

PLANNING YOUR PROJECT MANAGEMENT AND COMMUNICATION STRATEGY

UIA webinars



- Fourth and final of a series of four webinars:
 - **2 February** – Introduction to the UIA and the Initiative's expectations
 - **9 February** – Creating a UIA partnership
 - **16 February** – Building your intervention logic and drafting your budget
 - **23 February** – Planning your project management and communication strategy
- Aim: to help applicants put together an application form for the UIA second Call for Proposals
- Complements the information provided in the four applicant seminars that have already taken place

UIA – 2nd Call for Proposals



- ERDF budget: **EUR 50 Million**
- 3 topics:
 - Circular economy
 - Integration of migrants & refugees
 - Urban mobility
- Deadline: 14 April 2017 (2pm CET)



1. Planning your project management



2. Drafting your communication strategy

3. UIA Knowledge

PLANNING

When managing a project always **PLAN** during the following stages:

1. **Design:** Intervention Logic, Work Plan => **Finalized and submitted AF**

2. **Execution:**

- Contracting
- Implementation of project activities
- Monitoring and controlling your project progress and performance:

Gantt charts, milestones management, quarterly reporting, time management, monitoring project expenditure, monitoring project performance, ... => to adjust the work plan elements accordingly

(Request for Changes)

Archiving – Audit trail

3. **Closure:** administrative closure and knowledge transfer activities



WP2 Management – Section D

Describe **how the management on the strategic and operational level will be** carried out in the project:

1. Management and governance structures, responsibilities and procedures for the day to day management and coordination
2. Coordination mechanism with the wider group of stakeholders
3. Reporting to the Permanent Secretariat
4. Risk and quality management
5. Capitalisation (UIA experts involvement – 50 days)

 **Cost of Auditors (First Level Controllers) and UIA experts **should not be included in the budget!****
→ The UIA will cover these costs directly.

How to build your WP2?

- When filling in your WP2:
 - Responsible partner and Involved partners:
 - WP2 description in a summary box
 - WP2 split up in several activities (max. 5 activities)
 - Description of the activities + responsible and involved project partners
 - Activities split up in deliverables
 - Implementation period (delivery dates) and target values
 - Describe allocated costs in the 200 characters space per Partner/ Budget Line

From Call 1: WP2 Budgets went from 3% to 12% of the project total budget.
Most between 6 and 8%

Management structures

- Include management structures that are **appropriate** and consistent with the **project size and needs**
 - They **support the strategic, operational/ day-to-day management and technical coordination of the project**
 - Managed by the MUA own staff or an external office with long-standing experience in project management
 - They can be:
 - **A steering group/ committee comprising MUA and all DPs for coordinating and joint decision-making**
 - **A central coordination & consultation body on all project strategic issues, e.g. for the implementation + investment WPs' activities**
 - **A stakeholder platform**
 - **A technical committee**
 - **...**
- + Project Management team**



Project Management Team / Roles

Composed by:

- **Project coordinator/project manager:**
 - Coordinates PPs
 - Keeps involved to project stakeholders
 - Main contact person for all project-related communications to PS
 - Monitors and ensures the project activities are completed on time and budget
 - Makes sure results are accomplished
 - Adjust and informs the PS about possible changes and minor adjustments
 - Consolidates and submits APRs, ...
- **Finance manager:**
 - Responsible for sound financial management
 - Consolidates data for the Financial Claims, List of Expenditures (LoE)
 - Main contact person (First Level Controller, Project Partners and PS)
- **Communication manager**

Management
Structures

To be indicated in the Management team & **contact details section** (EEP) **if your project is approved.**

Call 1 examples of WP2 elements

Management Procedures

ACTIVITIES	DELIVERABLES
Project day to day management and coordination	<ul style="list-style-type: none"> • Operational management platforms • Online collaborative tools • Steering committee meetings: <i>Decision making procedures</i> <i>Conflict resolution, etc</i> • Stakeholder group meetings • ...
Monitoring and evaluation	<ul style="list-style-type: none"> • Quarterly monitoring • Milestones management • Risk monitoring plan • Matrix of financial risks • Risk and quality management • ...
Reporting	<ul style="list-style-type: none"> • Data collection • Interim and final activity reports • ...
Financial management and reporting	<ul style="list-style-type: none"> • Management of advance payments • Payment arrangements: <i>transfer of payments</i> • Data collection • Financial reporting • Follow up of audits and controls • Audit trail management and archiving • ...
Capitalisation activities	<ul style="list-style-type: none"> • Involvement of UIA expert • Knowledge sharing activities • Policy development meetings • Participation in Urban Development Networks • Participation in cities networks (EUROCITIES, UDN, ...) • European and international meeting for project support/exchanges • ...



Focus on the Work Plan (4)



Tips for Applicants (1/2)

- Activities and deliverables should include a **clear description** of what would be achieved in each individual element.
- Partners' involvement should also be reflected in their **budget description**.
- If the **deliverable is of a repetitive nature** (i.e. newsletter) please include the last delivery date. In the description specify the start date and when they are expected to be delivered in between (i.e. month 3 – month 4).
- **Target values should capture the quantity of deliverables produced**, not the expected number of beneficiaries (this should go in the activity description).
- Before building your project management team consider the **skills needed by the project** (UIA requirements)
- Leadership = **MUA principle**



Focus on the Work Plan (4)

Tips for Applicants (2/2)



- Proper **PLANNING** Prevents Poor Project Performance (80% of a project) => 6Ps
- There is a lot of great **tools** that can help you keeping good track of your project: Gantt charts, collaboration platforms, critical path analysis, fishbone diagrams, PM software ...
- Think about the types of **risks** your project will be exposed to come up with **mitigation measures** and **action plan** to avoid them if possible
- Project management is a **constant learning procedure** of good practices and lessons learned to adjust and **implement any change if needed**
- A **consistent information flow** so that all partners and stakeholders are informed on what is happening (communication strategy)

| 2. Drafting your communication strategy

| Introduction: communicate on your UIA project

1 key word: **innovate!**

Communication is a strategic tool for your project implementation and success.

- Communicate at European level
- Communicate at local level



Keep in mind EU requirements
Annex XII, Regulation 1303/2013
ERDF

I/ Design your communication strategy

Define your communication objective

- A management tool to make your project efficient

« Our motto is: *No innovation without communication* » (Call 1 project)

- Interrelated with your project objectives
- Clear, specific, measurable

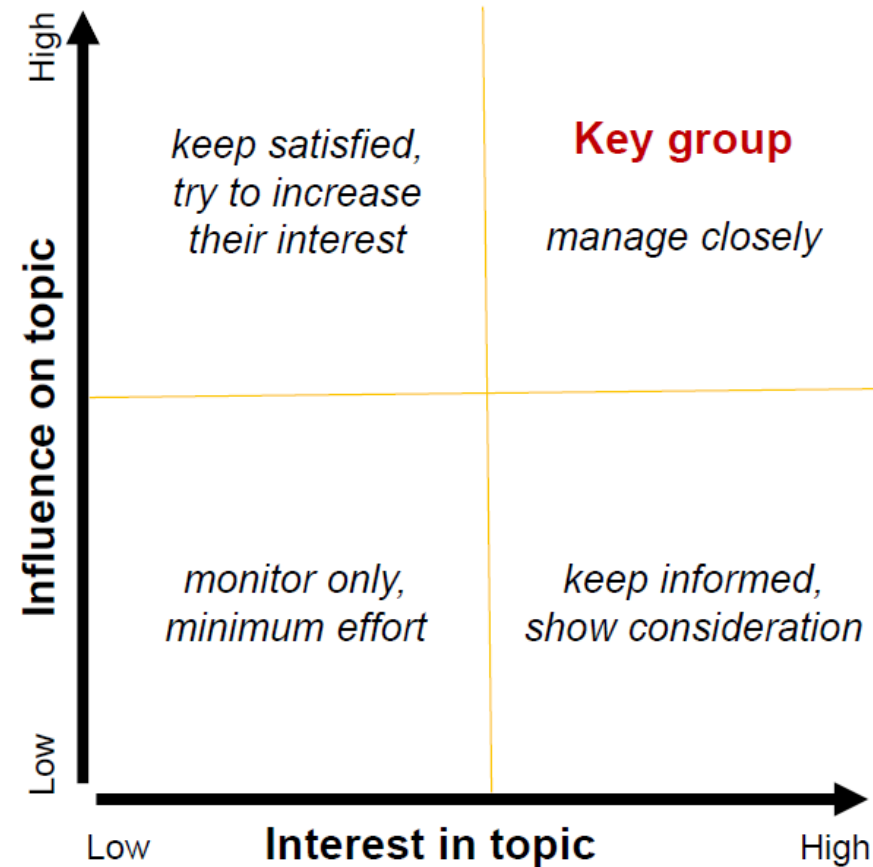
Example:

- One of our objective is that 50 potential local energy districts understand the system and local energy market and see the contractors of the systems as trustworthy suppliers by 2019













Identify your target groups








- **Make a list** of stakeholders and check their interest/influence on the topic
 - end-users (example: young adults 20-30 living in the city, young adult unaccompanied refugees)
 - involved in decision-making process (example: national policy-makers in the field of housing, education and inclusion)
 - involved in the implementation process (example: association for psychological support)
- **Engage** them: targeted messages and tools




II/ Plan your communication activities

A standardized approach in the Application Form

Activities and Deliverables 				
Activity number 	Activity title 	Activity description and partners involved 	Start date 	End date 
A 3.1	Start-up activities 19 / 200 characters	Internal communication initiatives 135 / 750 characters	Start date 01/11/2016	End date 07/02/2017 
A 3.2	Digital activity 16 / 200 characters	Digital communication through a web page, newsletters, social media and creative digital content (such as videos) is essential to reach a young public. 184 / 750 characters	Start date 01/11/2016	End date 31/10/2019 
A 3.3	Promotional material 20 / 200 characters	Promotional printed materials will complement the digital information campaign. 216 / 750 characters	Start date 01/11/2016	End date 31/10/2018 
A 3.4	Final dissemination of project results 38 / 200 characters	 190 / 750 characters	Start date 01/05/2019	End date 31/10/2019 

Deliverable number 	Deliverable and partners involved 	Target value 	Delivery date 
D 3.4.1	Title  Press release on project results 32 / 100 characters Description  project results, press releases, brochures, posters, project portal 183 / 750 characters	Target value 1	Delivery date 31/10/2019 



Type of activities

- Required activities
 - ❖ Start-up activity: launch your project
 - ❖ Final dissemination activity: disseminate and transfer
- Recommended activities (Media relations, Digital activities, publications, public events...) – depending on your project's needs!
- Be innovative with additional proposals



Your communication workplan in the AF

- Describe
- Plan
- Quantify
- Allocate sufficient budget

The background is a solid teal color. There are several large, overlapping, organic shapes in various shades of teal, creating a layered effect. A single, thin, dark teal vertical line is positioned to the left of the main text.

UIA KNOWLEDGE

Focus on the main challenges of implementing innovative projects:

1. **Deployment** strategy
2. Organising a **smart public procurement** process
3. Ensuring the active involvement of **key stakeholders** (participatory approach)
4. Reorganising the municipal services to ensure **cross-department** and **integrated management**
5. Setting up and implementing an effective **process of monitoring and evaluation** of the actions
6. **Communicating** with local partners
7. **Scaling-up** your project



- Role of a UIA Expert to support projects
 - ❖ **Advice & guidance**
 - ❖ **Capturing knowledge**
 - ❖ **Knowledge sharing**
- Will work with projects for the next **3 + 1** years
- Selected by the Main Urban Authorities (February 2017)
- Main outputs:
 - Bilateral advice
 - Project diary
 - Zoom in
 - Support production Final Qualitative Report



Urban ecosystem



2nd Call for Proposals – next steps



- Submission deadline: **14 April 2017**
- Estimated date of approval: **October 2017**
- Approved projects start: **1 November 2017**



Questions & Answers

For more information

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