



SEMINAR

Contracting & Start-up

Territorial Cooperation Project Management

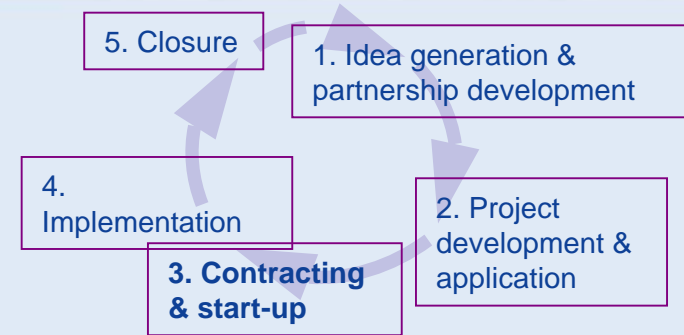
15-16 May 2008

Bucharest

What happens at this stage?



- Contracting
- Partnership agreements & decision-making structures
- Detailed planning and milestones
- Establishing a common working culture



- § covers the need to comply with programme, national and Community rules and regulations
- § allows projects to carry out the approved activities
- § extra activities need the programme's advance approval

- Clearly define project responsibilities and procedures for each partner for easier implementation.
- Lay out important principles of partnership work (cooperation, deadlines, information requirements)
- Help to minimise risks
- Define partners financial responsibilities and ensure the Lead Partner's financial security

'Said is not the same as heard. Heard is not the same as understood. Understood is not the same as done.'

SOCRATES Survival Kit

What can be included in the PA?



- Summary of programme contract conditions applicable to partners
- Lead Partner conditions
- Lead Partner Commitment (with signature)
- Partner responsibilities
- Partner tasks (c.f. application form)
- Financial Requirements for each partner
- Audit Requirements
- Partner Budget and Budget Rules (eligibility rules and conditions for spending funds)
- Templates for Periodic Reports
- Management and decision-making structure

- thematically
 - WP coordinators
- geographically
 - regional coordinators
- project steering groups
 - project decision-making body
- overall operational functions
 - project manager, financial manager, administrative staff

} or a combination of both

Function & composition:

- strategic coordination, evaluation and decision-making for the project
- can include political, administrative, social and other regional actors to make project results more visible and mainstreamed
- can also include experts in a specific sector

Key aspects:

- PSG rules to be confirmed by all partners
- members need to have decision-making powers

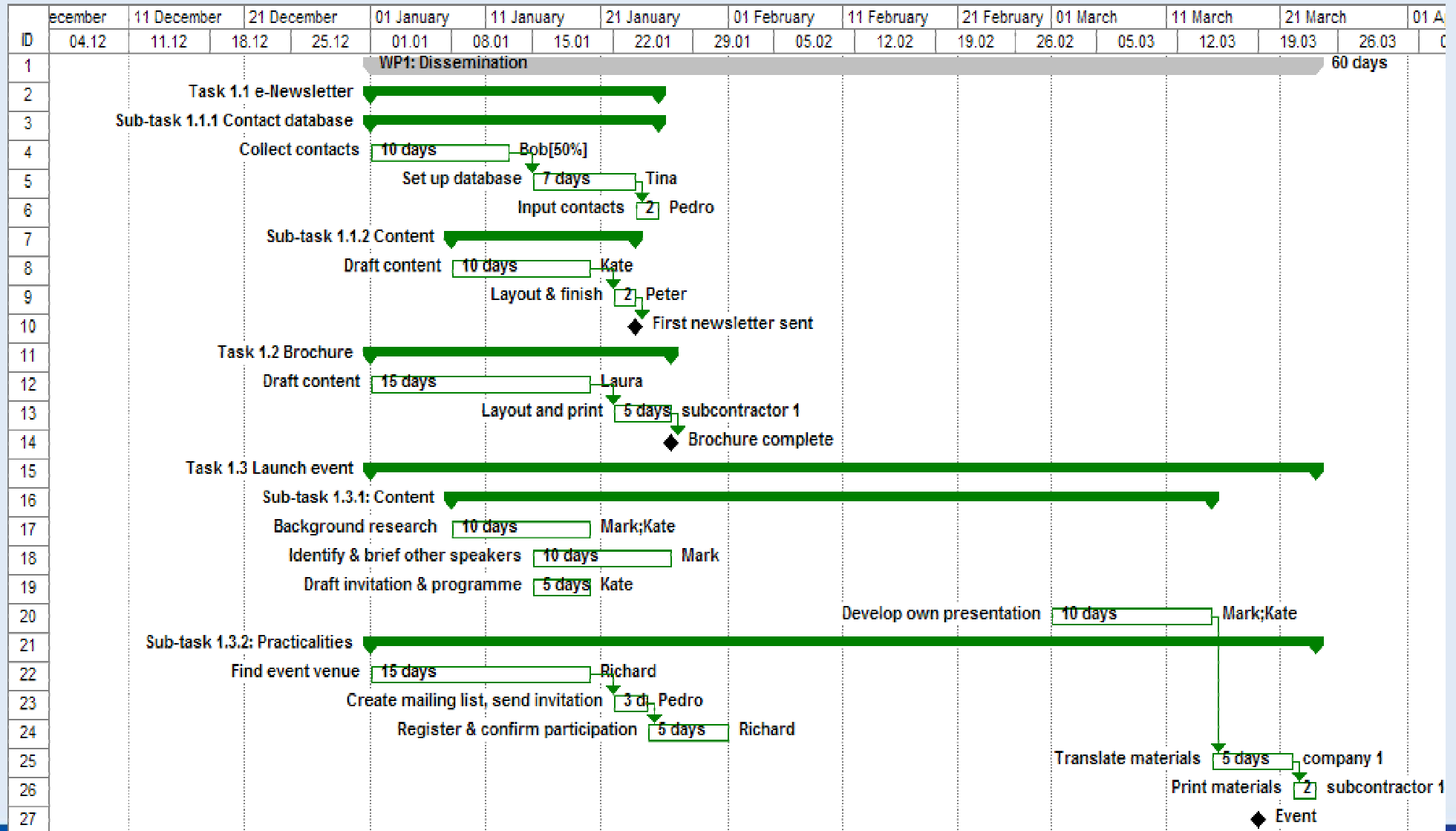
What & how?

1. list tasks and activities
2. allocate of resources and people per activity
3. identify relationships
4. calculate real times & time-lags
5. define milestones

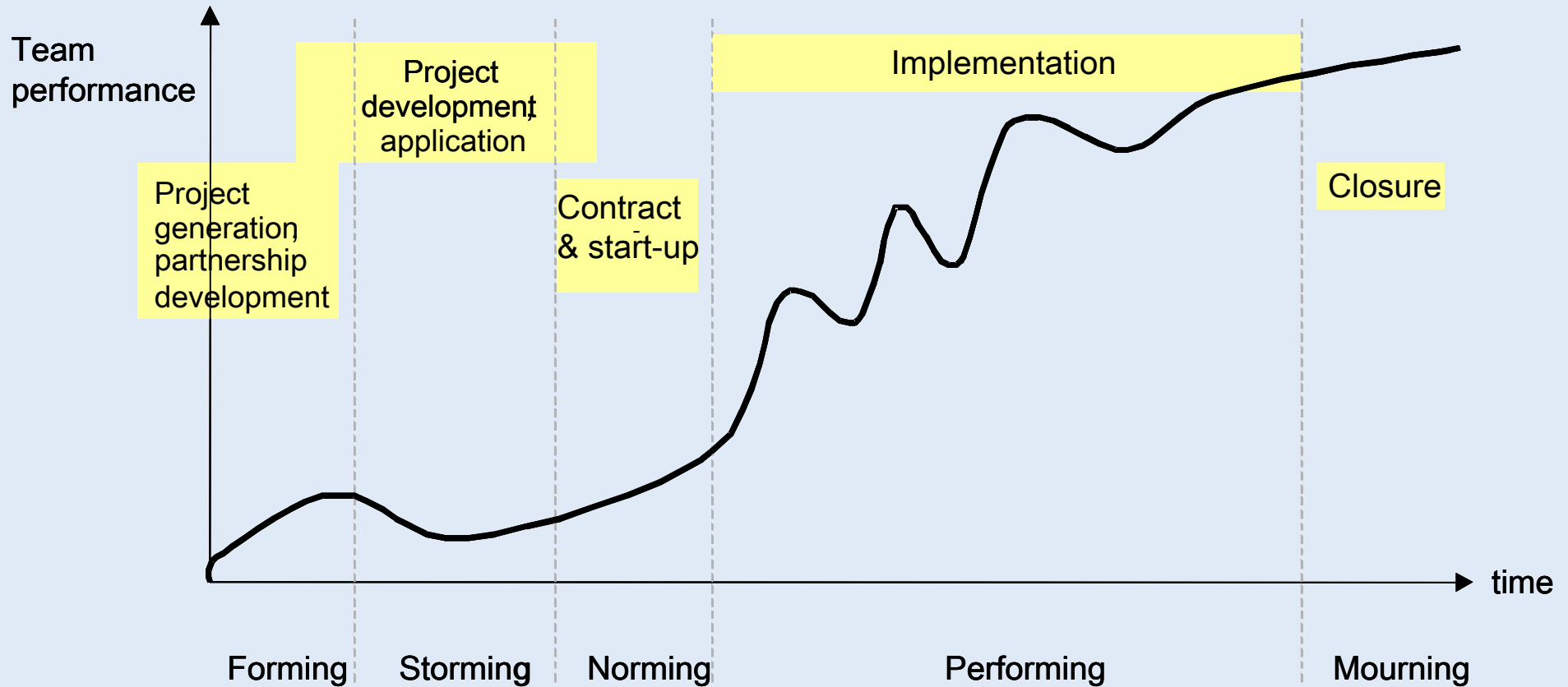
Why?

- establishing the work-flow
- transparency for all partners
- identification of risks
- baseline for project review, evaluation, reporting
- day-to-day project management tool

Visualising the work plan



Team development



Language barriers

- lack of a common working language
- mix of native and non-native speakers
- different meanings/interpretations for certain expressions, terminologies

Working cultures and norms

- organisational structures, decision-making structures,
- collaboration,
- approaches to change, problem-solving

Communication

- ways of sharing and distributing information/ ideas

Cultural differences

- gestures & customs, etc.
- different assumptions made in the same situation

Standards

- currencies, measures, technical norms, etc.

How to avoid cross-cultural pitfalls?



- **Simplify**: use of simple words that are easily understood and consistency in what is said. Technical jargon should be avoided where possible and explained clearly when used.
- **Clarify**: *When in doubt, ask; if not, ask anyway.* It is important to ensure that all partners have understood everything that is said.
- **Get feedback**: asking for feedback in the partners' own words helps to discover any major misunderstandings of what was said.
- **Get into the details**: not only agree on general principles but also agree the finer details.
- **Summarise**: to prevent future conflicts about decisions reached at meetings and to ensure that agreed actions agreed are implemented.

Ground rules for collaboration



- Open / honest communication and feedback
- Respecting each other as professionals
- Supporting each other and providing help when needed
- Listening to feedback and ideas
- Have the chance to ask questions any time
- Sharing information, expertise, skills, etc. within the team
- Pro-active participation of all members in the team
- Open-minded / constructive approach to conflicts

Conflict management



- What is the nature of the conflict?
- What are the interests and motivations of the parties involved?
- What are the options for resolution and their implications?
- What is the best possible way?
- Does the solution agreed to by the parties really solve the conflict?

The kick-off meeting



- meeting and introducing all partners
- clarifying aims and goals
- method of work
- schedule and milestones
- communication plan
- administrative structure and rules
- motivation and teamwork

(crossboR&D project, IIIA SI/HU/CR)

How to document it all - Project Management Guides



- Working values and norms for the team
- Project working and decision-making structure
- Internal project evaluation and review
- Reporting requirements and deadlines (what and when?
financial and activity)
- Auditing and control procedures (partner, project and
programme level)
- Internal communication and organisation of partner
meetings
- Use of indicators
- Dissemination plan
- Resolution of problems and conflicts