

Interreg
Mediterranean



PROGRAMME MANUAL

SUPPORT FOR PROJECT IMPLEMENTATION

Programme cofinancé par le Fonds Européen
de Développement Régional (FEDER)

Programme cofinanced by the European Regional
Development Fund (ERDF)

Presentation of the support system for project implementation

OBJECTIVES OF THE PROJECTS SUPPORT SYSTEM

For 2014-2020, the issue of the quality of projects is particularly important. In this context, the MED programme has designed a support system that aims to help Lead Partners and partners to implement their activities and, when applicable, link the different modules in an efficient way.

The support system proposed by the programme is based on the following parts:

“METHODOLOGICAL TOOLS FOR THE PREPARATION AND IMPLEMENTATION OF MED PROJECTS”

During the 2007-2013 period, evaluations have highlighted the difficulties faced by some projects in anticipating and properly planning their activities. For 2014-2020, it is required that projects have a good command of their actions and work sequences.

For this reason, projects can refer to the guidelines provided in **“Methodological tools for the preparation and implementation of MED projects”**. In this section, they can draw on the indications provided on the “Planning of the activities of a MED project” that insist on the necessity to anticipate the sequence of operations and of the potential consequences of the modification of an activity, of a deadline on the overall project.

The section also provides guidance on the logical framework, the SWOT analysis and the use of sociogram for the project.

The use of these tools is not compulsory but it is recommended by the programme to ensure a good implementation of the project.

Projects can contract external experts to assist them in the use of these tools.

“Points of attention”

An essential aspect for the good functioning of projects lies in their ability to anticipate possible difficulties that the partners may face during the life of the project.

Referring to the experience of the 2007-2013 projects, the programme provides the stakeholders with a list of **“points of attention”** that identifies the main difficulties observed in the implementation of projects. For each point, the programme also provides guidance on actions to be taken in order to limit these risks or reduce their impact on the project.

Other documents provided by the programme

Besides the methodological tools presented above that aim to support the implementation of projects, the following document must be taken into account to ensure a proper functioning of the support and monitoring system:

“ASSESSMENT OF THE SUPPORT SYSTEM”

This factsheet should allow Lead Partners, partners and external experts (when relevant) to submit their comments on the support system provided by the programme.

Two types of forms are proposed, one for the Lead Partner and one for the external expert. Lead Partners must transmit their form to the Joint Secretariat at the end of the project with their final report. External experts must transmit their form as soon as their assignment ends. These contributions will be taken into account by the Joint Secretariat to improve, if needed, the support system for the next calls for projects.

“PROCUREMENT FOR EXTERNAL EXPERTS”

Multi-module projects are required to hire an external expert to support them in the evaluative monitoring of the project, and to ensure a proper transition from one module to another.

To facilitate the recruitment of external experts for multi-module projects, the programme provides guidelines for the drafting of procurements (support expected, methodology, skills...). Such guidelines shall ensure that the projects will benefit from comparable levels of expertise for the implementation of their activities.

PRESENTATION OF THE PROJECT SUPPORT SYSTEM PER TYPE OF MODULAR PROJECT

FIGURE 1: SINGLE MODULE PROJECTS

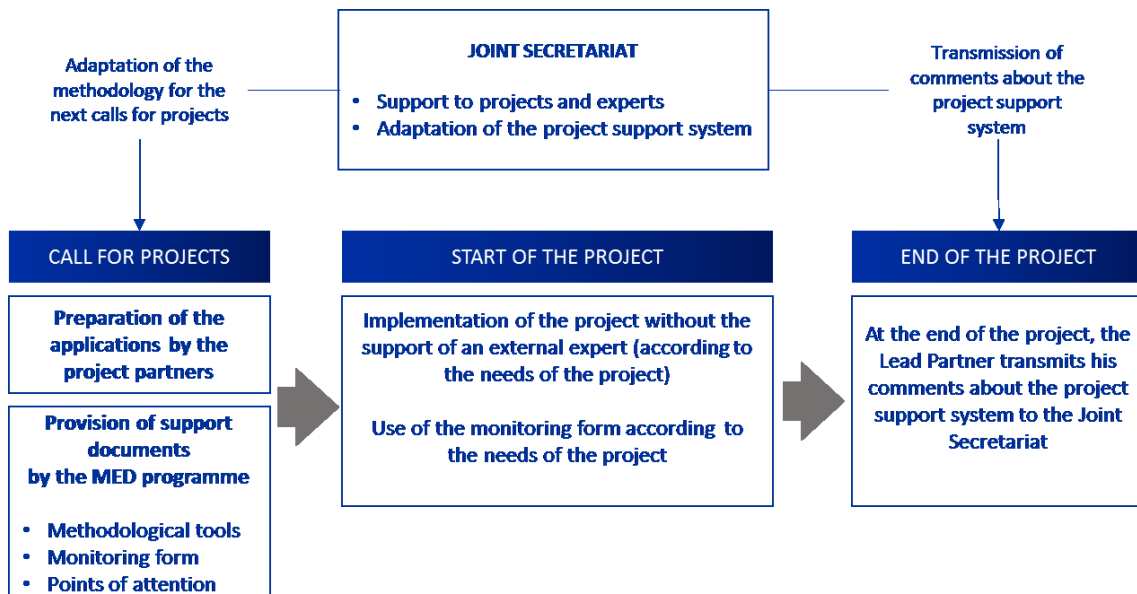
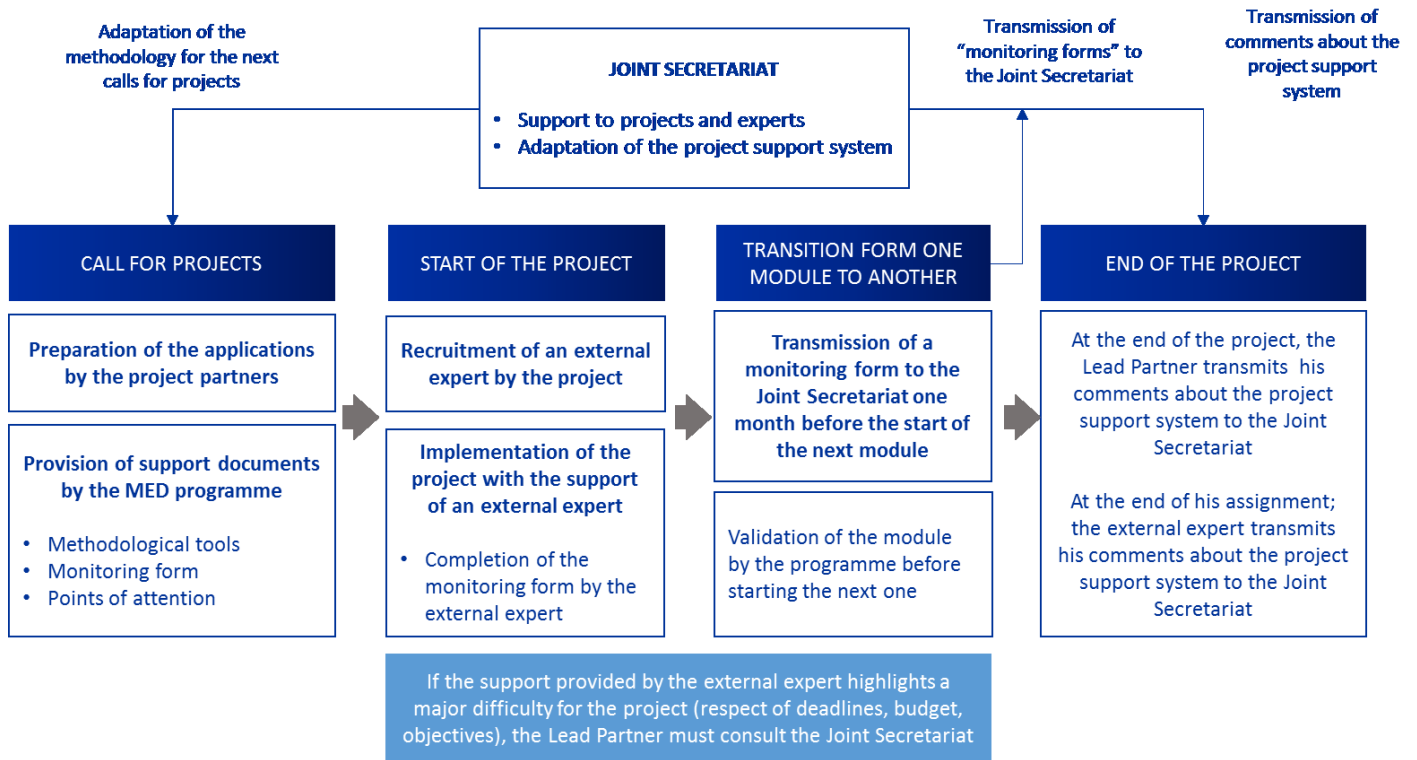


FIGURE 2: MULTI MODULE PROJECTS



DOCUMENTS AVAILABLE FOR PROJECT SUPPORT

FIGURE 3: DOCUMENTS AVAILABLE FOR PROJECT SUPPORT

Support documentation	Description	Objective	Who is involved	Terms
1. Methodological tools	Description of methodological tools that can be used by project partners	Improving the preparation, planning and implementation of projects	To be used by Lead Partners and project partners	To be used right from the project design phase
2. Monitoring form	Form dedicated to the qualitative monitoring of the project by the external experts and project partners in multi-module projects	Assessing the progress of the project, identifying difficulties and proposing solutions for a sound implementation of the module	The external expert is in charge of drafting the monitoring form in close relation with the Lead Partner and the project partners	Project partners and external experts specify the use of the monitoring form themselves (frequency) The project must transmit to the Joint Secretariat a form completed one month before the start of the next module
3. Points of attention	List of points highlighting specific difficulties for the conception and implementation of projects	Anticipating the main difficulties partners can face during the preparation and implementation of the project	Dedicated to the Lead Partner and to project partners The external expert shall pay a specific attention to these points during his/her mission	Points of attention must be taken into account right from the project design phase and throughout its implementation
4. Assessment of the support system	Form to be used by Lead Partners and external experts to give their comments on the project support system	Improving the project monitoring system for the next calls for project	Two different forms are proposed. One for the Lead Partner and one for the external expert	The Lead Partner transmits the form to the Joint Secretariat at the end of the project (with the final report) The external expert transmits the form to the Joint Secretariat at the end of his/her assignment
5. Procurement external expert	This document provides guidelines (technical and methodological information) for the drafting of public procurement for the recruitment of external experts by the project	Helping to specify the mission of the external expert and ensure that projects can benefit of comparable level of assistance	To be used by the Lead Partner and the partners for the drafting of the public procurement	The tender for the recruitment of the external expert must be launched as early as possible after the project selection notification

ROLES OF THE ACTORS INVOLVED IN THE MED PROJECT

The success of the project support system relies on a clear distribution of roles and on a good communication between all the actors involved. In a synthetic way, their responsibilities can be listed as follows:

Joint Secretariat:

- Providing methodological tools on the website of the programme when launching calls for projects
- Screening the quality of each module before the project can start a new one. Analysing of the "monitoring forms" transmitted by the external experts
- Analysing the "assessment forms" transmitted by the Lead Partners and the external experts and adaptation of the project support system for the next calls for projects.

Lead Partner of the project:

- As soon as a project application is considered, project partners must go through the support documents provided by the programme. The Lead Partner must pay a particular attention to the "points of attention" in order to anticipate potential difficulties in the preparation and implementation of the project;
- As soon as the project starts, the Lead Partner recruits the external expert (if relevant). For the drafting of the procurement, the LP must use the guidelines provided by the programme in the document "Procurement external expert";
- During the implementation of the project, the Lead Partner holds a close relationship with its partners and with the external expert (if relevant). In multi-module projects, the LP must provide the external expert with any useful information to ensure an efficient support process (especially for the drafting of the monitoring form);
- At the end of the project, the Lead Partner transmits comments of the partnership on the project support system ("Assessment of the partnership on the project support system" to the Joint Secretariat.

Project partners:

- Project partners must take note of the documents provided by the programme, right from the project design phase. They must pay a specific attention to the "points of attention" which can help to anticipate a number of difficulties as early as the project preparation phase;
- During the implementation of a multi-module project, project partners must maintain a steady relation with the external expert and provide him/her the information necessary for the proper operation of the project (for the drafting of the monitoring form for example);
- At the end of the project, project partners share their comments with the Lead Partner about the project support system ("Assessment of the project support system").

External experts:

- From the start of his/her mission, the external expert should promptly meet the Lead Partner and the partners to explain his/her methodology and the support s/he will provide them with;
- The external expert assists the project in the use of the “methodological tools” proposed by the programme (if project partners are using them);
- During the lifetime of the project, the external expert shall maintain a close relationship with the Lead Partner and regular contacts with the partners to monitor their activities and identify possible difficulties they might be faced with in the implementation of the module. In case difficulties arise, he must propose solutions based in particular on the analysis of the “monitoring form”;
- The external expert drafts the “monitoring form” according to the procedure defined with the Lead Partner; a copy of the “monitoring form” is sent to the JS at least one month before the scheduled start for the next module;
- At the end of his/her assignment, the external expert sends comments to the Joint Secretariat using the form “Assessment of the projects support system”.

LIMITATIONS OF THE PROJECT SUPPORT SYSTEM

The quality and usefulness of project support largely depends on the commitment of partners and on the quality of communication between the Lead Partner, the partners and the external experts.

The approach is essentially voluntary and implies that each partner regularly informs the other partners about its activities, especially in case of difficulty.

It also implies that the external expert (when relevant) be actively involved in the process, be considered as an additional resource to promote the effective implementation of the project and be involved in committees, meetings and project information flows.