

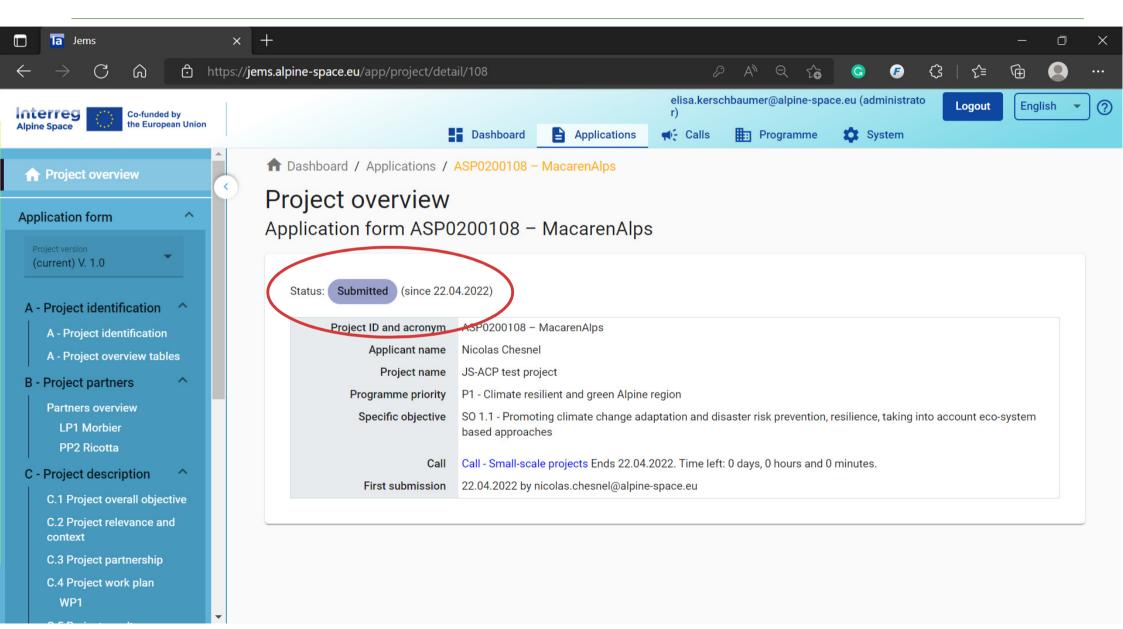


## Next step: Letter of Deficiencies

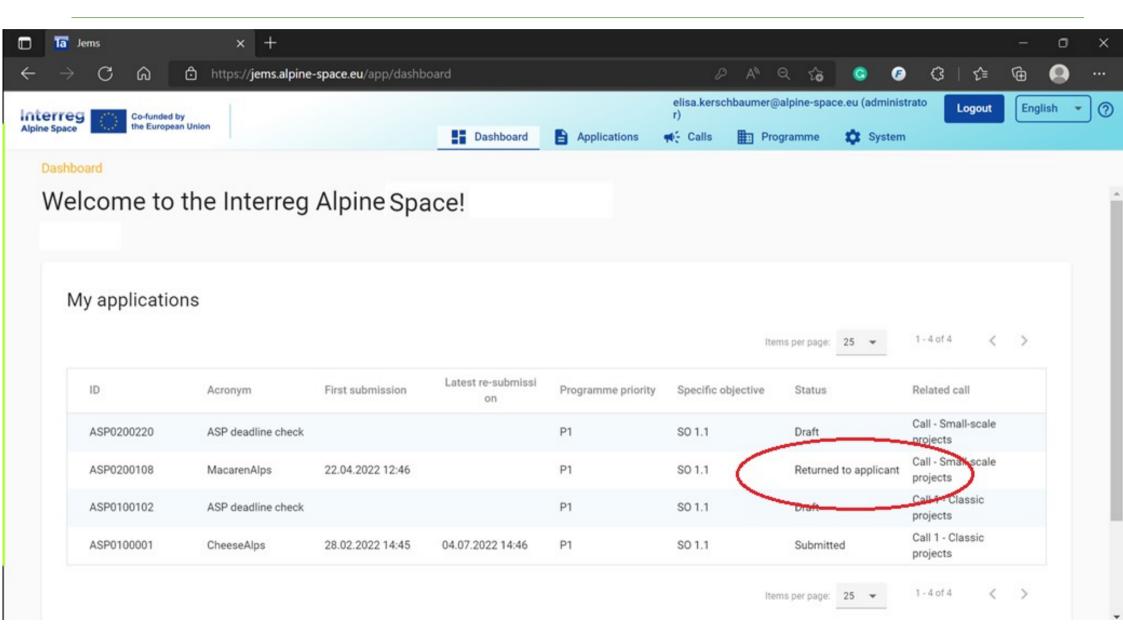


- Aim: to correct shortcomings in AF + reply PC recommendations
- Further guidance today in individual consultation + by project officer at JS
- Revision of AF via Jems
  - → To be submitted <u>asap</u> and by <u>24 April 2023 the latest</u>
- Important note: PC recommendations which are not reflected in the AF will have to be replied in written, at latest in project report number 1

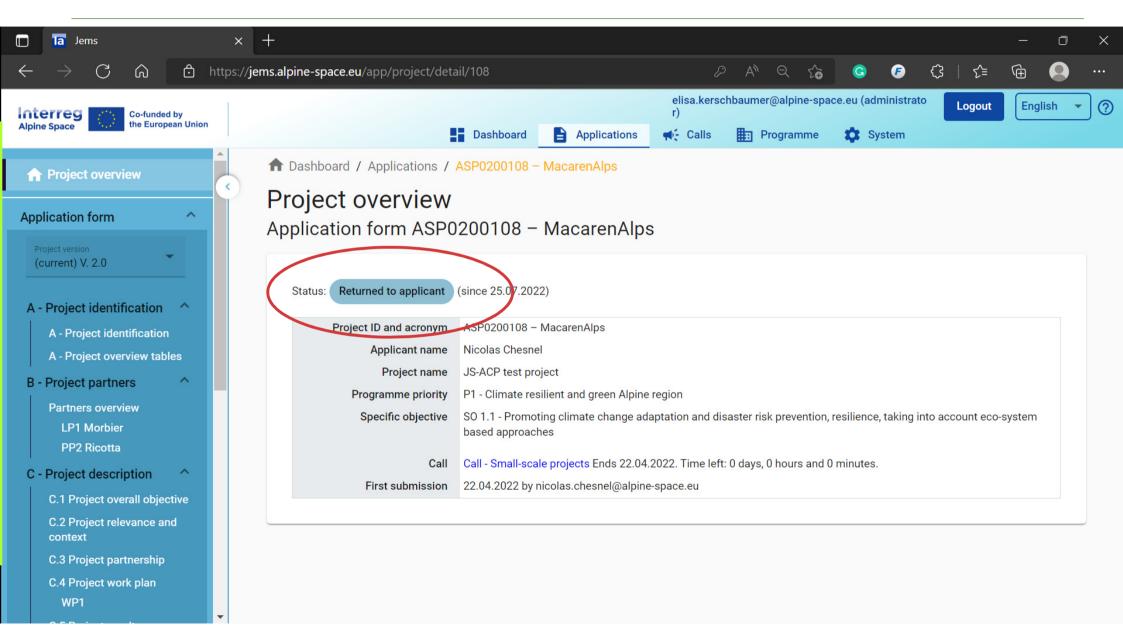




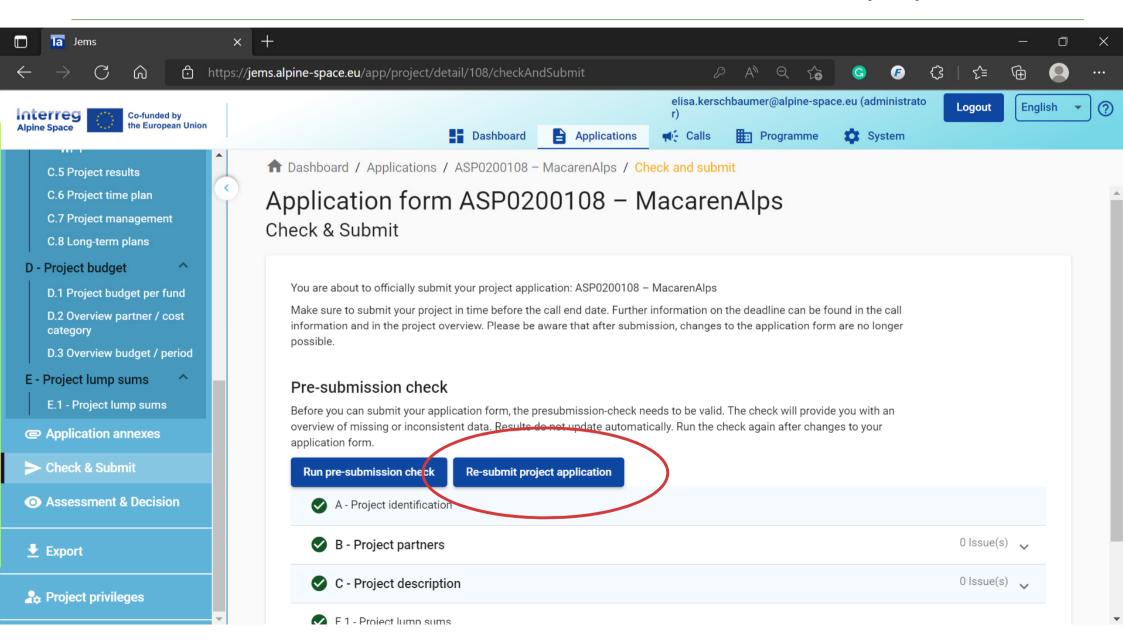












# Tips: when revising the AF

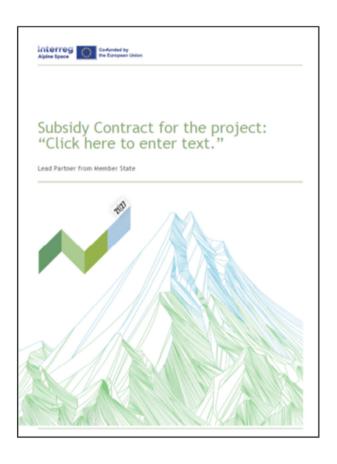


Details have been provided in letter of deficiencies. Most common:

- Outputs: <u>core element of the project</u> (the essential «products» your project will provide side or intermediary products are considered as deliverables); designed according to the needs of target groups; high quality expected.
- **Results:** <u>immediate effect of the intervention</u>. You should anticipate which organisations will take up or up-scale your output/s during the project or within one year after project completion. Adopting organisation(s) may or may not be a participant in the project. The uptake/up scaling should be documented (eg. letters of commitment).
- Equipment/external expertise as real costs: need to be well described and justified.
- **EUSALP**: connection with the relevant AG(s) should be established by getting in touch with them.

## Next step: subsidy contract





- Foreseen by EU regulations (article 26 of Interreg-regulation (EU) No. 2021/1059)
- Signed by MA once JS confirms that all AF deficiencies have been removed
- Main reference document for LP
- Regulates conditions for ERDF-grant, tasks, duties and responsibilities of LP, i.a.:
  - reporting & payments of ERDF-funds
  - liabilities
  - communication, IPR
  - project changes
  - project management obligations

## Next step: subsidy contract



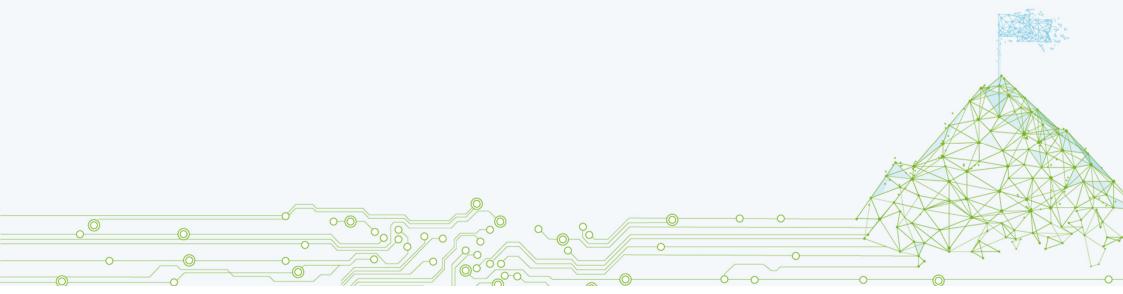
- Was sent by MA/JS to the LP (see info contained in LoD email on 23.
   March 2023)
- Two copies signed by LP should be submitted <u>asap</u> and by <u>24 April</u>
   2023 at the latest
- MA will countersign as soon as AF revised according to LoD
- Project expenditure eligible since:
  - 1 April 2023 (starting date of your projects)

## The role of the Lead Partner



- Ensures overall project management
- Has coordination, steering function
- Is responsible for communicating with JS
- Submits project reports, deals with clarifications
- Reimburses ERDF promptly to the project partners

# The first weeks of the project... ...there is a lot to do!



## The project kick-off meeting



 Key to get to know your project partners well, and agree how to cooperate!

#### Please keep in mind to:

- Set up the project management team: coordinator, communication and financial managers
- Set up the project steering committee
- Agree on roles, expectations, values
- Detail planning
- Fine-tune your project management and controlling tools

## Project management



- Project organisation
  - Project management structures, frequency of meetings, project manual (work plan, reporting procedures etc.)
- Operational management
  - Role of the different structures and how they interact in the course of the project, i.e. project steering group, project management team, WP Leaders
- Quality control and financial control
  - Monitor and review progress at both partner and project level
- Project closure
  - Final reporting

## Project management tools



- A lot of project management software tools are available, and for those new to project management, it can be challenging to identify what's essential, what's beneficial, and what's not worth your time.
- As you know, Jems or the AF are no such tools!



# Project management tools



#### Work breakdown structure

(or WBS) is an hierarchical tree structure that outlines your project and breaks it down into smaller, manageable components (e.g. activities and deliverables)

#### Gantt chart

- All activities to be undertaken in the WPs must be presented in a realistic timetable
- Define milestones, such as events signifying an important decision making moment or completion of a deliverable or an output

### Stakeholder analysis

- Identify and assess the importance of key people, groups of people, or institutions that may significantly influence the success of an activity or project
- Local and regional authorities, SMEs, NGOs

# Project greening



- In line with Article 9 of Regulation (EU) No 1060/2021, the Alpine Space programme strives to adopt eco-friendly practices for all its daily
  - activities, especially concerning events and meetings.
- Project participants are thus strongly encouraged to apply energy efficient and sustainable principles to their activities:
  - Project publications and promotional products
  - Events and meetings (checklist including food, transport, venue)
  - Office daily activities (sustainable practices charter)



## Procurement and new staff



- Procurement procedures take time (the one for the selection of your FLC too)! Integrate them in your project planning in due time.
   The AS Programme Manual offers important information for you (D.2 p.73)!
- If you need to hire new staff, start well in advance to publish the vacancy.

## Useful tools created for you!



Please do use them all along the implementation of your project:

- Programme Manual
- Jems portal
- FAQ & glossary

## The JS is at your service!



- One JS officer dedicated to your project + back up
- Guidance provided at kick-off meeting
- Dedicated seminars: reporting etc.
- Synergies with EUSALP

www.alpine-region.eu



Network of ACP for guidance e.g. on national rules



We are here for you whenever you need us.

Never forget to enjoy the transnational cooperation!

