

Project management: team, tools & synergies between project and financial management



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Topics of today

I - Project & project management levels

II - Team

III - Project management tools

IV - How to build a budget while writing the proposal

V - Financial management



Project & Project Management

Project: series of tasks focused on the completion of an overall objective

(=try to be as generalist as possible to serve all kinds of projects

(=applicable to all projects (not only European projects)

Project management is the use of specific knowledge, skills, tools and techniques to meet the project requirements.



Worldcloud

When managing a project, what shall be taken into account? What is important?

Which are the keys for a project success?

<https://www.menti.com/alxw6mqc6aga>





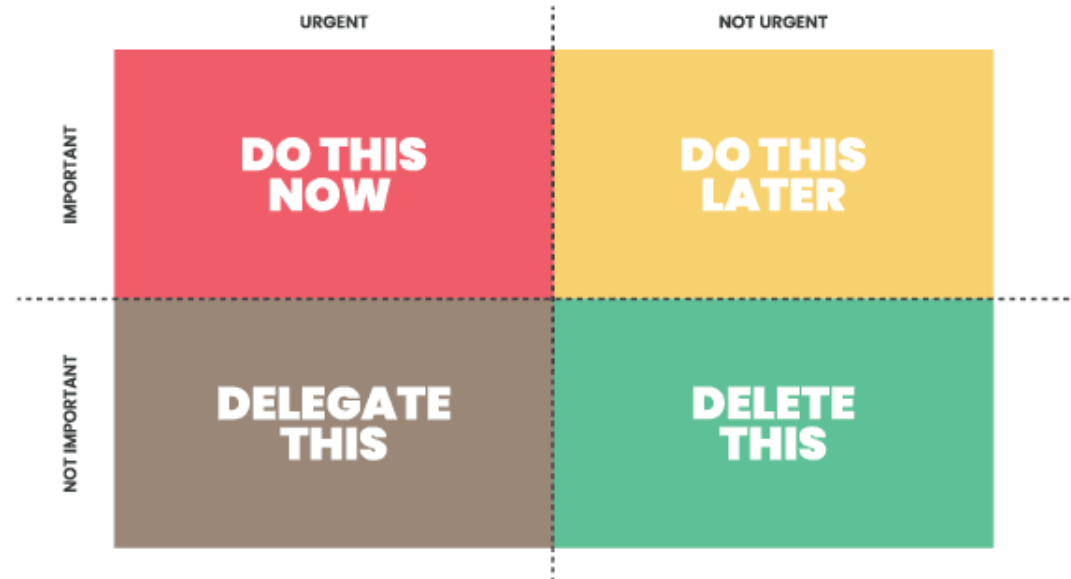
Principles of Project Management

- Coherence with the project goal
- Coordination of the working team
- Coordination of activities in the due time frame
- Time Management
- Effective communication
- Distribution of responsibility
- Risk management and recovery actions
- Resolution of conflict
- Monitoring and evaluation
- Flexibility
- Intellectual property rights

Project Management Levels

- Strategic
- Operational
- Financial and Administrative

PROJECT PRIORITIZATION MATRIX



Strategic management

- High-level decision-making
- Ensures the coherence with the contract (i.e. with the Grant Agreement)
- Management of modifications/exceptions/adjustments
- Guarantees Consortium Agreement

Examples:

Redefining the tasks of the project to cope with unexpected changes.

Modify budget allocation - in strict collaboration with the Financial Manager.

Realignment of the workplan according to the available time.

Definition and monitoring of KPI.

Ensuring the sustainability and exploitation of results.



Operational management

- Daily coordination
- Takes decisions on operational matters
- Prepares scenarios for strategic decisions
- Calls for meetings
- Takes care of saving documents and documenting processes

Examples:

Consultation process with Partners.

Activates the project tasks at the foreseen times, in order to make sure that all partners are following the workplan.

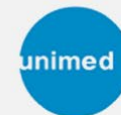
Is the interface between the Donor (i.e. the European Commission) and the Consortium.

Ensuring that the Project deliverables are delivered at the proper timing and with the appropriate quality level.

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Financial and administrative management

- Financial planning
- Ensures the compliance with the programme rules and requirements
- Monitoring of expenditures
- Control over budget use, payments and transfers to Partners
- Collection of supporting documents

Examples:

Consultation process with Partners for reporting purposes.

Financial training to make sure all supporting documents comply with the requirements .

Check of administrative documents.

In charge of all tendering procedures.

Responsible for budget amendments.

Monitoring of real costs spent during project implementation (staff costs, travel expenses, subcontracting, etc).



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Working Team



Identification

- who's in?
- role in the institution?
- role in the project

Distribution of the tasks

- who does what?
- one person can do several tasks

Concertation

- before & during the lifetime project
- mix of individual and collective work

How to build an effective PM team

Ideally a good team is built by (titles can be different):

- a Project Manager in charge of coordination, strategic management and monitoring of project implementation
- an Assistant Project Manager in charge of the operational management and support to tasks implementation
- a Financial Manager in charge of the financial management, monitoring of expenses and administrative tasks

Participative approach is essential: good communication, team-work, collaborative work over tasks, meetings, shared PM and FM tools.

NB. Consistency of the team over time, during the project lifetime.

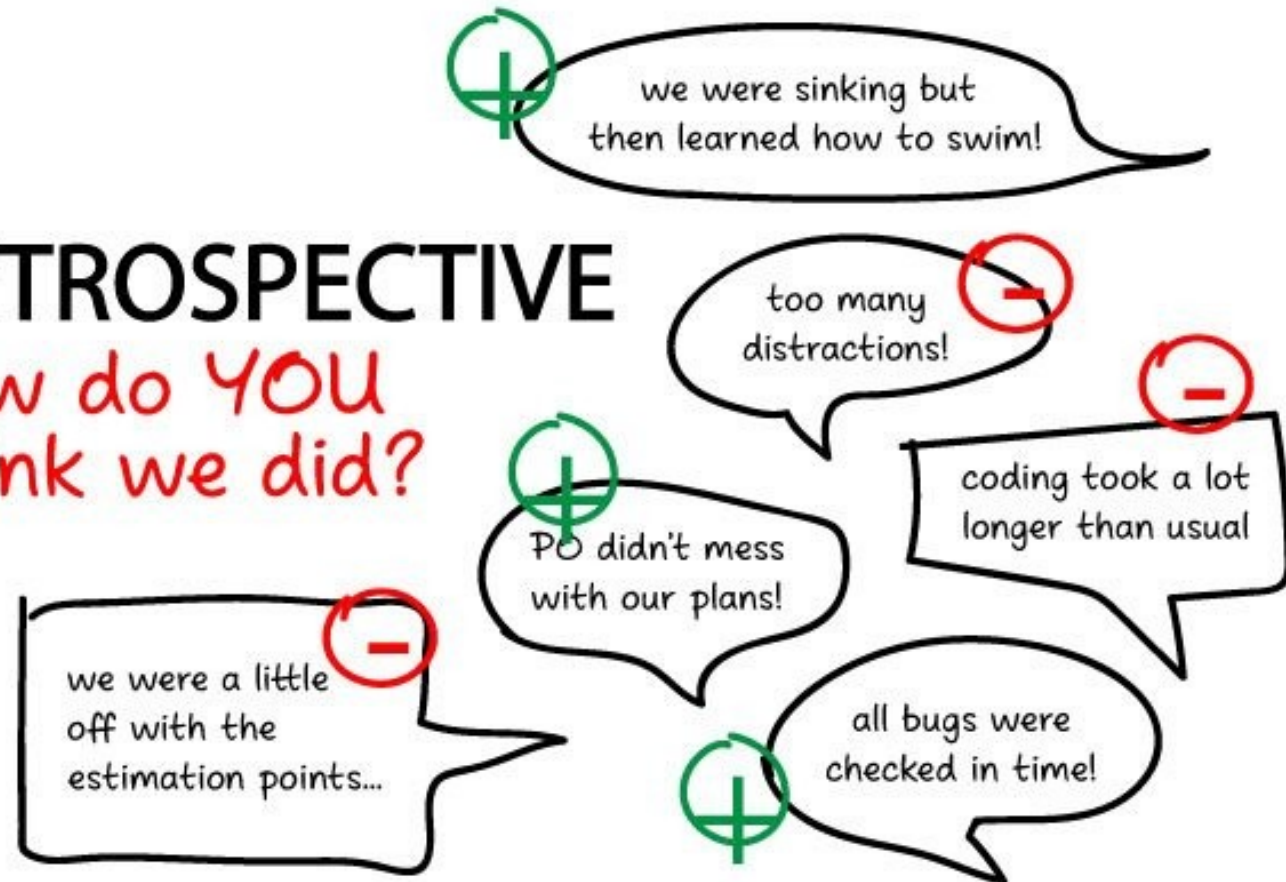


Look ahead learning from your past



RETROSPECTIVE

how do YOU think we did?



Project Management Tools

Scope of the tools

- To plan & monitor the project implementation (in terms of timeline, deliverables, use of the grant and compliance with the administrative and reporting requirements)
- To take the actions needed to ensure the completion of the objectives
- Control of decision-making process
- Conflicts resolution

Categories of tools

- already existing ones
- the ones defined by the coordination team (if necessary)

Conditions

- To be filled-in timely and regularly updated
- To be understandable by all the team involved in the project (internal team & Partners)



Management Tools: examples

- Project Log
- Gantt Chart
- Mailing list
- Shared repository
- Financial Monitoring files
-



Writing the proposal

Use the proposal template indicated in the Call chosen.

The proposal must be designed in work packages (WP), and describe in detail the activities covered by each WP.

A WP is a major sub-division of the work plan of your project.



A single activity is not a WP

A single task is not a WP

A % of progress is not a WP (e.g. (stset eht fo %50

A lapse of time is generally not a WP (e.g. activities of year (1

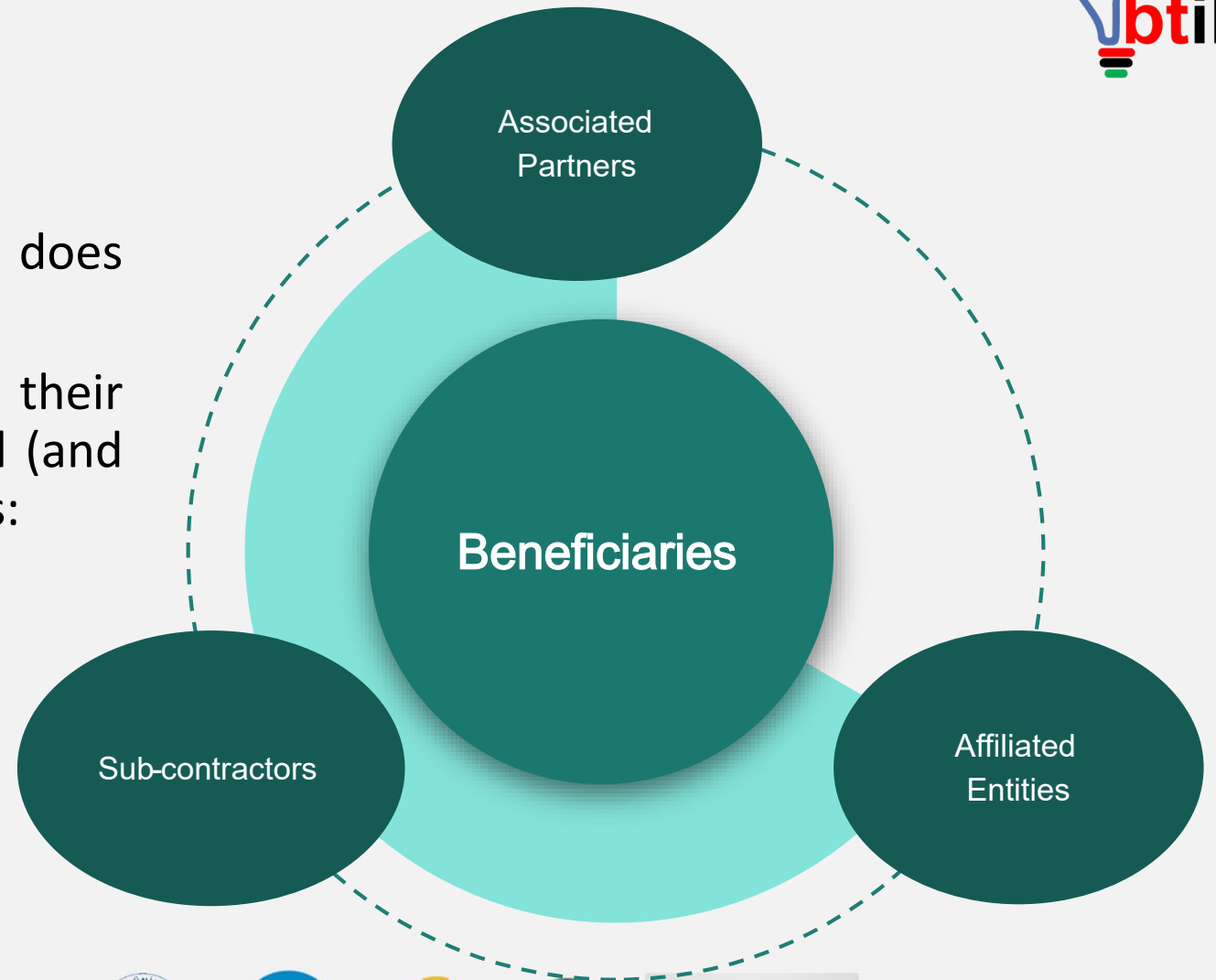
The Consortium

Who does the work?

You need to know which participant does what when carrying out the project.

The partner organisations and their activities are specified in the proposal (and in the Grant Agreement). This includes:

- ❖ Beneficiaries
- ❖ Affiliated entities (if any)
- ❖ Associated partners (if any)
- ❖ Subcontractors (if any)



Budget

Provide detailed breakdown of cost estimations .

The template to prepare the detailed costs estimations can be generally found in the submission tool (see *How to fill in the detailed budget table: practical example.*)

The cost estimations are used to generate automatically a budget breakdown per work package and per participant (i.e., beneficiaries and affiliated entities, if any) .

DETAILED CONSOLIDATION	BE 001			BE 001	PROJECT
	UNITS	COST PER UNIT	BENEFICIARY TOTAL COSTS	BE+AE TOTAL COSTS	BE+AE TOTAL COSTS
A. DIRECT PERSONNEL COSTS			-	-	-
A.1. Employees (or equivalent) person months			-	-	-
Type 1	-	-	-	-	-
Type 2	-	-	-	-	-
Type 3	-	-	-	-	-
Type 4	-	-	-	-	-
Other	-	-	-	-	-
A.2 Natural persons under direct contract	-	-	-	-	-
A.3 Seconded persons	-	-	-	-	-
A.4 SME Owners without salary	-	-	-	-	-
A.5 Volunteers	-	-	-	-	-
B. Subcontracting costs	-	-	-	-	-
C. Purchase costs			-	-	-
C.1 Travel and subsistence per travel or day			-	-	-
Travel	-	-	-	-	-
Accommodation	-	-	-	-	-
Subsistence	-	-	-	-	-
C.2 Equipment (please refer to the Depreciation Cost sheet)	-	-	-	-	-
C.3 Other goods, works and services			-	-	-
Consumables	-	-	-	-	-
Services for Meetings, Seminars	-	-	-	-	-
Services for communication/promotion/dissemination	-	-	-	-	-
Website	-	-	-	-	-
Artistic Fees	-	-	-	-	-
Other (please specify details under worksheet "Comments")	-	-	-	-	-
D. Other cost categories			-	-	-
D.1 Financial support to third parties	-	-	-	-	-
TOTAL DIRECT COSTS INCLUDING SUBCONTRACTING (A+B+C+D)			-	-	-
E. Indirect costs 7% (rounded to zero decimals)			-	-	-
TOTAL COSTS (A+B+C+D+E)			-	-	-

Estimation of costs

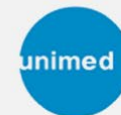
The estimates must be an approximation of the actual costs, and in particular:

- they must be in line with beneficiaries 'normal practices;
- they must be reasonable / not excessive;
- they must be in line with the activities proposed;
- they are subject to the general eligibility rules.

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General eligible criteria

In order to be considered **eligible** the following criteria must be met ,
:airect

- they are incurred within the implementation period;
- they are indicated in the estimation budget of the action;
- they are incurred in connection with the action and are necessary for its implementation;
- they are identifiable and verifiable;
- they comply with the requirements of applicable tax and social legislation;
- they are reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency.

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Which costs must be covered ?

Depending on the type of the action, these costs and categories of costs may be the following:

- ❖ **Direct Personnel costs** (salaries and wages of personnel directly involved in the action; social security contributions; pension contributions; health insurance; etc.)
- ❖ **Direct Subcontracting costs;**
- ❖ **Direct Purchase costs** (purchase of goods and services; travel; accommodation; etc.)
- ❖ Other cost categories: financial support to third parties; internally invoiced goods and services; transnational etc(.
- ❖ Indirect costs: are in general administrative costs incurred in connection with the eligible direct costs for the action.

How to fill in the detailed budget table?



Practical example for lump sum proposals.



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Grant Management

Grants are subject to the following financial principles:

Co-financing principle

Union grants may not finance the entire cost of the action .

The applicant must contribute to the implementation of the action either by way of own resources or by financial contribution from third parties.

No double financing rule

Each action may give rise to the award of only one grant, there can be no duplicate Union funding of the same expenditure .

No-profit rule

The Union grant may not have the purpose or effect of producing a profit for the beneficiary.



Payment schedule



The maximum grant amount is fixed in the ***Grant Agreement***.

The Granting Authority or the European Commission to the Coordinator:

- distribution of funds in accordance with the ***Grant Agreement***:
 - Pre-financing payment
 - Additional pre-financing(s) / Interim payment(s)
 - Balance payment

Coordinator to the other beneficiaries:

- distribution of the amount in accordance with the the ***Consortium Agreement***

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Budget flexibility

The grant must be managed in accordance with the Grant Agreement and ensures a proper implementation of the action as agreed.

Depending on the type of the action, flexibilities are allowed, but the maximum grant amount can not be exceeded.

Moreover, transfer between Work Packages are possible if:

- Work Packages concerned are not already completed (and declared in a financial statement)
- Justified by the technical and scientific implementation of the action

Records(1/2)

All participants must keep records and other supporting documentation in order to prove the proper implementation and the costs claimed.

For Lump Sum grants, records on costs incurred are exceptionally NOT needed; it is enough to keep the evidence to prove the proper implementation of the action.



Records(2/2)

ACTUAL / MIXED COSTS grants

Technical documents

Publications, prototypes, deliverables

Documentation required by good research practices such as lab books

...any document proving that the work was done as detailed in the proposal

Timesheets

Pay slips or contracts

Documents proving travels (i.e. boarding passes)

Contracts / invoices / proofs of payment

Any other document proving the actual costs

LUMP SUM grants

Technical documents

Publications, prototypes, deliverables

Documentation required by good research practices such as lab books

...any document proving that the work was done as detailed in the proposal

Timesheets

Pay slips or contracts

Documents proving travels (i.e. boarding passes)

Contracts / invoices / proofs of payment

Any other document proving the actual costs



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Amendments

Amendments requested by the consortium

If there are any changes to the Grant Agreement (e.g. data or options specific to that agreement) or its annexes, they must be done through a formal amendment.

Amendments are normally NOT necessary for:

- budget transfers covered by the budget flexibility
- name or address changes of a participant;
- universal takeovers (merger/acquisition) of a participant;
- changes of the banking details;

Amendments initiated by the Granting Authority



Reporting(1/2)

Continuous reporting on milestones & deliverables

During the project, you are expected to provide regular updates on the status of the project: the continuous reporting.

The continuous reporting includes:

- progress in achieving milestones
- deliverables
- updates to the publishable summary
- response to critical risks, publications, communications activities, IPRs
- programme-specific monitoring information (if required).

Reports & payment requests

In order to receive payments, the consortium must submit periodic reports (following the schedule set out in the Grant Agreement). When these are due, they must be submitted directly in the Periodic Reporting Module of the Portal Grant Management System.



Reporting(2/2)

Periodic report: Technical Report (Part A and B) and Financial Report

The periodic report consists of two parts, the Technical Report and Financial Report.

The Technical Report is itself also divided in two parts, Parts A and B:

Part A: contains the structured tables with project information.

Part B (the narrative part): mirrors the application form and requires the participants to report on differences (delays, work not implemented, new subcontracts, budget overruns etc.).

Financial Report

The Financial Report consists of the structured individual and consolidated Financial Statements. In addition, most programmes require either a detailed cost reporting table (Excel table) or the use of resources report (online wizard) and, for payments above a certain thresholds, a certificate on the financial statements (CFS).



Checks, reviews, audits & investigations

In order to ensure sound financial management and compliance with the Grant Agreement rules, the Granting Authority will perform project reviews and financial audits on participants.

For lump sum grants, since they do not use actual costs, there will be no financial audits focusing on costs. Reviews will focus on the technical implementation of the action or other aspects of the Grant Agreement.

The ***Certificate on the Financial Statement*** na yb decudorp troper a si (SFC) ot si esoprup stl .(recffio cilbup ,seidob cilbup rof ,ro) rotidua tnednepedni stsoc eht fo ytiraluger eht tuoba ytirohtuA gntinarG eht ot ecnarussa evig .demialc



Funding & tender opportunities portal



FTOP

Roles and access rights

Online manual FTOP



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Reference documents

Annotated Model Grant Agreement

Model Grant Agreement Lump Sum

Decision authorising the use of lump sum contributions under the Horizon Europe Programme

Decision authorising the use of lump sums and unit costs under the Erasmus+ Programme

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Thank you!

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