

HANDBOOK

Novi Sad

23.03.2017-24.03.2017

Agenda

Training on Project Management organised by CASPEV,
Regional Agency Alma Mons and METIS GmbH

Venue location: Svetosavska nr 3a, Novi Sad, Serbia

Thursday, 23.03.17

- 14:00 – 15:00 European Funding Support and European Union Strategy for the Danube Region (EUSDR)
- 15:00 – 15:30 Funding Opportunities in the Danube Region
- 15:30 – 16:00 Experience with EU funding so far (interactive session)
- 16:00 – 16:30 Coffee Break
- 16:30 – 17:30 Project calculation and planning (types of contracts)
- 17:30 – 18:00 Logical framework and definition of indicators

Friday, 24.03.17

- 09:00 – 11:30 Project management cycle
- a. Getting started
 - b. Project implementation
 - c. Monitoring and evaluation
 - d. Wrapping up
- 11:30 – 12:00 Coffee Break
- 12:00 – 13:00 Concrete example of how to manage a project: Danube Financing Dialogues

Contact persons:

- On behalf of METIS: Jürgen Pucher +43 1 997 15 70-21, pucher@metis-vienna.eu
Isabel Naylor +43 1 997 15 70-37, naylor@metis-vienna.eu
- On behalf of CASPEV: Sinisa Tesic +381 64 1584 709, sinisatesic@klaster.net
- On behalf of Alma Mons: Milica Vracaric +381604278220, milica.vracaric@almamons.rs



Project Management Training organised by CASPEV and METIS GmbH

Novi Sad, 23.03.17

Workshop facilitators:

Isabel Naylor

Jürgen Pucher

Agenda 23.03.17

- 14:00 – 15:00 European Funding Support and European Union Strategy for the Danube Region (EUSDR)
- 15:00 – 15:30 Funding Opportunities in the Danube Region
- 15:30 – 16:00 Experience with EU funding so far (interactive session)
- 16:00 – 16:30 Coffee Break
- 16:30 – 17:30 Project calculation and planning (types of contracts)
- 17:30 – 18:00 Logical framework and definition of indicators



Agenda 24.03.17

- 09:30 – 11:30 Project management cycle
 - a. Getting started
 - b. Project implementation
 - c. Monitoring and evaluation
 - d. Wrapping up
- 11:30 – 12:00 Coffee Break
- 12:00 – 13:00 Concrete example of how to manage a project:
Danube Financing Dialogues

metis 

European funding support and EUSDR

- ▶ Presentation 1

metis 

Funding Opportunities in the Danube Region

- ▶ Presentation 2

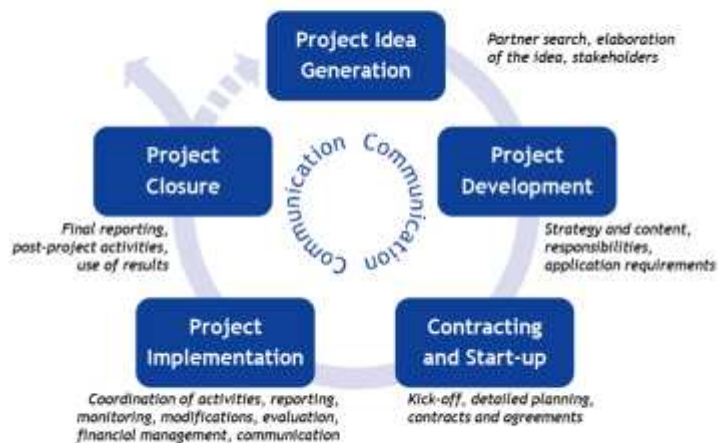


Experience with EU Funding

- ▶ Interactive session
- ▶ What experience do you have of EU funding?
- ▶ Which programmes interest you?
- ▶ Do you have projects in the pipeline?
- ▶ Where do you see bottlenecks arising?



Project life cycle



Source: Interact

metis

Project development

- ▶ Identification of funding source(s)
- ▶ Selection of partners, organisation of the responsibilities and accountabilities in the partnership and agreement on who will take the role of lead partner
- ▶ Development of the project intervention logic, i.e. project objectives, results and outputs (logical framework)
- ▶ Planning of the resources
- ▶ Calculation of the budget
- ▶ Drafting of the proposal / submission of the application form

Source: Interact

metis

Types of contract

- ▶ **Service contract:** Service contracts comprise study and technical assistance contracts. Service contracts are sometimes initiated to gain exterior knowledge.
- ▶ A **study contract** is a service contract concluded between a contractor and the Contracting Authority, which includes studies for the identification and preparation of projects, feasibility studies, economic and market studies, technical studies and audits.
- ▶ A **technical assistance contract** is a service contract where the contractor is called on to play an advisory role, to manage or supervise a project, or to provide the expertise specified in the contract.

Source: Interact



Types of contract

- ▶ **Grant:** A grant is a financial donation/non-commercial payment by the contracting authority from the EU budget given to a specific grant beneficiary to finance an action or operation.
- ▶ A grant is awarded for an action proposed to the contracting authority by an applicant which normally falls within the normal framework of the applicant's activities.
- ▶ A grant beneficiary is responsible for implementing the action and owns the results. By contrast, under a procurement contract, it is the contracting authority which owns the results of the action.

Source: Procedures and practical guide: PRAG 2016



Types of contract

- ▶ A grant beneficiary generally contributes to the financing of the action (% of the overall cost). In the case of procurement contracts, the contractor does not contribute financially.
- ▶ A grant may not give rise to profits (i.e. it must only balance income and expenditure for the action) unless the objective is to reinforce the financial capacity of a beneficiary or generate income.
- ▶ The fact that a body is not-for-profit does not mean that it can only conclude grant contracts; non-profit bodies can also tender for service contracts.

Source: Procedures and practical guide: PRAG 2016



Types of contract

Procurement "Buying things"		Grants "Giving money"
Purchase of services, supplies or works.	Object	Proposal from an applicant to contribute to the achievement of a policy objective through: - a project (i.e. an action grant); or - the functioning costs of the applicant (i.e. an operating grant)
Contracting Authority	Owner of Results	Grant beneficiary
100% of the cost	Financial contribution	The Union finances a part of the costs, which are eligible for Union-financing. The grant beneficiary (or another donor) finance the other part.
Allowed	Profit	Not allowed

Source: PRAG



Some basic funding principles for projects

- ▶ Co-financing
- ▶ Refunding costs actually paid
- ▶ Approved activities
- ▶ Costs within eligible period only
- ▶ Only named project partners
- ▶ Eligible territory
- ▶ Net costs

Source: Interact

metis 

Some basic funding principles for projects

- ▶ No double funding
- ▶ In accordance with applicable European Union and national laws
- ▶ Public funding, total funding and private funding (competition law)
- ▶ Payments

Source: Interact

metis 

Budget calculation

- ▶ Programme, national and European rules play an important role and should be read carefully
- ▶ Each item of planned expenditure needs to be checked to make sure it can be claimed from the programme – to avoid surprises
- ▶ All projects should pay attention to value for money and whether the project's objectives and targets justify the funding requested

Source: Interact



Budget planning tips

- ▶ Be realistic when indicating what you will need to complete the project and how much it will cost
- ▶ Project budget should reflect project partners' involvement in the activities planned
- ▶ Start early - budgeting takes time
- ▶ Don't guess!
- ▶ There are no shortcuts, and no standard budgets are available

Source: Interact



Budget planning steps

- ▶ Work plan – who does what?
- ▶ Resource plan – what do you need to get the job done?
- ▶ Cost estimate – how much?
- ▶ Allocation of costs (under budget lines):
 - Staff costs
 - Office and administration expenditure
 - Travel and accommodation costs
 - External expertise and services costs
 - Equipment expenditure

metis 

Project budget form

Overall budget			
Own budget	-		
Profit margin	-		
Remaining budget	-		
Experts		days	See rate
Core team			
Expert 1	-		
Expert 2	-		
Core team total	-		
Research Team			
Researcher 1	-		
Researcher 2	-		
Researcher 3	-		
Researcher 4	-		
Research team total	-		
Country experts			
Country expert 1	-		
Country expert 2	-		
Country expert 3	-		
Country experts total	-		
Expert fees	-		
Budget for internal	-		
Employee 1	-		
Employee 2	-		
Employee 3	-		
Total employees	-		
Travel costs	-		
Total	-		
Balance	-		

metis 

Budget planning risks

- ▶ Covering preparation costs (who contributes what? who gets paid what?)
- ▶ Shared costs (e.g. website, hiring experts, etc.)
- ▶ Liability (who is liable if things go wrong?)
- ▶ Public procurement rules
- ▶ Eligibility of costs
- ▶ De-commitment and n+3

Source: Interact

metis 

Project budget checklist

- ▶ Sufficient and reasonable budget is planned to ensure project implementation.
- ▶ Project budget is proportionate to the proposed work plan and the main outputs and results aimed for.
- ▶ Total partner budgets reflect real partners' involvement (i.e., are balanced and realistic).

Source: Interact

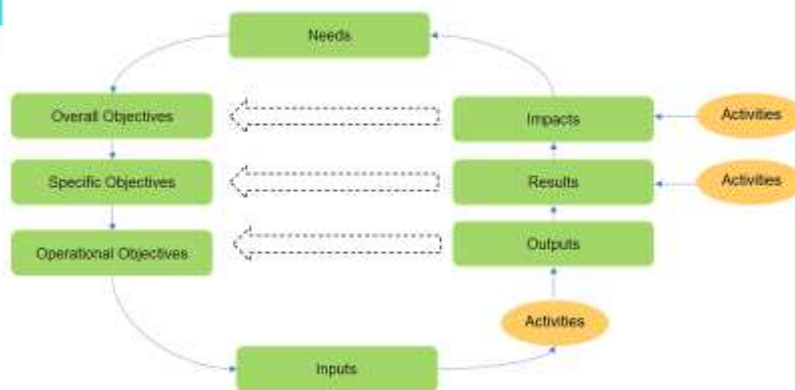
metis 

Project intervention logic

- ▶ The intervention logic provides information on which needs the project responds to...
- ▶ ... the overall, specific and operational objectives...
- ▶ ... the inputs in terms of financial, human and time resources...
- ▶ ... the expected outputs, results and impacts.

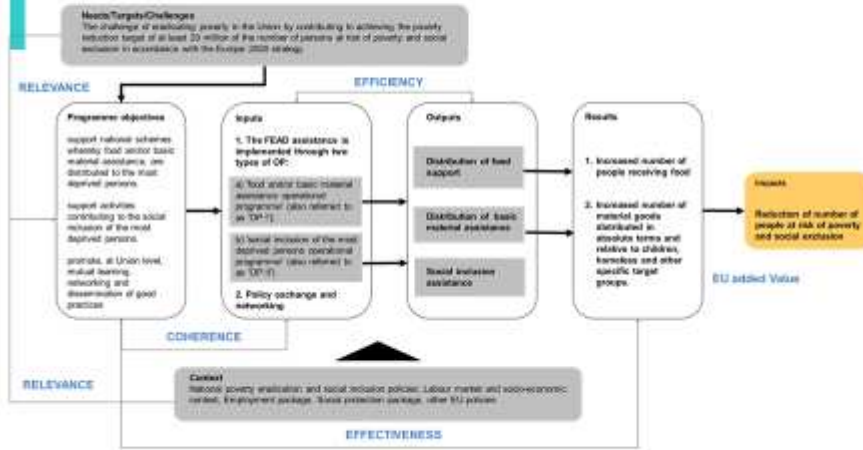
Source: Interact
metis

Project intervention logic



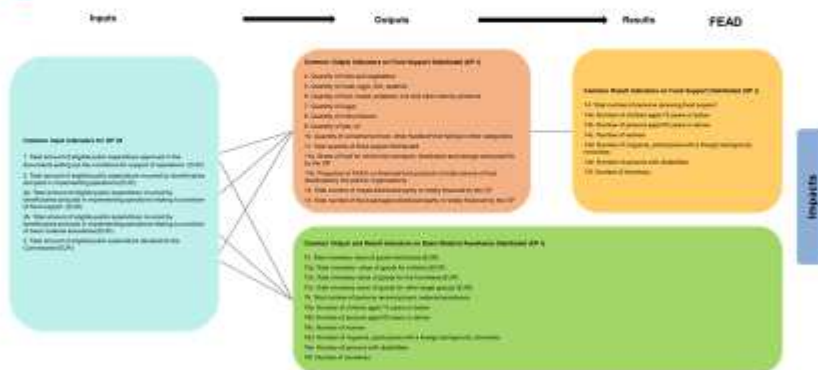
Source: Metis GmbH
metis

Example of an intervention logic: FEAD MTE (Metis GmbH)



metis

Example: FEAD Indicators



metis

The logical framework

- ▶ Logical frameworks are another way of describing how the project hopes to achieve its aims.
- ▶ The logical framework provides a practical tool for the analysis, design, management, and refinement of programmes.
- ▶ The logical framework technique structures the elements of a project (or programme) and analyses the internal and external coherence of the project.

Source: EVALSED



The logical framework

Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions /critical conditions
Overall objectives: • XXX			
Project purpose • XXX			
Results : • XXX			

Source: Evalsed



Intervention logic checklist

- ▶ The project overall objective clearly links to a programme priority specific objective.
- ▶ The project results clearly link to a programme result indicator.
- ▶ The project specific objectives clearly link to the project overall objective.
- ▶ The project main outputs clearly link to the project specific objectives.
- ▶ The project main outputs clearly link to programme output indicators.
- ▶ Results and main outputs are specific, realistic and in accordance with the selected target groups' needs.



Project Management Training organised by CASPEV and METIS GmbH

Novi Sad, 24.03.17

Workshop facilitators:

Isabel Naylor

Jürgen Pucher

Agenda 24.03.17

09:30 – 11:30 Project management cycle

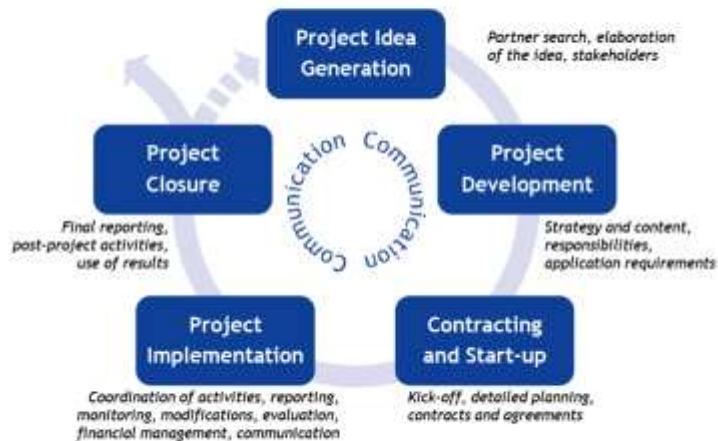
- a. Getting started
- b. Project implementation
- c. Monitoring and evaluation
- d. Wrapping up

11:30 – 12:00 Coffee Break

12:00 – 13:00 Concrete example of how to manage a project:
Danube Financing Dialogues



Project life cycle



Source: Interact

metis

Getting started

- ▶ Sign subsidy contract with programme authorities.
- ▶ Finalise the project partnership agreement and have it signed by all partners.
- ▶ Set up the project coordination and decision-making structures, milestones and project meetings.
- ▶ Plan tasks and partner responsibilities in detail for the first part of the implementation period.

Source: Interact

metis

Sign contract

- ▶ Lead partner signs subsidy contract with Managing Authority
- ▶ The contract allows projects to carry out the approved activities, and the approved application is normally attached as an annex to the contract. Any extra activities cannot therefore be carried out without the programme's advance approval.
- ▶ The contract contains project budget details and almost certainly annual spending targets, again based on the information in the application. Projects will be expected to meet these targets (or at least come close) and failure to do so may result in a cut in the grant to the project.

metis

Source: Interact

Draw up project partnership agreement contract

- ▶ Lead partner draws up agreements with project partners.
- ▶ The partnership contract states all duties and responsibilities of project partners before, during and after project implementation.
- ▶ The application form, financial annexes and the Subsidy contract will normally cover many of the issues that might typically be included in this agreement.

Source: Interact

metis

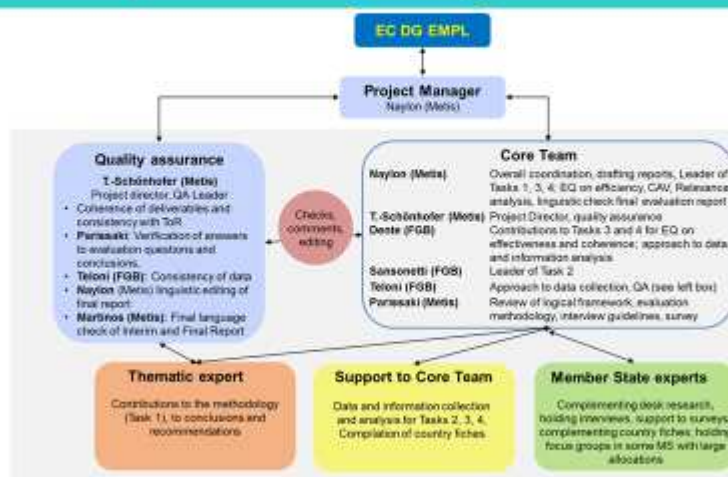
Set up structures

- ▶ Make sure project management and decision-making structures are clear (who communicates with MA? Who is responsible for what? Who does what?)
- ▶ Set up core team or steering group
- ▶ Plan tasks and milestones
- ▶ Set meeting dates well in advance
- ▶ Prepare kick-off meeting with client/MA and team

Source: Interact

metis

Example: FEAD Work organisation



Source: Metis GmbH

metis

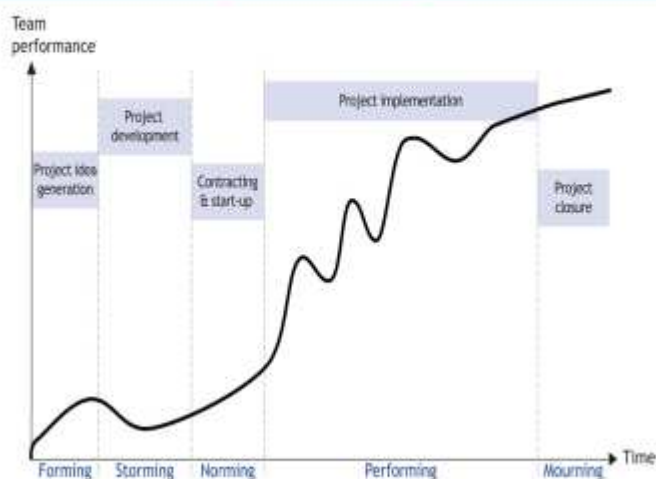
Planning

- ▶ Draw up timetable for the whole project and detailed timetable for the first few months.
- ▶ Allow time to get to know each other and develop joint culture.
- ▶ Be aware that the start up phase can be time-consuming and difficult to get off the ground (major reason for overall delay is a slow start).

Source: Interact



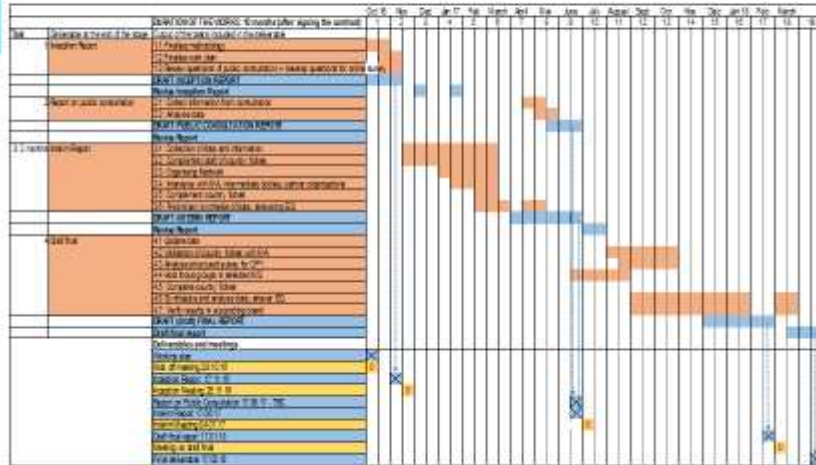
Team development stages



Source: Interact



Timetable



Source: Metis

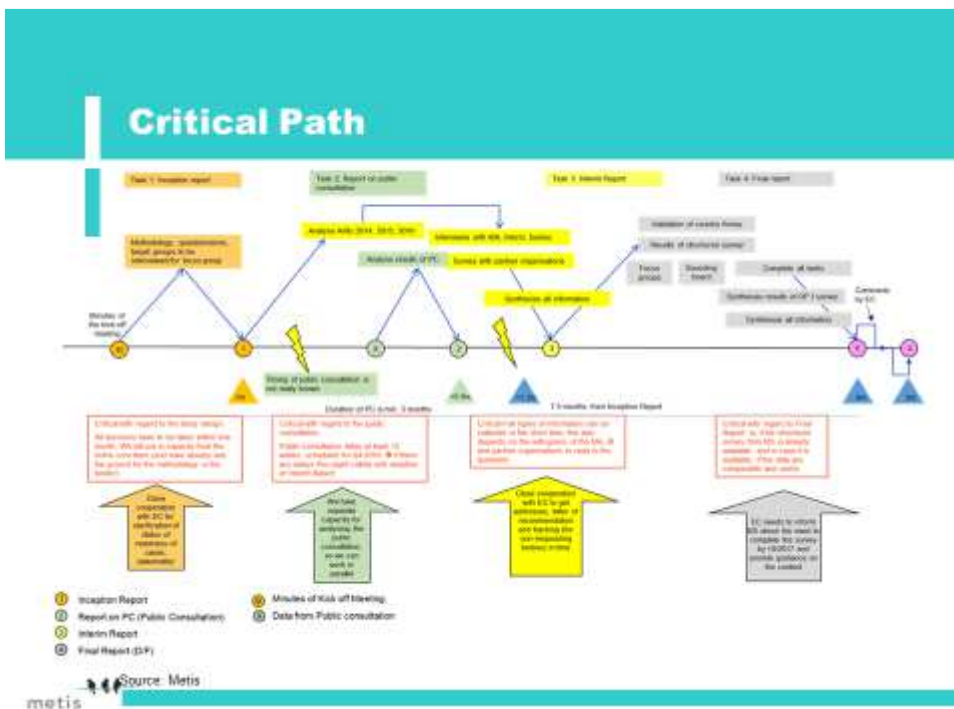


Timetable

- ▶ Detailed planning should show the order of what happens when and what tasks need to be completed before the next set of tasks can start (Critical Path Analysis can be used here).
- ▶ Break down activities
- ▶ Identify resources and relationships
- ▶ Work out the real time frame
- ▶ Identify milestones

Source: Interact





- ### Information provision
- ▶ Make sure everybody knows what they need to know
 - ▶ Make sure partners have access to all documents (e.g. set up a sharepoint website)
 - ▶ Make sure mechanisms are in place to keep partners informed of progress (e.g. newsletter, up-to-date website)
 - ▶ Communicate changes clearly and transparently
- Source: Interact**
- metis**

Communication strategy

▶ Think about:

- Contractual requirements
- Objectives
- Target groups
- Key messages
- Roles
- Activities
- Time plan
- Budget
- Evaluation of communication strategy

Source: Interact

metis 

Project implementation

- ▶ What does this phase involve?
- ▶ Carry out project activities and achieve objectives
- ▶ Carry out quality control to produce the best possible outputs
- ▶ Set up smooth monitoring and reporting procedures and report to the programme as required
- ▶ Manage risks and project modifications in agreement with the partners and the programme
- ▶ Manage the partnership

metis  Source: Interact

Project implementation

- ▶ Communicate and promote project work and achievements
- ▶ Build up a network of relevant contacts and initiate the uptake and use of project knowledge and outputs after closure

Source: Interact



Project implementation tasks



Source: Interact



Project implementation tasks

- ▶ Continuously monitor project progress (*ensure that the project stays on track*)
 - Monitor progress of key project elements
 - Deliverables comply with content and quality requirements
 - Milestones are met
 - Cost as budgeted
 - Review and process requests for modifications to the plan

metis  Source: Interact

Project implementation tasks

- ▶ Review progress (*and plan for the next activities*)
 - Determine the information needs in the partnership
 - Decide/ discuss how best to communicate information
 - Acquire the necessary information (e.g. through programme sources)
- ▶ Manage modifications (*monitor modifications to one or more project parameters*)
 - Document the modifications requested
 - Estimate the resources involved to implement the modification

metis  Source: Interact

Project implementation tasks

- Inform programme management, or make a request for a modification
- Include an alternative solution
- Provide a description of how the modification requested affects the project resources and outcomes
- Ensure the approved modifications are incorporated in the project structure and carried out

Source: Interact

metis 

Project implementation tasks

- ▶ **Communicate** (*ensure that the project achievements are communicated to the relevant stakeholders*)
 - Harmonise key messages used for communication
 - Prepare information and material to be used for communication
 - Communicate project achievements in their networks
- ▶ **Formal project progress review** (*ensure that the relevant programme bodies are kept informed of project progress*)

Source: Interact

metis 

Managing risk

Probability/impact of risk	Low impact	Medium impact	High impact
High probability	Medium risk	High risk	High risk
Medium probability	Low risk	Medium risk	High risk
Low probability	Low risk	Low risk	Medium risk

Source: Interact



Quality management

- ▶ Metis has a multi-dimensional approach to quality considering:
 - The quality of the implementation of services
 - The quality of communication flows and team management
 - The analytical quality of the outputs to be delivered
 - The formal and language quality of the deliverables

Source: Metis GmbH



Quality management

Process	Critical questions
Communication with CO EUPL	<ul style="list-style-type: none"> Has a common understanding of work between Contractor and Contracting Authority been achieved? Does the understanding and execution of tasks reflect the expectations of the Contracting Authority? Are communication mechanisms (steering group meetings, de-briefing meetings, email etc.) sufficient and considered helpful?
General planning of the work	<ul style="list-style-type: none"> Does the overall planning allow achieving the agreed output in the most effective way? <ul style="list-style-type: none"> Is there room for further improvements? Are the potential risks and bottlenecks considered? Is the planning well documented and are all relevant actors aware of the state of play and the next steps? Platform: Is it assured that data of high quality and high reliability are used?
Communication between sub-task coordinators and project manager	<ul style="list-style-type: none"> Is the communication documented? Is the project manager content with the ways and style of communication?
Outset of the core team	<ul style="list-style-type: none"> Is there a common understanding of work among the core team members? Are their roles and tasks clear? Are the instructions for work clear and are they communicated in time? Do we have sufficient working meetings? Is their preparation satisfactory?
Guidance of the overview team and the research group	<ul style="list-style-type: none"> Is there a common understanding of work among the experts of the overview team and the research group? Are their roles and tasks clear? Are the instructions for work clear and are they communicated in time?
Use of solid data and information	<ul style="list-style-type: none"> Has all relevant comparable information at the EU level been taken into account? Have all relevant data sources in the Member State been identified and used? Is the data and information processed in an adequate way? Has the reliability of different data and information been considered?

Source: Metis GmbH



Financial control

- ▶ **First Level Control (FLC):** Financial control check of spending reported by the Member State (public or private body designated centrally or from an approved list decentrally)
- ▶ **Second Level Control (SLC):** Audit of expenditure to re-check project spending
- ▶ Checks by European Commission and European Court of Auditors
- ▶ The audit trail must allow controllers and auditors to trace back all declared expenditure to the original invoices (or documents of equivalent value).



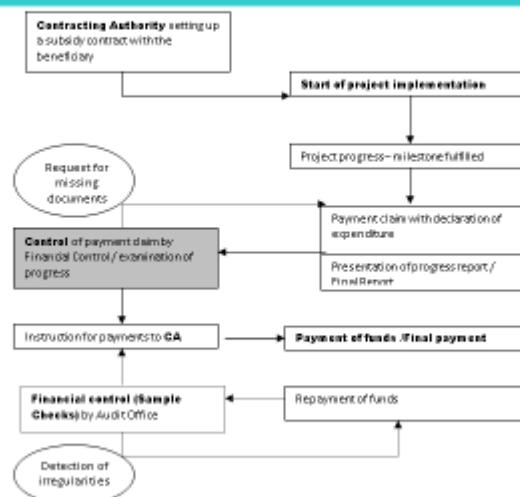
Financial control

- ▶ The Managing Authority carries out checks (monitors) focusing on the delivery of outputs and compliance with non-financial rules, such as those on publicity and information.
- ▶ In some programmes, the MA is also responsible for checking that all project claims are supported by signed certificates from the respective FLC bodies.
- ▶ The European Commission also requires that the MA has a clearly-defined supervisory role and satisfies itself that the different national FLC systems put in place are indeed working.

Source: Interact

metis

Financial control



Source: Europaid

metis

Tips for avoiding financial management problems

1. Set up separate accounts for project funds
2. Involve partner finance managers from the start
3. Secure the audit trail
4. Keep your filing up to date and find out what to file
5. Find out what the national public procurement thresholds are in each partner country
6. Check you have approval for all activities outside the eligible programme area
7. Avoid grey areas
8. Only report costs directly related to implementation of the project

metis

Source: Interact

Monitoring and evaluation

- ▶ Project evaluation is not a legal requirement in the 2014-2020 period
- ▶ However, evaluation helps understand what worked and why (or what didn't work and why)
- ▶ Evaluation is part of learning culture and helps adapt and modify projects and programmes for the better

metis

Monitoring and evaluation

▶ Main evaluation criteria:

- **Relevance:** To what extent are the project's objectives justified in relation to the needs of the programme area?
- **Effectiveness:** To what extent have the objectives been achieved? Has the project produced the expected effects? Could more effects be obtained by using different instruments?
- **Efficiency:** Have the planned outputs been achieved at the lowest costs?
- **Utility:** Are the expected or unexpected effects satisfactory from the point of view of direct or indirect project partners? Did the project have an impact on the target groups in relation to their needs?
- **Sustainability:** Are the results, including institutional changes, durable over time? Will they continue if there is no more funding?
- **Coherence:** Are the achievements of the project coherent with the Programme objectives?

Source: Interact, adapted from Evalued



Wrapping up /project closure

- ▶ Finalise the rules for the use of results after the end of the project with all involved parties.
- ▶ Ensure all partners are aware of what is expected by the end date of the project, also in terms of audit and responsibilities after the end of the project.
- ▶ Draft the final report and submit it to the programme.
- ▶ Develop follow-up activities, if relevant.
- ▶ Celebrate!

Source: Interact

