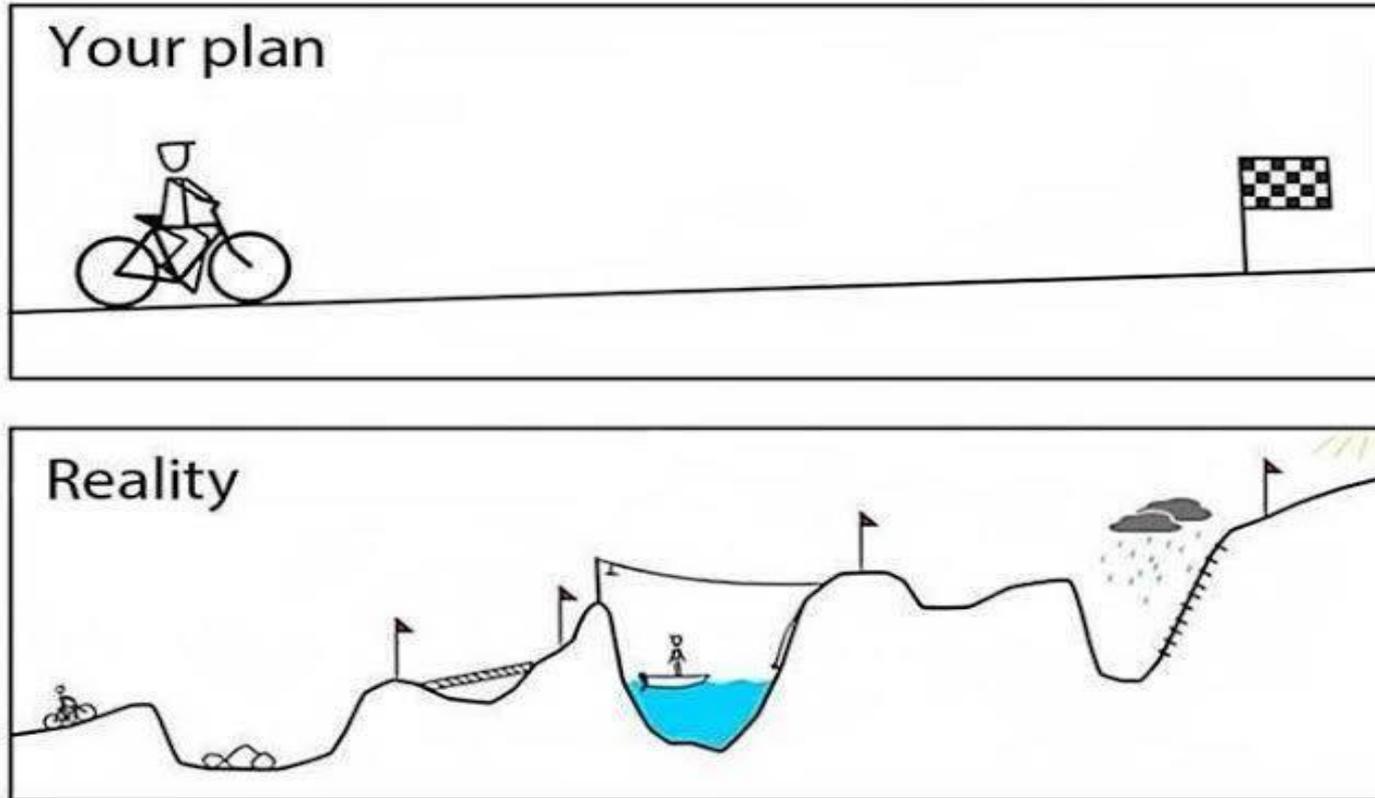
Project modifications and programme reactions

| 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
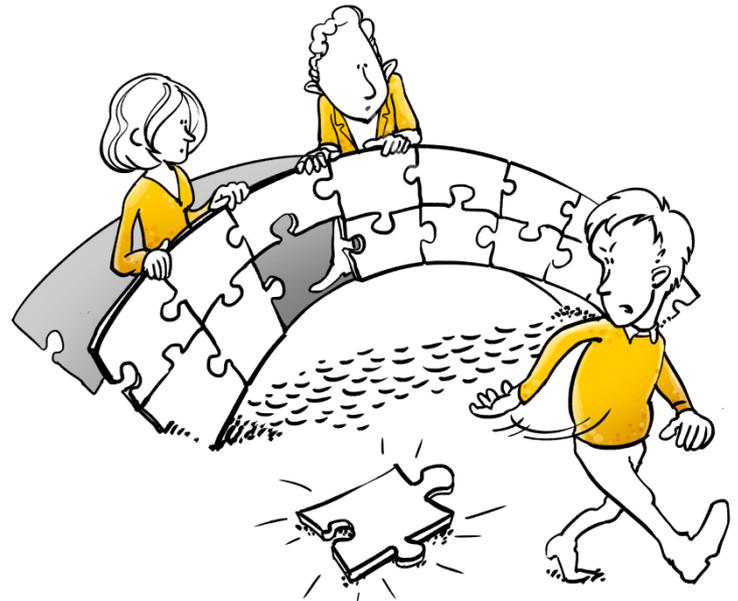
Questions asked by programme before modification considered

- 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 (1 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

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 an 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 projet** 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