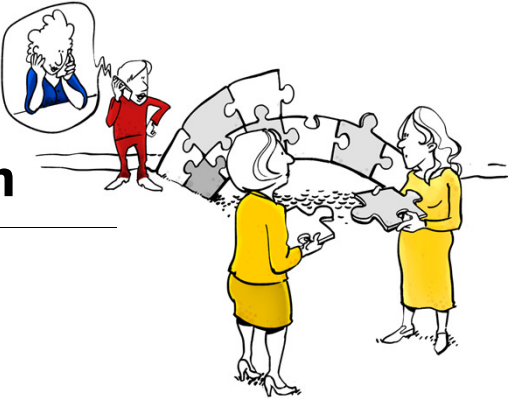# Project Implementation
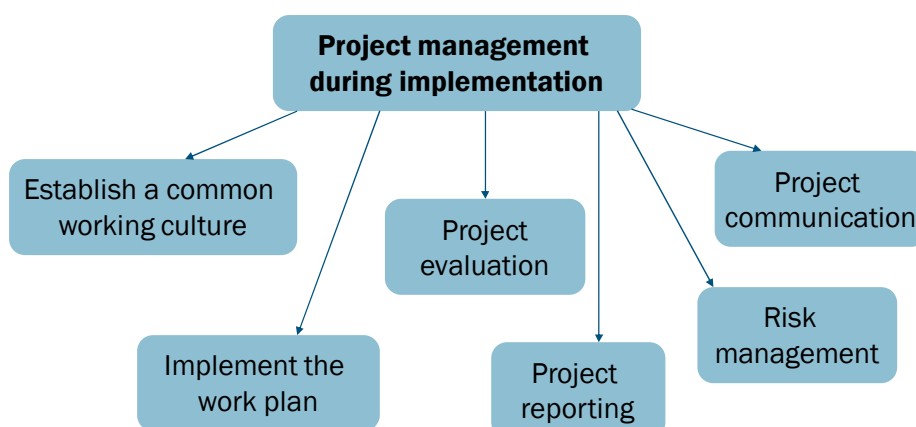
Interreg Project Management Camp
24-27 January 2017| St. Julian's, Malta
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Polona Frumen, Interact Programme

European Regional Development Fund

What happens at this stage

Project management during implementation

- Establish a common working culture
- Implement the work plan
- Project evaluation
- Project reporting
- Project communication
- Risk management

Establish a common working culture

Cross cultural communication:
Pellegrino Riccardi
https://www.youtube.com/watch?v=YMyofREc5Jk

**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.
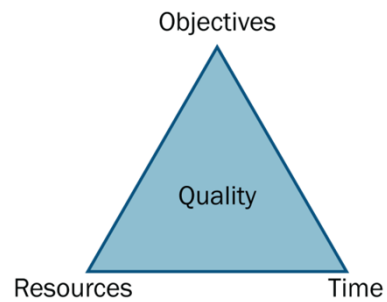
Internal partnership communication

- **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?

Implementation of the work plan

5

Implementation

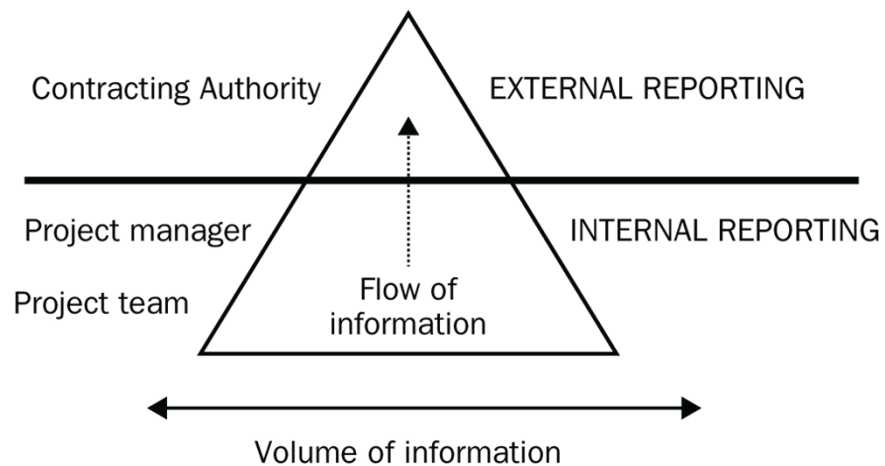Objectives

Quality

Resources   Time

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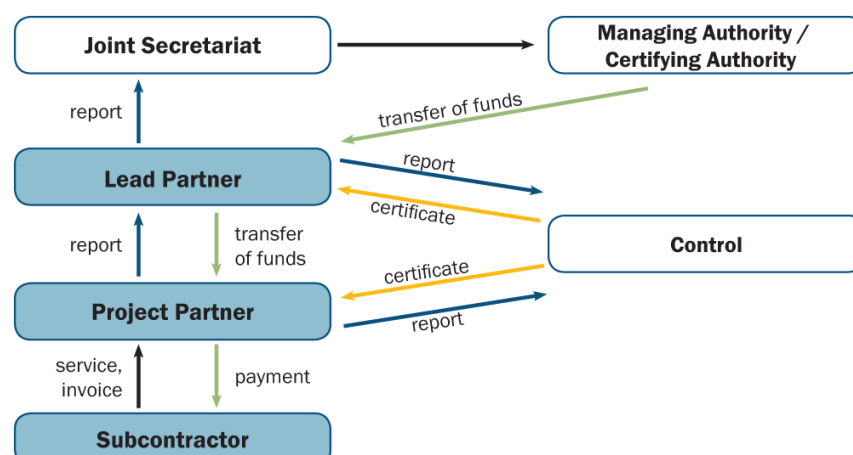- Keeping track
- Managing challenges
- Revising
- Communicating

If nothing goes exactly as planned it is NOT A DANGER as long as you know it and you can manage it!

Your plan

Reality

Project reporting

Contracting Authority — EXTERNAL REPORTING

Project manager — INTERNAL REPORTING

Project team

Flow of information

Volume of information

Reporting processes

Joint Secretariat → Managing Authority / Certifying Authority

report

transfer of funds

Lead Partner

report

certificate

report — transfer of funds

Control

certificate

Project Partner

report

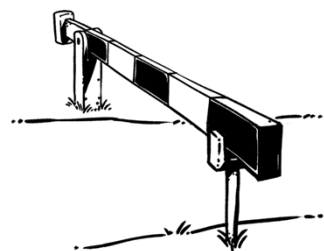service, invoice — payment

Subcontractor
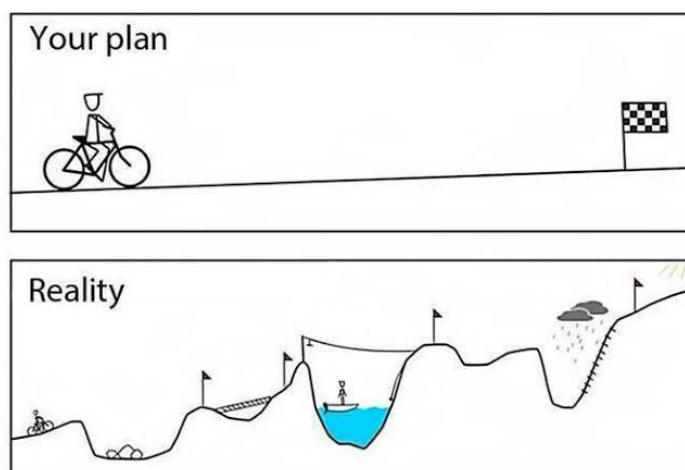
Reporting tips

- 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.

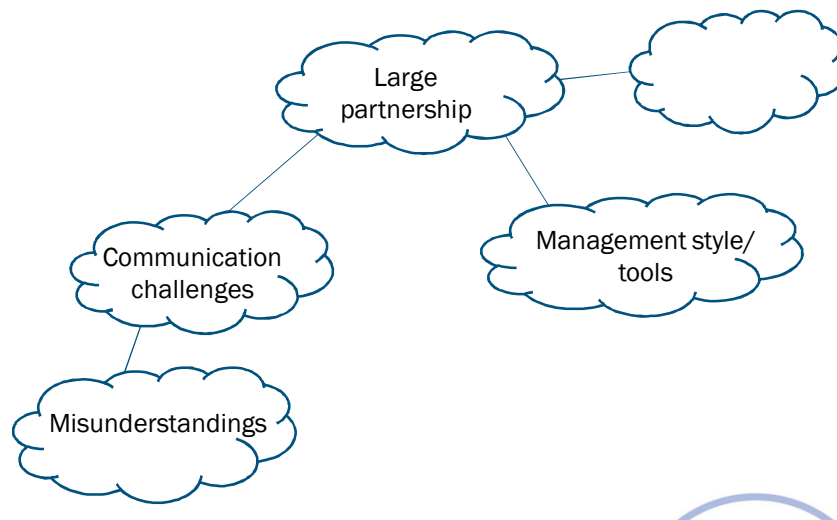**Programme Guidance Notes!**

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.

Identify potential risks through a mind map

Large partnership

Communication challenges

Management style/ tools

Misunderstandings

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

"The joint secretariat shall ... assist beneficiaries in the implementation of operations."

(ETC Regulation, Article 23.2)

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** implemtentation 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.

13

What matters most?!

Quality Interreg project formula 2+2 ≥ 5

Personal approach by well trained staff.

INTERact

Cooperation works

All materials will be available on:
www.interact-eu.net

Contact: Polona Frumen, polona.frumen@interact-eu.net

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