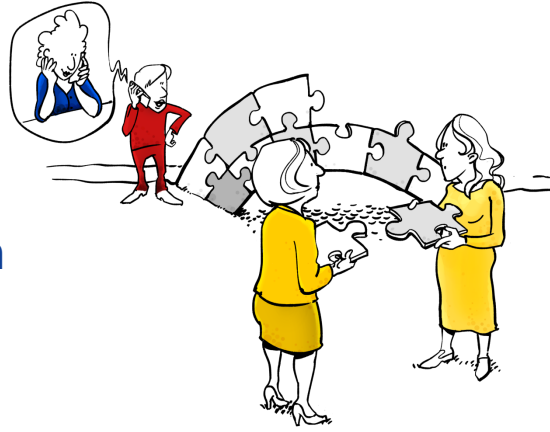


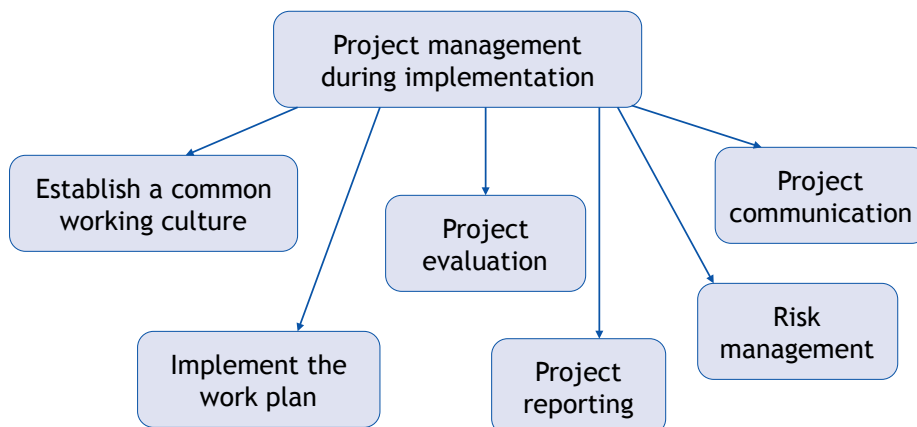
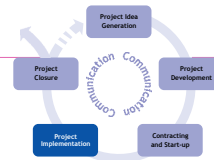
# Project Implementation



Interreg Project Management Camp  
Gothenburg, 28 June - 1 July 2016

1

## What happens at this stage



2



## Establish a common working culture



Cross cultural communication:

Pellegrino Riccardi

<https://www.youtube.com/watch?v=YMyofREc5Jk>

3



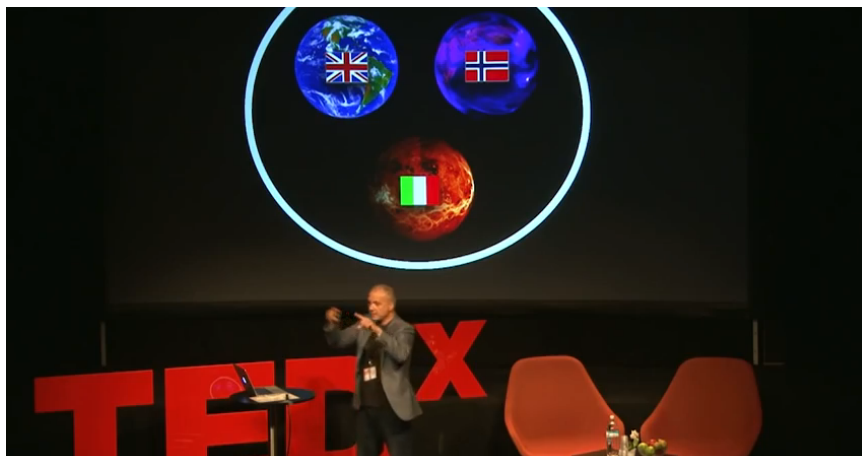
Culture is about perception and what is accepted and familiar to different people.



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.



## Internal partnership communication questions

- **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?

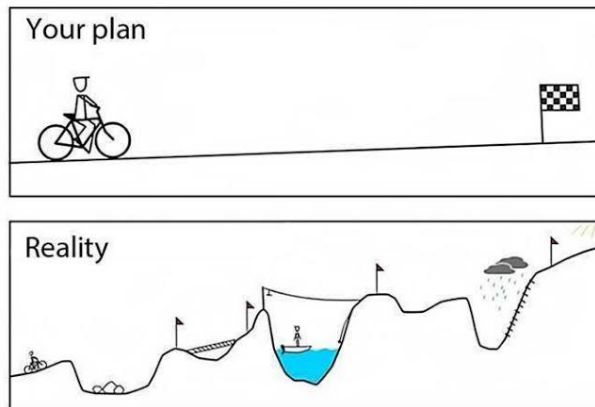
7



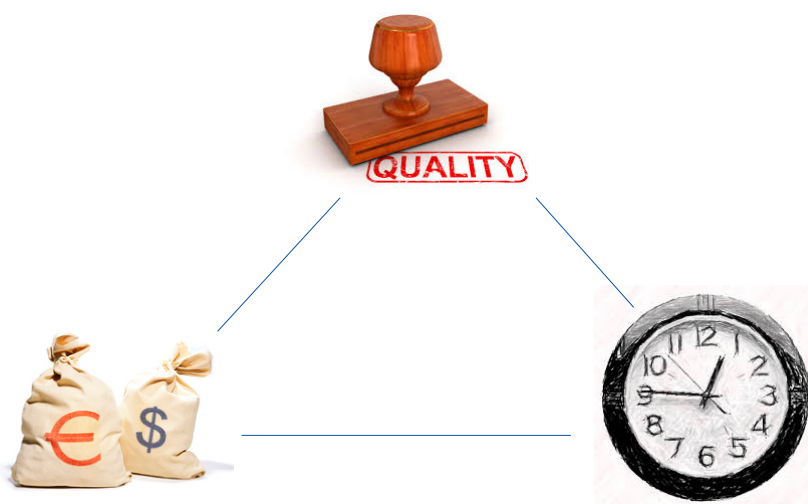
Implementation  
of the work plan

8

Nothing goes exactly as planned is NOT A DANGER  
As long as you know it and you can manage it



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## Project reporting in

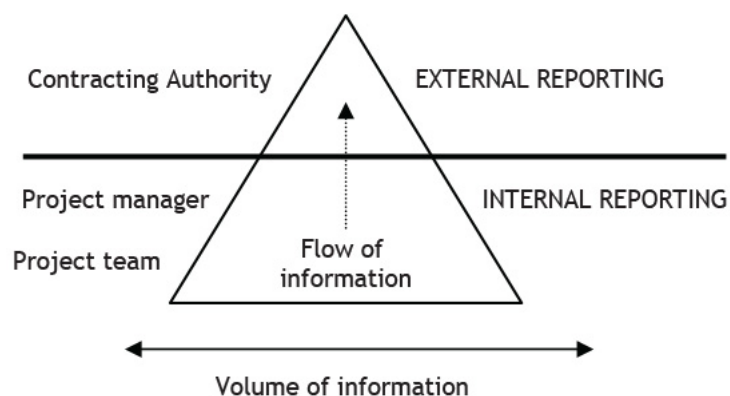
2007-2013



2014-2020



## Project reporting





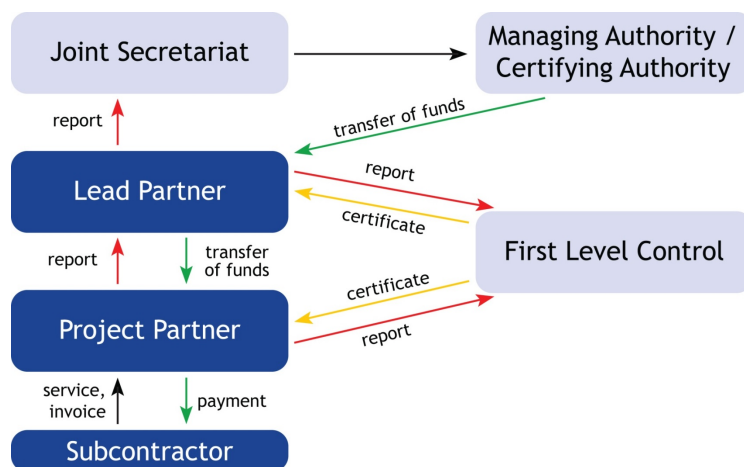
## Reporting tips

- 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.

Programme Guidance Notes!

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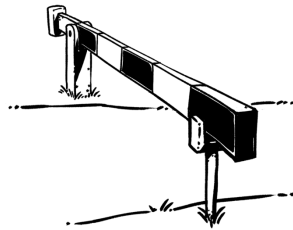
## Reporting processes



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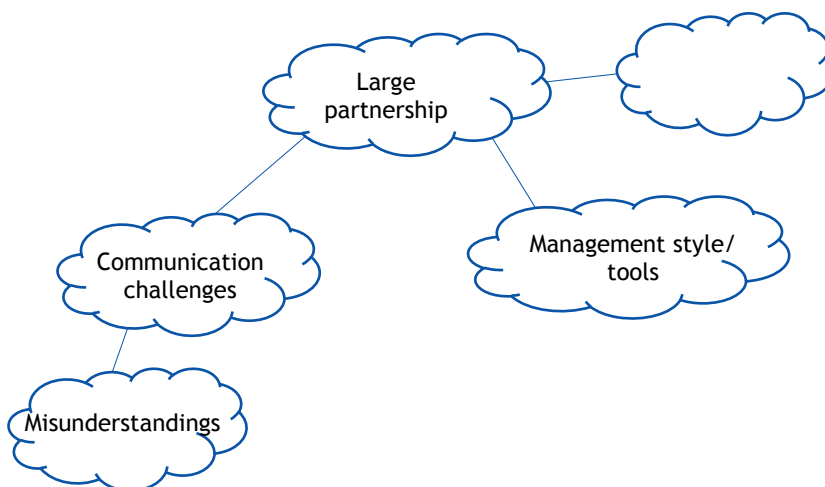
## Managing risks

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.



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## Identify potential risks through a mind map



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## 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

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## Which challenges might the project come across while ...

- Establishing a common working culture incl. internal communication (Group 1)
- Implementing the work plan (Group 2)
- Reporting (Group 3)
- Identifying and managing risks (Group 4)

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*“The joint secretariat shall ... assist beneficiaries in the implementation of operations.”*

(ETC Regulation, Article 23.2)



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How can the **programme help** the projects with their challenges found in ...

- Establishing a common working culture incl. internal communication (Group1)
- Implementing the work plan (Group 2)
- Reporting (Group 3)
- Identifying and managing risks (Group 4)

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## 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



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## 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)

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## 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?

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## 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?

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## 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

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## 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.**

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## 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.

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## What is different in 2014-2020?

- JS shall assist the beneficiaries in the implementation of operations (ETC Regulation, Article 23.2)
- E-cohesion
- Output indicator of the project will be aggregated on programme level (might influence the reporting)
- Impact evaluation of the programme: assess the contribution of the projects to the results

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