MOSES

Maritime and multimOdal transport Services based on Ea Sea-way project

Guidelines for Project Management

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Document information

Abstract

This document intends to provide the guidelines for project management, including excerpt of the Programme rules, obligations and deadlines, till project closure.

Keywords

Partners roles and responsibilities

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0. Introduction

The purpose of the document is to make available to project partners the guidelines for project management, including excerpt of the Programme rules, obligations and deadlines, till project closure.

1. Objectives of the present document

In order to successfully reach its objectives, the project has to be managed and coordinated efficiently and reliably ensuring the implementation of activities according to the foreseen timetable and an efficient operational and financial management.

Therefore, to assure transparency and efficiency of the transnational project and the best management of the very large partnership, this document aims at defining roles and responsibilities of the different partners (Lead Partners and Project Partners, WP responsible partners, Activities responsible partners and Deliverables/Outputs/Results Responsible Partners) and of different project management bodies (Joint Project Secretariat JPS; Steering Committee SC).

It is important that rules and procedures are clearly settled for each of the partners and that rules are defined for exchange and communication between all partners.

The present document intends to support the Partners in managing the foreseen activities.

It is warmly recommended to read the document carefully. Nevertheless the present document does not replace legal documents of the Interreg Italy-Croatia Programme.

All Programme documents can be downloaded at the Programme website: http://www.italy-croatia.eu/

Among Programme documents, the document Factsheet n. 6 Project Implementation is of great importance in supporting project implementation.

2. Internal organisation of the partnership

2.1 Role of the Lead Partner and of Project Partners

The Lead Partner has full financial and administrative responsibility for ERDF contribution for the entire duration of the project. The Lead Partner is also responsible for the proper reporting of progress during the project implementation. Therefore the Lead Partner has both functional and financial responsibilities. As better described in the Partnership Agreement, the LP shall:

➢ inform all Project partners (PPs) on the signature of the subsidy contract, and provides the copy of the subsidy contract for all Project partners;

➢ keep the Project partners informed on a regular basis about all relevant communication between the LP and Joint Secretariat and LP and Managing Authority;

➢ inform the Project partners about all essential issues connected to the project implementation without any delay;

➢ be responsible for the verification that the expenditure declared by the PPs has been incurred only for the purpose of implementing the project and corresponds to the activities agreed between the PPs in the frame of the approved Application Form;

➢ be responsible for the verification that the expenditure declared by the PPs had been validated by the designated Controller at national level;

➢ submit the request for reimbursement together with the Project Progress Report according to the deadline given in the Subsidy contract;

➢ transfer the ERDF contribution to the PPs participating in the project according to the Partnership agreement;

➢ agree with its PPs before applying for budget reallocation between budget lines and/or work packages in accordance with the subsidy contract;

➢ agree with PPs of the project before submission of any request for amendment of the Subsidy contract to the MA and JS.

Project Partners are actors which commit themselves to implement a project part according to the Applicaton Form. They support the LP to fulfil its tasks according to the subsidy contract. In particular, each PP shall:

- provide the LP without any delay with any information needed to draw up the Project Progress Reports and the Final Report, to react on any request by the Managing Authority or the Joint Secretariat, or provide with any further information needed by the LP;
- inform the LP immediately about any circumstance that could lead to a temporary or final discontinuation of the project.

In particular, each ERDF PP and IPA-I PP shall:

- maintain either a separate accounting system or an adequate accounting code for all transactions relating to the project;
- inform the LP on the details of the bank account where the ERDF contribution of the PP shall be transferred before the submission of the first reimbursement request;
- complete their activities foreseen for each reporting period of the project implementation,
- have their expenditures incurred and paid in the given reporting period validated by the designated FLC and submit the validation of expenditures issued by the FLC to the LP. The expenditure of the PPs not covered by declarations on validation of expenditure in the given reporting period can be requested only for the next reporting deadline following to the reporting period concerned;
- comply with Community and national rules, including rules on public procurement, state aid, publicity, rules on environmental protection, and equal opportunities,
- be responsible for the sound financial management of the funds allocated to the project part, including the arrangements for recovering amounts unduly paid (ERDF, state contribution and other public contribution).

2.2 Role and responsibilities of WP responsible partners

The Work Package Responsible Partners have been defined since the planning phase and are responsible:

- ➢ to coordinate each WP to ensure the realization of the foreseen objectives,
- ➢ to discuss with the other partners involved in the realization of each WP about the best methodologies to be used to ensure successful attainment of WP objectives,
- ➢ to ensure the respect of the detailed implementation plan and timing of the WP, in accordance with the Application Form, in cooperation with and supported by PPs,
- ➢ to organize, if necessary, extraordinary technical meetings and conference calls,
- ➢ to constantly inform the LP about all activities realized and outputs/results progressively produced,
- ➢ to send LP information (agenda, technical documents, minutes of meetings, etc.) concerning all activities realized within the WP they coordinate,
- ➢ to inform LP about possible problems or risks and suggest possible solutions,
- ➢ to report during the Coordination meetings about the advancement of the activities.

The WP Responsible partners, defined in the MOSES Application Form are the following:

- o Work Package 1: Autonomous Region Friuli venezia Giulia (LP)
- o Work Package 2: Fondazione Istituto sui Trasporti e la Logistica - ITL (PP3)
- o Work Package 3: Molise Region (PP2)
- o Work Package 4: Primorsko-Goranska Županija (PP1)
- o Work Package 5: Istarska Županija (PP4)

2.3 Role and responsibilities of Activity Responsible Partners

Activity Responsible Partners have been defined to support and to cooperate with the WP Responsible Partner and the LP to coordinate the development of the activities and to ensure the finalisation of deliverables/outputs defined for each activity.

The Activity Responsible Partners are responsible for:

➢ supporting the WP Responsible Partner for the coordination of the single activity within that WP,

➢ discussing with the WP Responsible Partner about the best methodology to be followed for the realisation of the activity,

➢ controlling and re-defining, if necessary, the foreseen timing for the realisation of the activity,

➢ coordinating the other partners involved in the realisation of the activity to realise the planned outputs and results,

➢ managing possible risks supporting the LP and the WP Responsible Partners finding possible solutions and constantly informing them about possible delays and problems,

➢ preparing data and reports for the meetings, the JTS and the Steering Committee and for all reports that have to be prepared by the LP.

2.4 Role and responsibilities of Deliverable/Output Leaders

Deliverable/Output Leaders are Project Partners who are responsible for managing and developing outputs/results.   Since more partners are normally involved in the realization of each deliverable/output, a coordinator is necessary to manage and coordinate efforts of the other partners.

In the great majority of cases the Activity Responsible Partner is also the Deliverable/Output Leader and its responsibilities are the followings:

➢ to monitor the realisation of deliverable/outputs,

➢ to agree with the other involved partners and with the Activity Responsible Partner about the best methods to be applied for the realisation of deliverable/output,

➢ to guarantee the respect of timing for the production of deliverable/outputs as foreseen in the Application Form and in the implementation plan,

➢ to inform the Activity Responsible Partner about possible risks of delays and suggest possible solutions,

➢ to provide regular reports about the actions and the advancement of the production of the deliverable/output.

2.4 Contributing partners

Contributing Partners support the elaboration of deliverables/outputs by providing data/ information /resources to the deliverable/output Leader and to the Activity Responsible Partner. More in detail, Contributing Partners should give to deliverable/output Leader all data and information concerning its territory and support it in the finalization of the production of the deliverable/output.

3. The Communication between partners

3.1 The Communication flow between partners

a) Communication between WP Responsible Partner and LP

WP Responsible Partner (WP Leader - WPL) shall coordinate with Activity Leaders and Project Partners to achieve jointly project deliverables and outputs within the defined project deadlines. The LP is basically contacting the WPLs to acquire information about the status of activities within the WPs. Usually the LP is not involved in Act. level discussions (as LP) except if there is any problem or the issues concerns budgetary issues or reporting obligations. About important WPL communications (such as arranging a meeting) the LP shall be also informed (by emailing put LP in cc).

b) Communication between Contributing Partner, Deliverable/Output Leaders and Activity responsible Partner

The Activity Leader is responsible to coordinate all activities and meeting related to the Act. The WPL shall be also informed about all issues, which means basically to put the WPL in cc to all emails.

c) Communication between PPs and LP concerning financial issues

All partners shall use the Project Financial manager email address when sending email on financial issues in order to provide seamless communication.

The LP shall be contacted mainly regarding the following issues:

- financial issues, budget shifts,

- reporting issues, declaration etc.,

- project level issues,

- contact to JS via LP,

- representing project at forum, conferences, events, meetings (WP2 leader shall be contacted as well).

LP shall be not contacted for:

- first level control issues basically, national rules,

- activity level technical issues shall be clarified with Act. leader or WPL first,

-communication issues basically shall be forwarded to WP2 leader/Project communication manager (except project level representation).

Most of the PPs communications occur by e-mails and LP and PPs could use all available communication tools (e-mails, telephone calls and conference calls) to communicate between them. All PPs are requested to inform the LP on any modification of their contact details.

At the end of each project meeting, the partner responsable for the organization of the meeting will provide to take down minutes of the meeting to keep track of the progress of the Project, with the support of the LP.

3.2 The process for the approval of deliverables/outputs

Despite the project deliverable/output approval procedure described above, it is very important to communicate on regular basis about Act., WP and project level both in the preparation and implementation phase to avoid any misunderstandings and the finalization and approval phase. This shall be ensured by sending preliminary plans and versions to all relevant levels.

The Activity Leader is coordinating the elaboration of the deliverables/outputs together with the contributing project partners. After finalization on Activity level each deliverable/output is sent to the WPL to check how it fits the overall WP requirements. The WPL checks and approves the deliverable/output and send it to the LP for final project level check. The Official Validation of the output would be done by the Steering Committed (during the official meeting or in written form), after the SC validation the LP submits the deliverable/output as required by the Programme.

4. Project management RISKS and recommendation

Project implementation might be effected by some unexpected constraints which could have potential negative effects on deliverables/outputs realization. In order to assure a prompt reaction from the partnership, any possible risk should be identified to be taken duly into account, any identified risks should then be assessed and then it is necessary to define possible recommendation on contingency measures to apply in case that risk might arise.

Given the limited size of project partnership, the identified risks are the following with the related recommendations:

Identified risk	recommendation
late start of the project with risks connected to late implementation of pilot projects	guided speeding up of preparation activities in order not to delay pilot projects
chance of silent or not enough collaborative partner	proactive role of the LP to avoid the event and/or to solve the event through bilateral negotiation
slower than planned spending of partners	setting clear deadlines and constant reminders and support to partners

Annex

A. MOSES_MANAGEMENT & STEERING STRUCTURES