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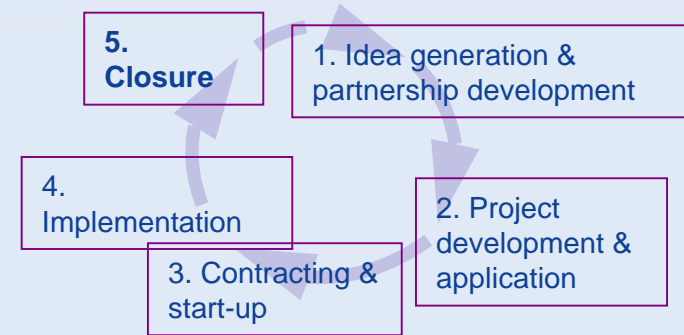
Project Closure

Territorial Cooperation Project Management

15-16 May 2008

Bucharest

What happens at this stage?



Two main elements:

- Content and results
- Financial and administrative

Aim: Bringing the project to a *controlled* end

Vision for projects in the new period:

“...they should make a real and measurable change to the way regions work. Even the remotest regions of Europe should be at the cutting edge of development and cooperation projects should play a vital role in this process.” (Elisabeth Helander)

Closure is the time to demonstrate your project's contribution

- Main-streaming
- Kick-starting additional actions ('leverage')
- Awareness raising

→ *Making a lasting change*

Promotion of results will fail if it is only planned at the end of the project

- *what, who, how, why?*

Project problems during closure

57.9%	strict deadlines established by programme bodies for submitting documents
47.4%	coordination between project partners
31.6%	complexity and unclarity of documents and information required by programme bodies
15.8%	final project audits
5.3%	No problems

What needs doing?

- Final report – activities and financial
- Final control of expenditure
- Ensuring the audit trail
- Availability of outputs
 - publication
 - distribution
- Clarification of IP and related questions with all partners
- (Re)allocation of staff

- What does the project end date mean?
- Do partners have resources for closure?
- What needs to be in the final report?
 - Executive summary
 - Outcomes achieved vs approved application
 - Focus on results obtained
 - Explanation of next steps
 - Reflection on implementation

Final financial report

- Generally covers all expenditure for the whole project lifetime
- No more room for open questions or delayed reporting
- Control report should describe all control work carried out
- Needs to demonstrate that it is safe to close the project

When is the final payment made?

- 5-20% retention
- May be paid out immediately after successful project closure
- May have to wait until after successful programme closure (especially for projects closing near to 31.12.2015)
- Make sure partners are aware and can afford to wait

Eligibility after Closure – in the short term:

- Invoices coming in after closure of project activities but relating to activities in the eligible period
- Costs for e.g. audit (fixed price), printing the final report

Eligibility after Closure – in the longer term:

- Filing requirements. Documents need to be kept at least 3 years after programme closure
- Additional financial control is still possible
- Rules on revenues and ownership

Make sure departing project staff leave a good record of their work

Project Closure – Last but definitely not least!



- Evaluation, reflection, feedback
- Knowledge management
- Learning points
 - What happened and why?
 - Future actions to be taken
- What happens next? – building on the outcomes
- Mark the occasion!

