

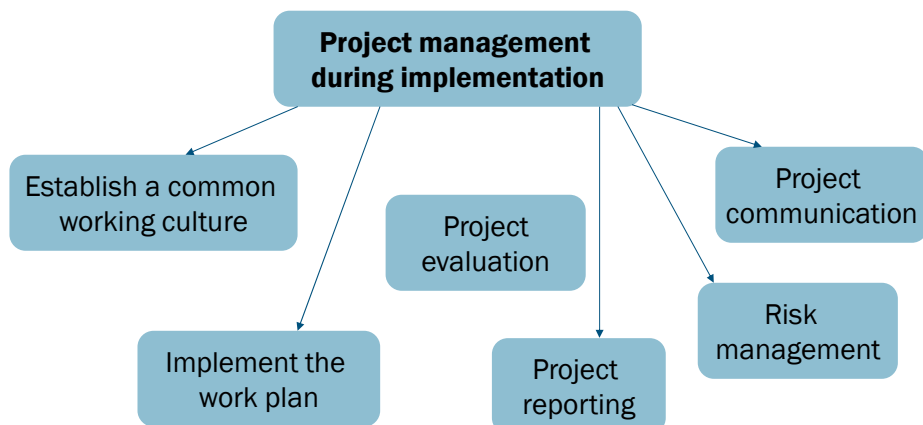
Project implementation

Interreg Project Management Camp
4-7 June 2019 | Budapest, Hungary

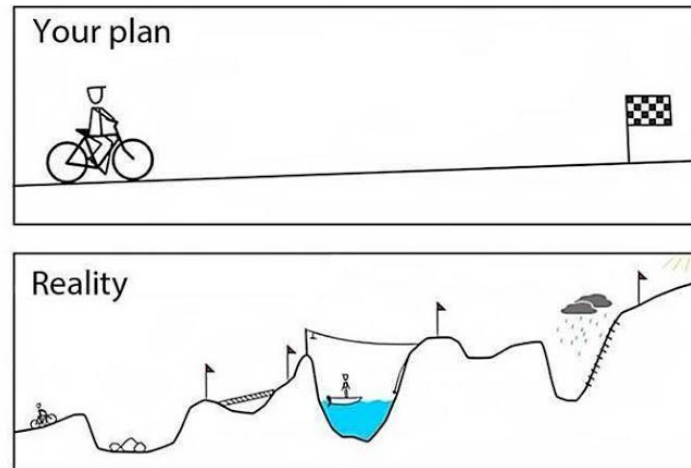
Robert Mazurkiewicz, Interact Programme



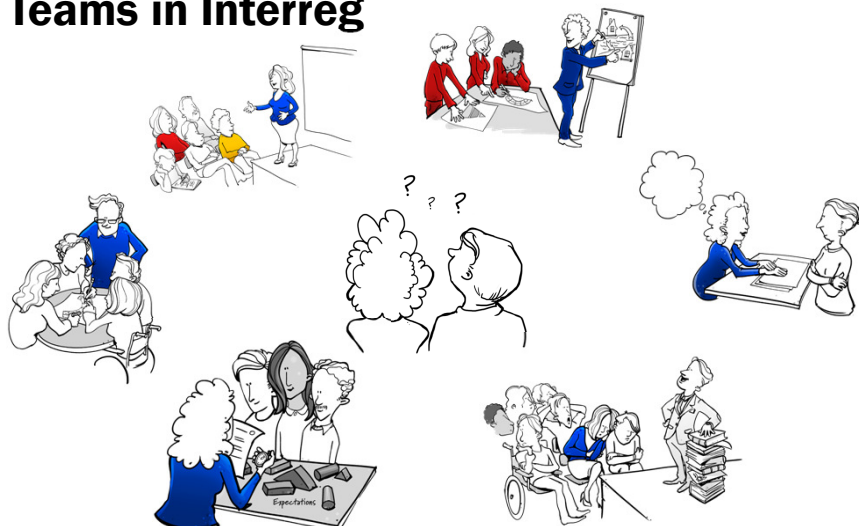
What happens at this stage



Planning versus reality

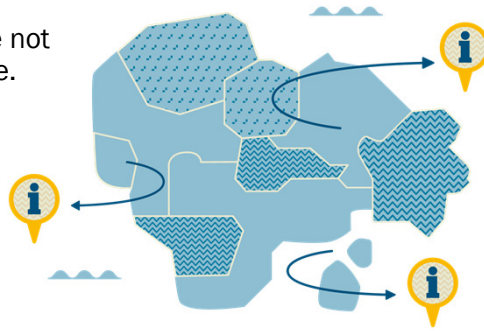


Teams in Interreg



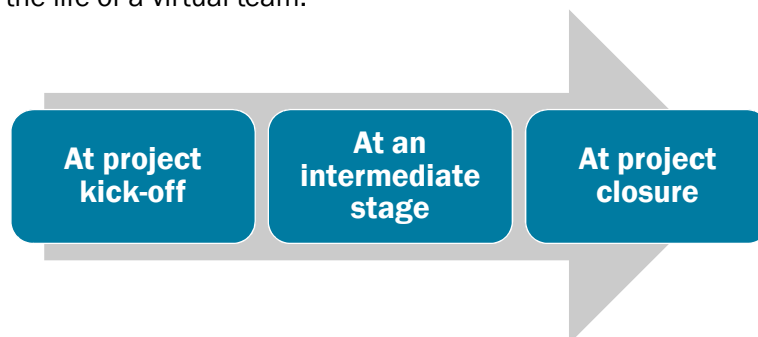
Virtual team

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:



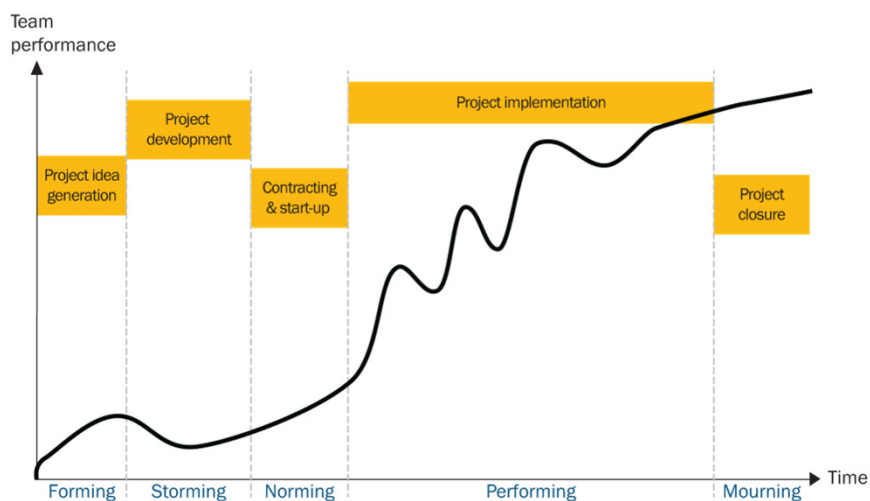


Group work: Programme assistance to projects

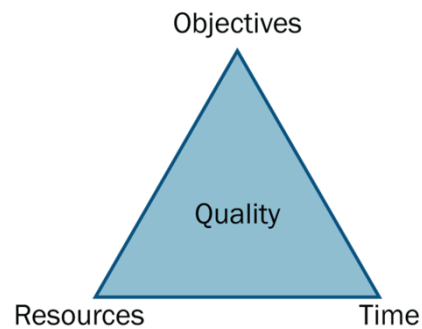
“The joint secretariat shall ... assist beneficiaries in the implementation of operations.” (ETC Regulation, Article 23.2)

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



Implementation of the work plan



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



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	25
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

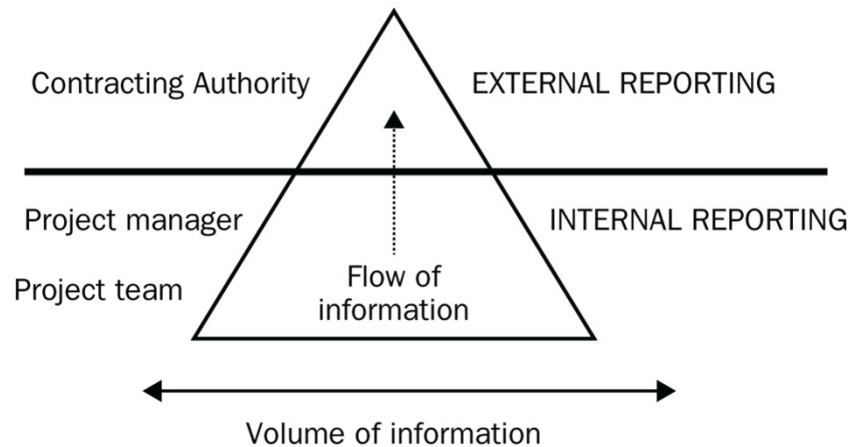


Treat on a case by case basis



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 and 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

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=YMyoREc5Jk>

Cooperation works

All materials will be available on:

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