



# FactSheet

## No. 4.9.

### Project Management

As laid down in Article 6 (1) a) of the subsidy contract (SC) “the LP undertakes to ensure a professional management of the project”. It is therefore in the responsibility of the Lead Partner to set up efficient and effective project management structures and procedures.

The Interreg programme Alpine Space 2014-2020 will support the LP by offering project management trainings (especially addressed to the lead partner staff). The projects are highly recommended to attend these trainings. Beside the possibility to gain knowledge about project management and especially project management tools, these trainings will offer the possibility to exchange with other persons working on Alpine Space projects.

### Project Management Structure

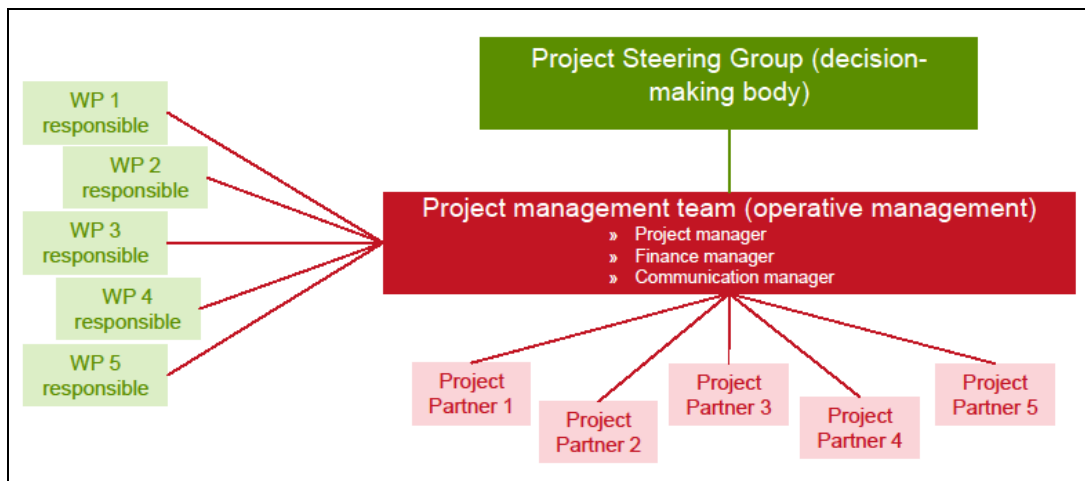
Especially in the framework of an international project environment the establishment of a well-functioning project management structure is essential for the successful implementation of a project. Sufficient resources shall therefore be foreseen during project start, implementation and closure.



For the implementation of the project management a specific project-related organisational structure needs to be established. The organisational structure within an Alpine Space project should foresee the following bodies:

- the Project Steering Group as decision-making body as foreseen in article 6 of the partnership agreement;
- a project management team consisting of a project manager, a finance manager and a communication manager<sup>1</sup> for the operative management of the project;
- one work package responsible taking over the coordination of work package related tasks and activities.

The following graph illustrates how this organisation could look like:



### Project Steering Group

Article 6 of the partnership agreement (PA) which all project participants have concluded regulates that “for the successful management and completion of the project, a project steering group (hereinafter "PSG") shall be set up.” The PSG shall be composed by competent representatives of all project participants and shall be chaired by the LP. It shall meet on a regular basis.

Following the PA the PSG shall be responsible for:

- the monitoring of the implementation of the project and
- the settlement of any disputes among project participants.

<sup>1</sup> The LP has the overall responsibility for the operative and financial management of the project, including internal communication. The communication manager, leader of work package (WP) Communication, is responsible for the external communication of the project and the coherence of all activities with the communication strategy



The PSG therefore needs to be informed regularly about the project progress and especially about any delays or deviations from the approved plan. This information shall be provided by the project manager.

### **Project Management Team**

The LP shall ensure that the following functions are assumed: project manager, finance manager and communication manager. The project manager leads this project management team and bears the overall responsibility for the operative management of the project.

In general, the project management team shall manage the project efficiently (and according to the relevant standards for project management). It shall ensure that inter alia the following tasks of the LP as laid down in SC and the PA are fulfilled:

- to coordinate the start, implementation and closure of the project according to the time schedule as indicated in the ultimate version of the application form (AF),
- ensure the quantitative and qualitative delivery of the planned project activities, outputs and results, as stated in the approved AF,
- to constantly monitor the exhaustion of the project budget foreseen for each project participant and ensure that budget shifts are carried out within the limits and according to the rules of the programme,
- to submit the progress reports within the reporting deadlines established by the programme,
- to ensure that the project is implemented in compliance with the relevant rules,
- to ensure that the expenditure reported by each project participant has been controlled according to the rules and that it corresponds to the activities set out in the AF,
- to forward the ERDF funds to the project without any delay,
- to inform the MA and JS immediately about all circumstances that delay or hinder the realisation of the project,
- to ensure that information and communication activities are carried out in accordance with the rules and coordinate the respective project activities,
- to inform the PP about all essential issues related to project implementation without any delay.

In case of a LP from Switzerland or Liechtenstein, a close cooperation with the ERDF-LP especially as regards the financial monitoring and reporting has to be secured (as regulated in the respective partnership agreement).



### **Work package responsible**

As foreseen in the AF, a work package responsible shall be nominated for each single work package. It is strongly recommended that the responsible project participant (only in the case of the work package project management it is already pre-defined that this role is taken over by the LP) nominates one staff member that bears the overall responsibility for the coordination and implementation of one work package. Sub teams (that might involve staff members of other project participants) might be installed to support the work package responsible.

The work package responsible shall inform the project management team on a regular basis about the progress as regards the work package implementation and any deviation from the approved plan.

### **Project partner**

The responsibilities of the project partner (PP) are laid down in detail in the partnership agreement. In particular, each PP shall:

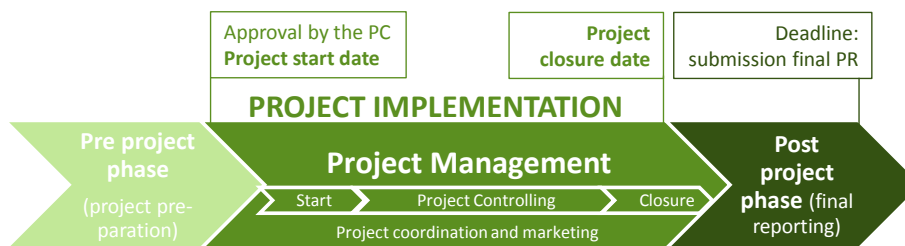
- ensure the quantitative and qualitative delivery of its planned project activities, outputs and results, as stated in the approved AF,
- provide the LP without any delay with any information needed to coordinate and monitor the implementation of the project, for reporting purposes and to react on any requests of the programme,
- ensure timely reporting on its activities and costs in accordance with the time schedule of the project,
- inform the LP immediately about any circumstance that may adversely affect the implementation of the project in accordance with the project application,
- only implement changes in its approved budget if they comply with the flexibility rules and if prior approval from the LP or the programme bodies has been provided, as appropriate,
- carry out appropriate information and communication activities under the coordination of the LP as stated in the approved AF,
- comply with the relevant regulations and rules of the European Union and the programme
- be responsible for the correct use of the ERDF funds received for the project,
- support the LP to fulfil all obligations as set out in the subsidy contract.

The project partner shall therefore implement the project in close contact with the LP (and ERDF-LP if relevant).



## Project Management Processes

The core processes of the project management in an Alpine Space project are presented in the following graph.



One particularity of the Alpine Space projects is that the planning itself takes already place in the **pre project phase**. In this phase the application form of the project needs to be drafted and therefore details as regards the foreseen outputs and results, the work package structure and the finances have to be fixed. Beside the planning tools already foreseen in the AF or additionally offered by the eMS, the projects are recommended to make use of other professional project management tools (such as project context analysis, project environment (stakeholder) analysis, project risk analysis, project organisation chart and project role descriptions).

The **project start** process shall especially focus on the preparation, organisation and implementation of a kick-off meeting in which the project planning is reviewed and finally adapted – especially on the basis of any recommendations made by the Alpine Space programme bodies but also on recent developments in the project environment (since usually months pass between the planning and the final project start).

The implementation of the project shall be constantly controlled by the project management. This **project controlling** shall be treated separately from the reporting to the programme (even though it serves as basis for the progress report to be provided to the JS – details on the reporting procedure are laid down in the relevant fact sheet). It is strongly recommended to monitor the actual progress and review it with the plan data at least on a quarterly basis (even shorter periods might be necessary – especially in a critical project implementation period). The project partners and work package responsible shall therefore provide regularly standardised data on the project implementation – the level of detail and the way of communication should be agreed among the project participants during the project kick-off meeting. Any deviations from the plan should result in counter-measures. The project controlling shall be based on professional project



management tools. In parallel the project management team shall safeguard that the reporting obligations on programme level are met.

The **project closure** process will especially include a final evaluation of the project success and a definition of tasks and responsibilities after project closure. Therefore a final event should be organised – in which not only the public is informed about the project results but also the project partners are reflecting on the success of the project and any lessons learnt. In addition the final reporting to the programme shall be prepared.

The Alpine Space programme understands the **post project phase** as administrative closure of the project. In this period the first level control of expenditure shall be concluded and the submission of the final report shall take place. Even after this phase, the Lead Partner needs to be available for any follow-up actions on programme level (such as evaluations, audits of the Audit Authority, the European Commission or any other authorized body).

## Reference Documents

- Subsidy contract
- Partnership agreement
- Factsheet 4.7. “Project Reporting”