# EUROPEAN FUNDING PROGRAMMES

**PROJECT MANAGEMENT METHODOLOGY** 

**APPLICATION** 

**CONTRACT** 

# PROJECT MANAGEMENT METHODOLOGY

Combines logically related concepts, methods and practices which determine how to plan, control and implement a project from start to termination

Common project management methodology in EU funding programmes?

External action Instruments versus Internal Policies

# **EU FUNDING PROGRAMMES**

# Internal Policies

- Creative Europe
- Europe for citizens
- Erasmus +
- COSME .....

# External Action Instruments

Instrument of Pre-Accession (IPA)

- European Neigbourhood Instrument (ENI)
- Development Co-operation Instrument (DCI) ...

## PMM – LOGFRAME VS PM<sup>2</sup>

### Logframe Approach (LF)

- Predominant in Development Aid
- Used by External Action Instruments
- Mandatory for the applicants
- Structured intervention logic (result chain)
- Performance Indicators (OVI)
- Critics: abstract, rigid

### $PM^2$

- In use by various EU institutions since 2014
- Influenced by IT sector
- Promoted under Internal Policies
- Non-mandatory for the applicants
- Flexibility, focus on project teams
- Critics: « raw »

# PROJECT MANAGEMENT METHODOLOGY BASIC NOTIONS

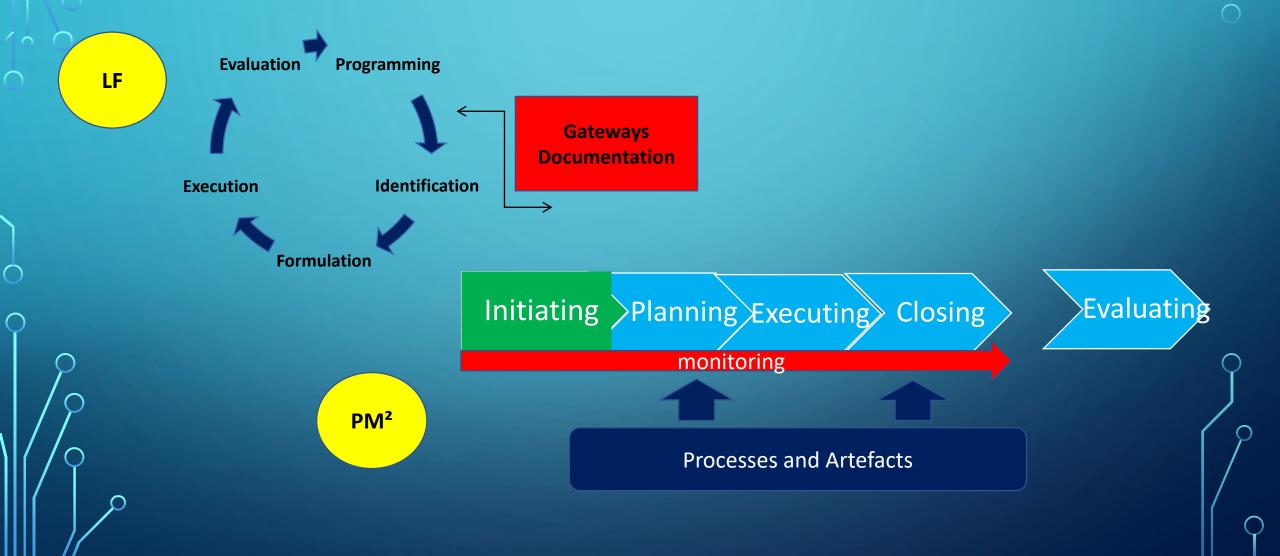
Project: Goal (change, benefice) + Budget + Timeframe

**Project Cycle, Project Life Cycle = Project Phases** 

**Result Chain: Output – Outcome – Impact** 

**Indicators: Performance Measurement** 

# PROJECT CYCLE VS PROJECT LIFE CYCLE

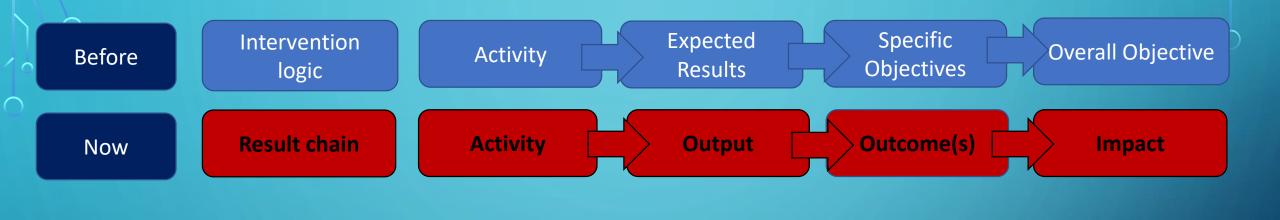


# PROJECT LIFE-CYCLE IN OPENPM2

Closing Initiating **Planning** evaluation **Monitor and Control Artefacts Processes** Initiation request Governance Data collection Result Chain Management **Buisness Case** Stakeholder Management Project Charter Reporting Project Handbook Project Workplan Financial Management **Project Deliverables** Team Management Project End Report Risk Management

Final

# LOGFRAME ACTUALISED



Before Objectively Verifiable Indicators

Now

**Indicators** 

Baseline

Current Value

**Targets** 

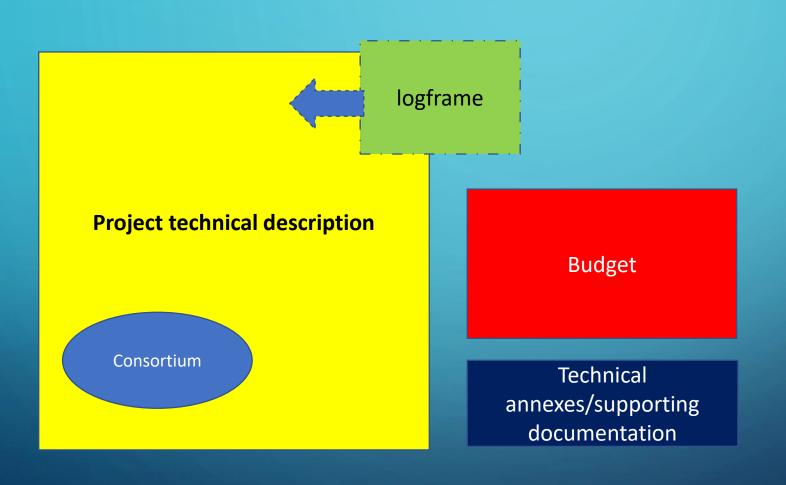
# CURRENT VERSION OF THE LOGFRAME

	Result Chain	Indicators	Baseline (ref year)	Current value (ref date)	Targets (ref year)	Sources of verification	Assumpt ions
Impact (OO)	Long term effects (change in behaviour)	Measure to evidence the long term change	To be drawn from a strategy			Sources of information, to collect and report data	Risks
Outcome(s) (SO)	Direct effects of the project	Measure of the change in factors determining outcome(s).	Situation before the start	The value of indicator at indicated date	Level of indicator for fixed period of time	As above	As above
Outputs (ER)	Project Products	Measure of the outputs delivery.	As above	As above	As above	As above	As above
Activity	Key activities leading to outputs	Means					As above

# HYBRID PMM OF THE COUNCIL OF EUROPE

	Initiating	Planning	Implementing	Closing	
Governance	Decision to initiate the project	Project Board Steering Committee terms of reference	Project Board/Steering Committee meetings Quality control	Supervision of closure	
Logframe management	Problem analysis Draft Logframe	Logframe defined	Data collection Indicator monitoring	Final report  Lessons learned	Final Evaluat
Operations Monitoring Reporting	Draft Project proposal	Project proposal Workplan Monitoring plan	Activity management/ Reporting		
Stakeholder management	Stakeholder identification	Stakeholder engagement plan	Stakeholder engagement activities	Wrap-up meeting	ion
Financial management	<b>Budgetary estimate</b>	Activity –based budget	Monitoring/Reporting	Final report	
Team management	Team design	Team constitution	Team support	Contracts closure	
Risk management	Early assessment	Risk assessment	Risk management	Closure	

# STANDARD APPLICATION UNDER EU CALL FOR PROPOSALS



Deadline Guidelines

ParticipantPortal
/electronic
exchange system

# PROJECT TECHNICAL DESCRIPTION

PART 1

Data on members of consortium and their respective roles in the project

PART 2
Description of the project
(against award criteria):

Relevance

**Quality of the content** and activities

**Communication** and dissemination

**Quality of the partnership** 

Workstreams (project components)

PART 3

Workplan

Data on target

groups

# PROJECT BUDGET

Budget – based financing (eligible costs)
Reimbursement of « costs incurred »

Mandatory budget template/financial reporting template

Budget headings and lines

Amendable

Co-financing obligatory
No profit principle

# **EVALUATION PROCESS**

## **Eligibility criteria**

(e.g. geographical; targeted actors)

### **Exclusion criteria**

(bankruptcy/judicial proceedings, money -laundering terrorist financing, etc - declaration on honor)

### **Selection criteria**

(financial and operational capacity –declaration on honor and supporting documents )

Award criteria (relevance, quality of content and partnership)

By Selection committee

Timeframe : 6 months

# **CONTRACT**

# rant agreement

- Subvention
- Ownership
- /intellectual property rights vested with grantees
- No profit

# Financial aspects

- Co-financing threshold
- Cost eligibility criteria
- Payment scheme

# ther features

- Procurement and financial support
- Reporting
- EU right to audit
- Amendment
- Communication and visibility

## **LINKS**

- OpenPM<sup>2</sup>:
- https://ec.europa.eu/isa2/solutions/open-pm2\_en
- CoE PMM:
- https://www.coe.int/en/web/project-management-methodology/tools