Interreg NEXT Romania – Ukraine

Co-funded by the European Union

Stefan cel Mare University of Suceava

Ivano-Frankivsk National Technical University of Oil and Gas

LIFECED

LIFELONG AND CULTURAL INCLUSIVE EDUCATION ON THE ROMANIAN-UKRAINIAN BORDER

Training: PROJECT MANAGEMENT

cod ROUA00256

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Project management

Module 1. Project Management & PCM Fundamentals; Project Idea Generation

LIFECED Project

Presentation of the module

Theory: 10 hours
Practical activities: 20 hours
Individual study: 30 hours

Format: blended (face to face + individual guided work)

Session structure:
Friday (4h) – conceptual focus + guided application
Saturday (6h) – intensive applications + project work

Contents

Project Cycle Management (PCM) principles;	SWOT Analysis;	Stakeholders andlysis;	Needs/Problem tree, Objecive tree;
SMART Objectives;	Project logic;	Results, indicators, activities;	GANTT Chart;
HRM aspects;	Budget and financial management aspects;	Procurement & Reporting;	Usage of different tools: Microsoft Project method, process management

Methods & Tools

- Working methods: facilitated workshop
- PCM (Project Cycle Management)
- Group work (the projects are developed and presented in working groups)
- Technical Support: Miro/ Mural and Classroom

PM is NOT a KNOWLEDGE, is a SKILL!




Are you ready?


PROJECT MANAGEMENT
quality
scope
time
risk
communication

Learning Outcomes

1. Explain the principles of Project Cycle Management (PCM) and the logic of the intervention
2. Analyze an organizational context using tools (SWOT, stakeholder analysis, problem tree)
3. Formulate SMART goals and build an objectives tree
4. Structure a project using the logic of results and indicators (logframe thinking)
5. Plan activities using GANTT and WBS
6. Integrate operational dimensions: HR, budget, procurement
7. Use digital tools (e.g. Microsoft Project)
8. Develop a complete mini-project (simplified concept note / proposal)



The first step

Clarification of the initial/existing conditions!

Part 1. Basics of Project Management

- Project management why?
- Definitional basics
- Goals of project management
- History of Project Management
- System of project management

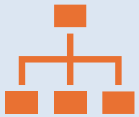


Project Management - Hopes&Feares

- What you expect from this project management course?
- What are your feares, related to this course?

Write down your thoughts on 2 index cards (hope and fears)?

Project Management



"Project" und "Management": 2 words, 1 concept;



Ex.1: Propose a definition for the word "management";



Ex. 2: On 2 groups, try to write at least 12 cards, with activities that we should do to organize your birthday.

Project – definition

- "A roadmap for a clear destination"
- A temporary, progressive effort to create, with limited resources, a single product or service (PMBoK)
- A series of interdependent activities, which are carried out according to a plan to achieve a certain objective/to obtain certain results, in a well-defined period of time(2)
- ... with a well-established budget
- ... in compliance with quality parameters or contractual specifications



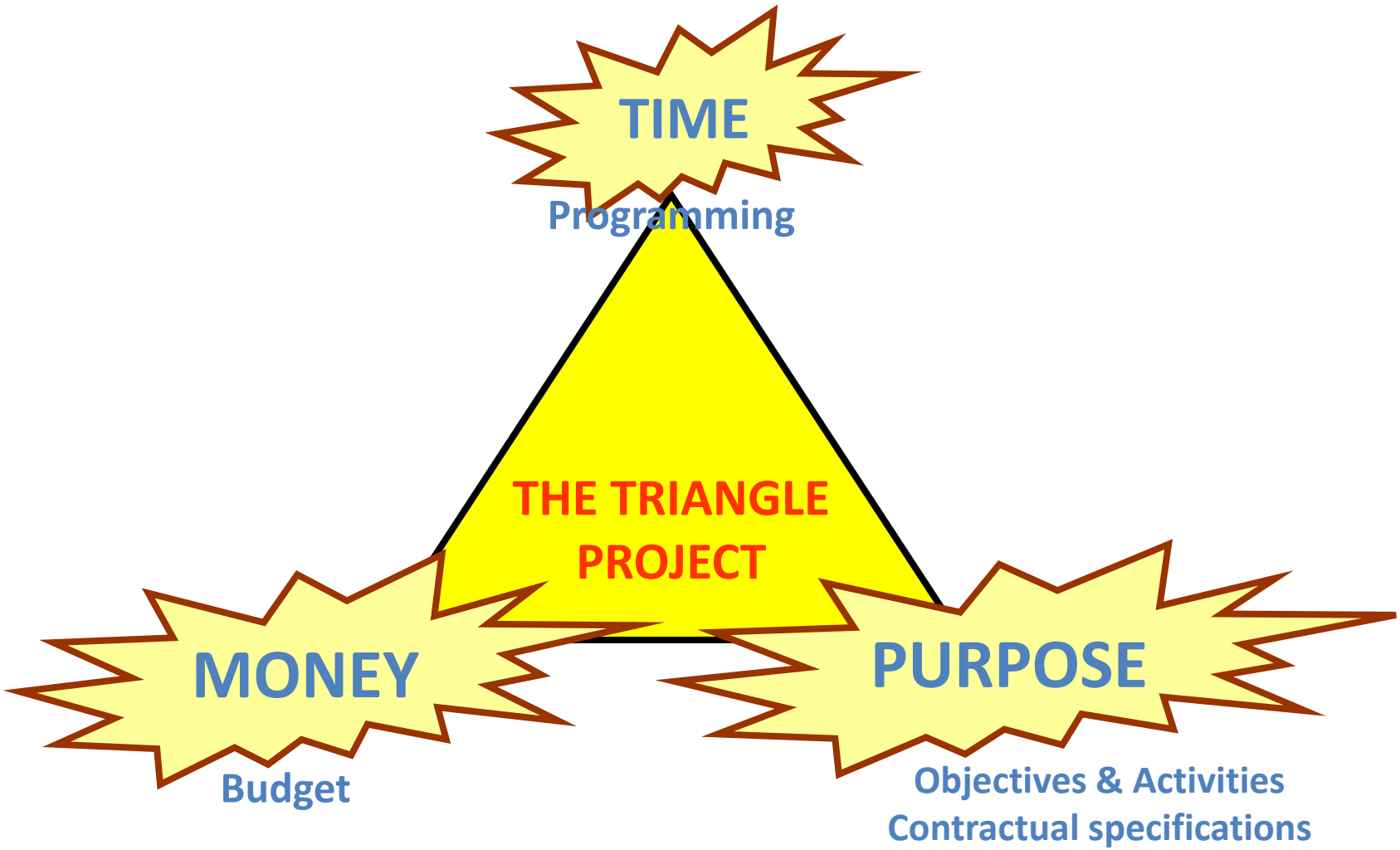
What is a project?

Project – definition

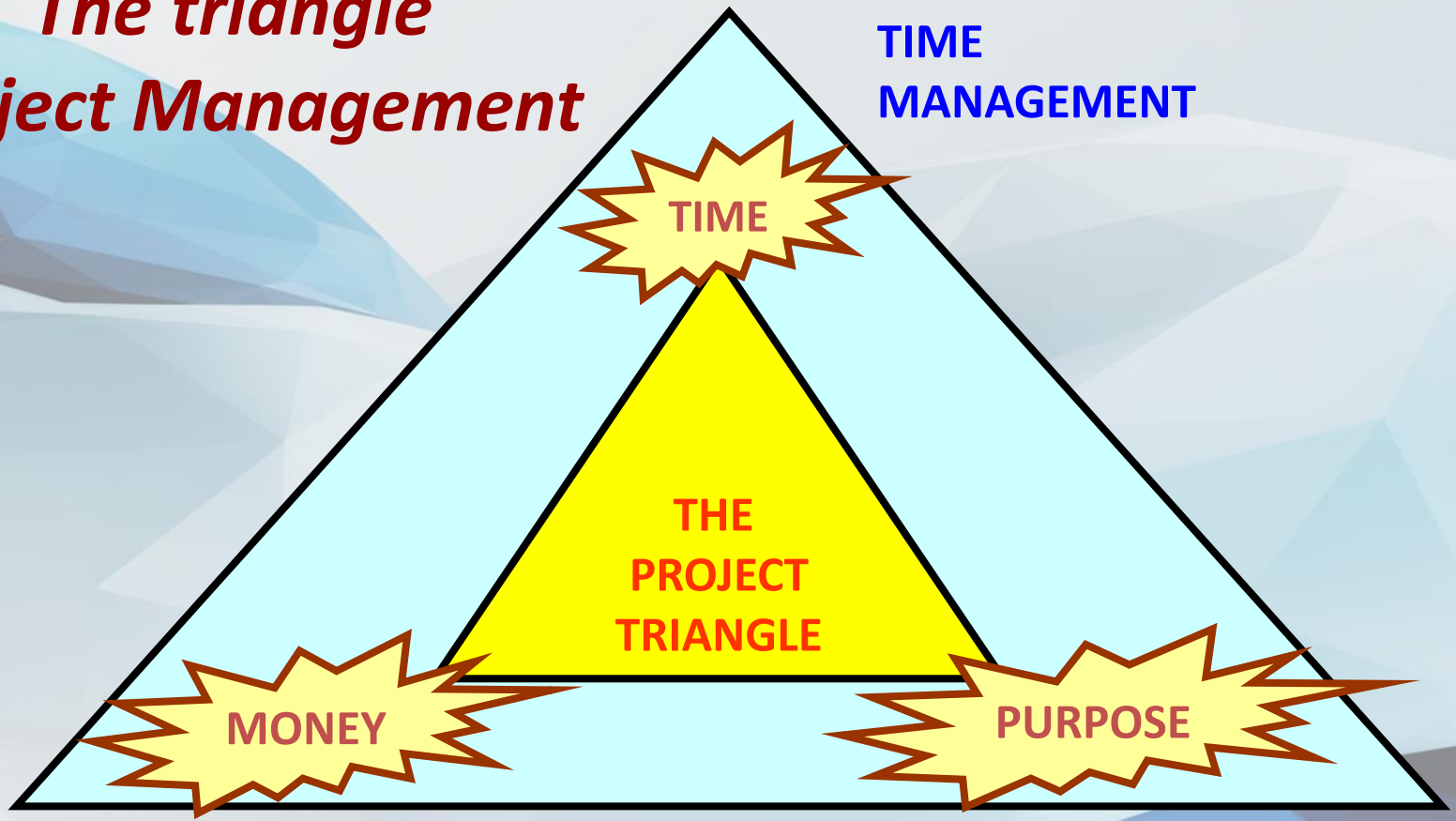
- A project means future-oriented action
- Projects should successfully change an initial situation within a defined time frame and with certain means
- This means solving or downsizing problems.
- The path to the goal can be longer or shorter, depending on how efficiently you plan your project.

Bullinger / Warschat (Hg.) (1997), S. 68

Project


TIME
Programming
THE TRIANGLE PROJECT
MONEY
Budget
PURPOSE
Objectives & Activities
Contractual specifications

The triangle Project Management



PM principles

- Innovative and geared towards change
- Goal-oriented
- Multidisciplinary
- Planning and control oriented
- Flexibility (adapting quickly to change)
- Performance-oriented

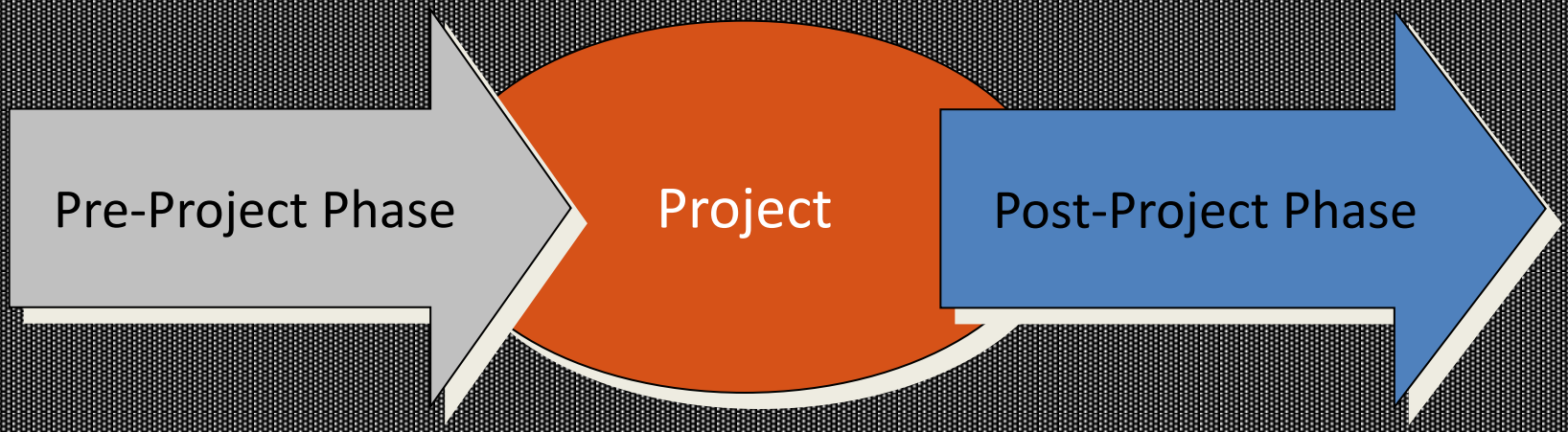


Advantages of PM:

1. Promoting change and innovation, due to the flexibility of the PM (matrix) organizational structure
2. Meeting complex new goals on time
3. Increasing profit, by identifying, allocating, tracking and controlling the efficient consumption of the organization's material resources (clearer attribution of successes/failures and responsibility for them)
4. Allocating and concentrating the organization's resources to achieve vital objectives
5. Compliance with the allocated budget
6. Existence of clear responsibilities and responsible persons for achieving the objective (project manager and team)



Project context: Time dimension



Questions for the description of the pre-project phase

- What happened before the project started?
- What decisions have already been taken?
- Who promoted and who obstructed the project?
- What documentation is available from the pre-project phase?



Questions for the description of the post-project phase

- What will happen after the project is finished?
- What actions and decisions should be taken after the project is completed?
- Could / should there be other projects in the future?



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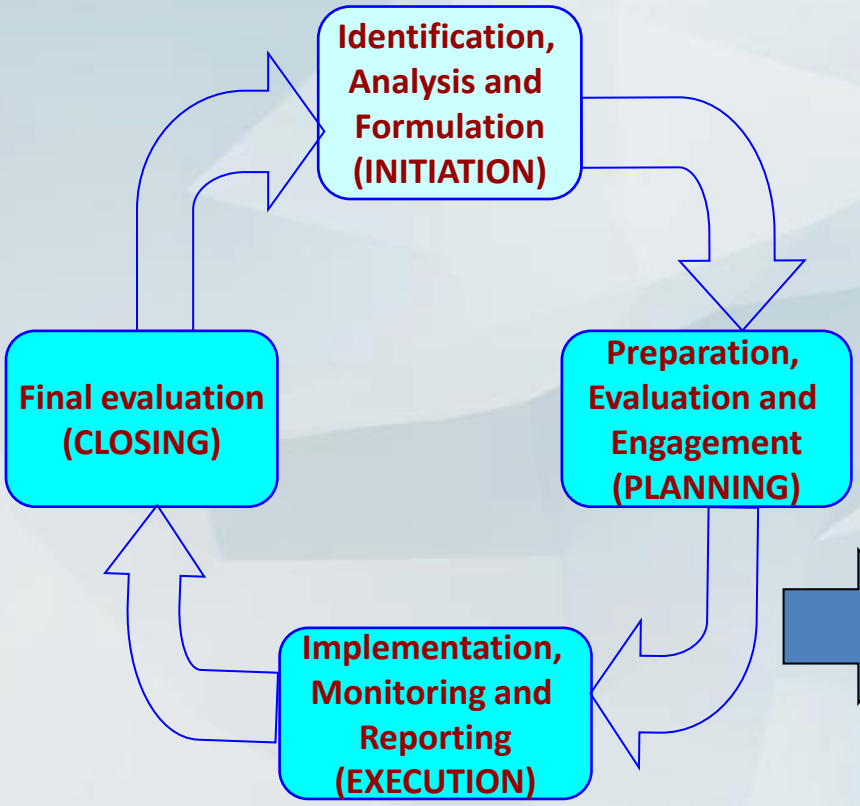
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Working stages – PM Training

The life cycle of a project



Logical Framework

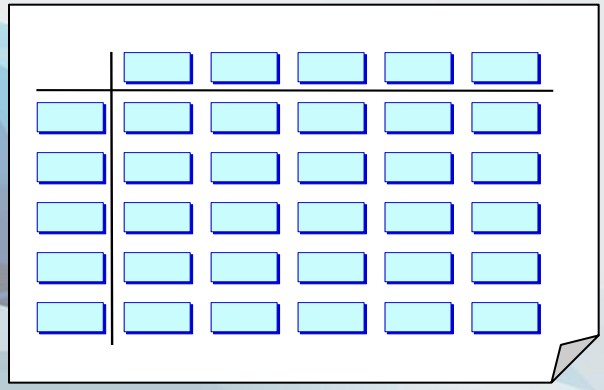
Rezumat narativ	Indicatori	Metode / surse de verificare	Prezumtii importante
Scop general:			
Obiectivul proiectului:			
Outputuri (Rezultate)			
Activitati:	Imputuri - Experti - Instalatii si echipamente - Resurse - Alte imputuri necesare		Conditii preliminare

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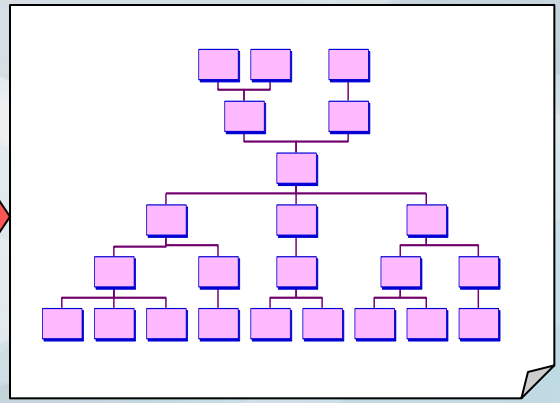
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Stakeholder analysis

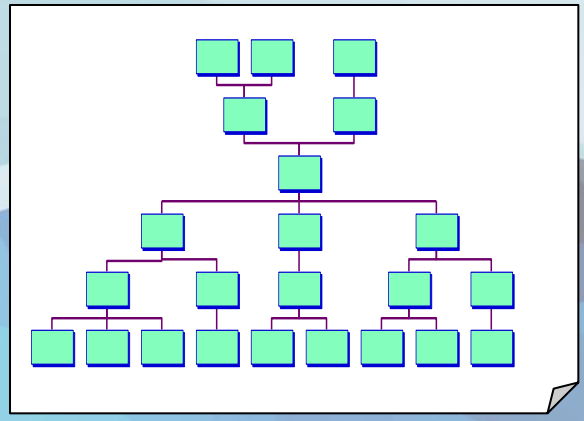




Problem Tree



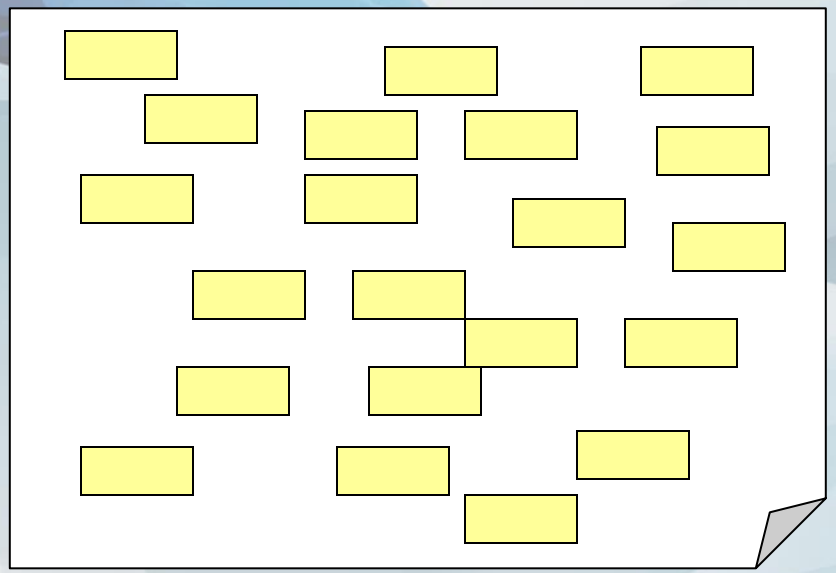
Objectives Tree

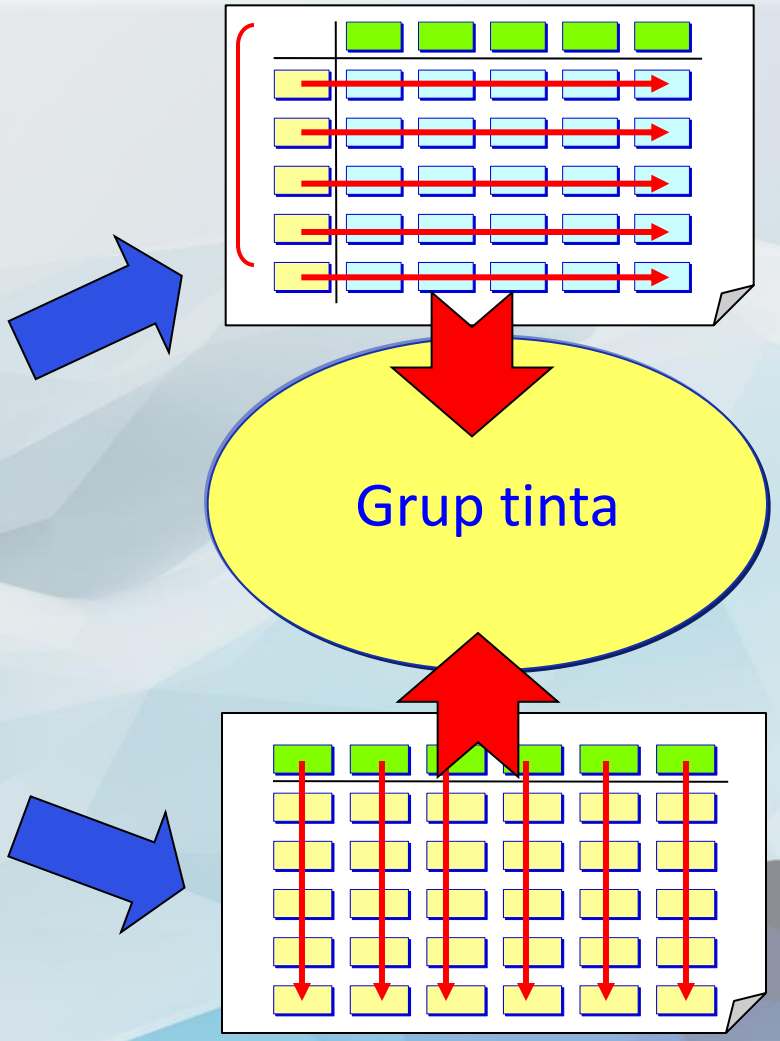


Analytic Stage

Stakeholders Analysis

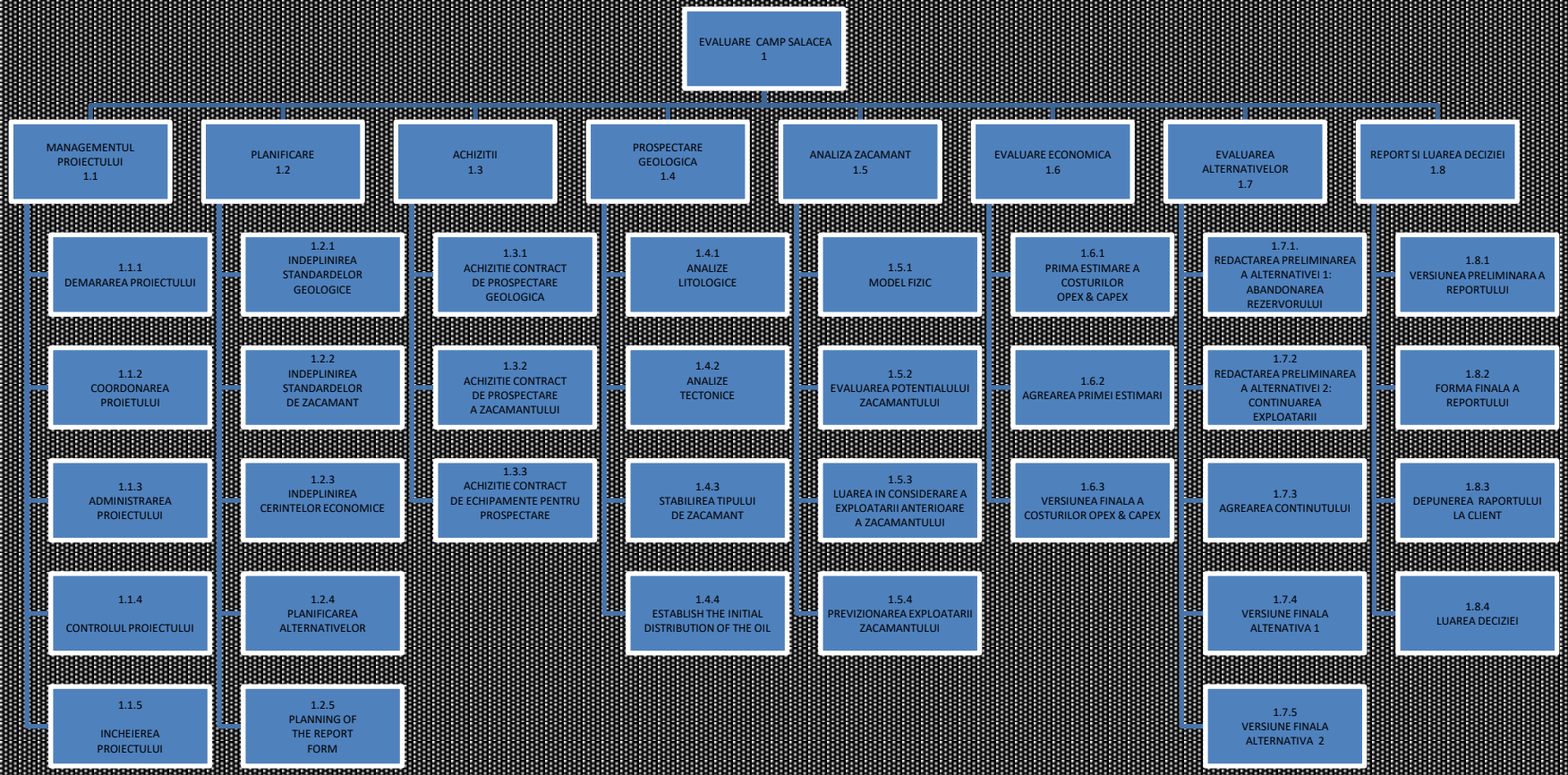
List/ Identification





Stakeholders Table

Work Breakdown Structure (WBS)



Project milestone plan

Cod	Descriere	Planificat	La …	Data efectiva
1.1.1	M1: Assigned project	01 10 2005		
1.2.3	M2: Standards for evaluating the alternatives obtained	14 10 2005		
1.3.2	M3: Contracts concluded with all experts	01 11 2005		
1.5.4	M4: Geological and reservoir prospecting completed; Conclusions	21 12 2005		
1.6.3	M5: Economic evaluation completed - conclusions formulated	16 01 2006		
1.7.5	M6: Finalized alternatives	10 02 2006		
1.8.4	M7: Final decision taken	01 03 2006		
1.1.5	M8: Accepted project	10 03 2006		

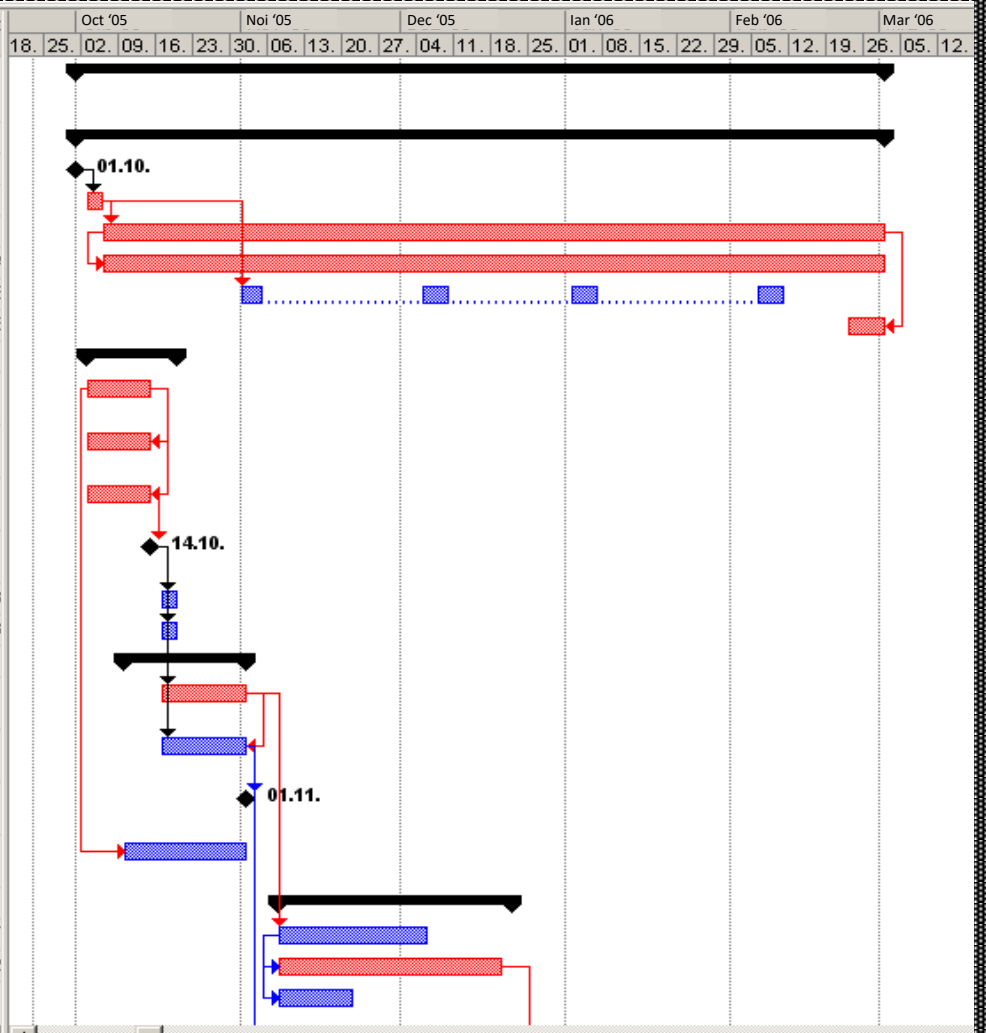
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Project Bar Chart

Denumirea activităţii	Durata	Început	Sfârşit	Vc
1.Evaluarea câmpului SALACEA	108 zile?	Sa 01.10.05	Mi 01.03.06	
1.1 Planul managementului proiectului	108 zile	Sa 01.10.05	Mi 01.03.06	
J1 Proiect atribuit	0 zile	Sa 01.10.05	Sa 01.10.05	
1.1.1 Demararea proiectului	3 zile	Lu 03.10.05	Mi 05.10.05	3
1.1.2 Coordonarea proiectului	105 zile	Jo 06.10.05	Mi 01.03.06	4
1.1.3 Administrarea proiectului	105 zile	Jo 06.10.05	Mi 01.03.06	5A
1.1.4 Controlul proiectului	19 zile	Ma 01.11.05	Vi 10.02.06	4E
1.1.5 Încheierea proiectului	5 zile	Jo 23.02.06	Mi 01.03.06	5E
1.2 Planificare	13 zile	Lu 03.10.05	Mi 19.10.05	
1.2.1 Realizare standarde geologice	10 zile	Lu 03.10.05	Vi 14.10.05	
1.2.2 Realizare standarde zăcământ	10 zile	Lu 03.10.05	Vi 14.10.05	10
1.2.3 Realizare cerinţe economice	10 zile	Lu 03.10.05	Vi 14.10.05	10
J2 Standarde necesare evaluării alternativelor atinse	0 zile	Vi 14.10.05	Vi 14.10.05	12
1.2.4 Planificare alternative	3 zile	Lu 17.10.05	Mi 19.10.05	13
1.2.5 Planificare formular raport	3 zile	Lu 17.10.05	Mi 19.10.05	13
1.3 Achiziţii	17 zile	Lu 10.10.05	Mi 01.11.05	
1.3.1 Achiziţie contract de evaluare geologică	12 zile	Lu 17.10.05	Ma 01.11.05	13
1.3.2 Achiziţie contract de evaluare de zăcământ	12 zile	Lu 17.10.05	Ma 01.11.05	13
J3 Contracte cu toţi experţii încheiate	0 zile	Ma 01.11.05	Ma 01.11.05	18
1.3.3 Achiziţie contract pentru echipament de expertiză	17 zile	Lu 10.10.05	Ma 01.11.05	10 Ta
1.4 Expertiză geologică	32 zile	Ma 08.11.05	Mi 21.12.05	
1.4.1 Efectuare analize litologice	20 zile	Ma 08.11.05	Lu 05.12.05	17
1.4.2 Efectuare analize tectonice	30 zile	Ma 08.11.05	Lu 19.12.05	22
1.4.3 Stabilire tip de zăcământ	10 zile	Ma 08.11.05	Lu 21.11.05	22



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Project Cost Plan

PLANUL COSTURILOR PROIECTULUI

ID Pachet de Activităţi	Nume pachet de Activităţi	Tipul de cost	Cantitate	Preţ în Euro	Costuri planificate în Euro	
					Costuri interne	Costuri externe
1.1	**Managementul proiectului**	personal	108 ZO	80	8 640	
1.2	**Planificare**	personal	13 ZO	60	780	
1.3	**Achiziţii**					
1.3.1 plus 1.3.2	Achiziţia contractelor de expertiză	personal	12 ZO	60	720	
1.3.3	Achiziţia echipamentului de expertiză	personal	17 ZO	60	1 020	
1.4	**Expertiza geologică**					
1.4.1	Efectuarea analizelor litologice	personal	20 ZO	200		4 000
		Echipament (depreciere)	20 Z	125	2 500	
1.4.2	Efectuarea analizelor tectonice	personal	30 ZO	200		6 000
		Echipament (depreciere)	30 Z	125	3 750	
1.4.3	Stabilirea tipului de zăcământ	personal	10 ZO	200		2 000
1.4.4	Stabilirea distribuţiei iniţiale a petrolului	personal	8 ZO	200		1 600
1.5	**Expertiza de zăcământ**					
1.5.1	Elaborarea modelului fizic	personal	12 ZO	200		2 400
		Echipament (depreciere)	12 Z	125	1 500	
1.5.2	Evaluarea potenţialului zăcământului	personal	20 ZO	200		4 000
		Echipament (depreciere)	20 Z	125	2 500	
1.5.3	Considerarea operării anterioare pe zăcământ	personal	20 ZO	200		4 000
1.5.4	Planificarea operării pe zăcământ	personal	5 ZO	200		1 000
1.6	**Evaluarea economică**	personal	36 ZO	80	2 880	
1.7	**Evaluarea alternativelor**	personal	44 ZO	80	3 520	
1.8	**Raportarea şi luarea deciziei**	personal	20 ZO	80	1 600	
	TOTAL	Personal			19 160	25 000
		Echipament			10 250	
		Total			29 410	25 000

Task pack specifications

Code WP:	1.2.7	ID WP:	Planning maintenance processes

WP – Subtasks

- Identification of maintenance processes
- Defining roles and responsibilities for maintenance
- Description of processes, diagram of responsibilities
- Coordination with QM experts
- Integration into an organization manual

WP – Results

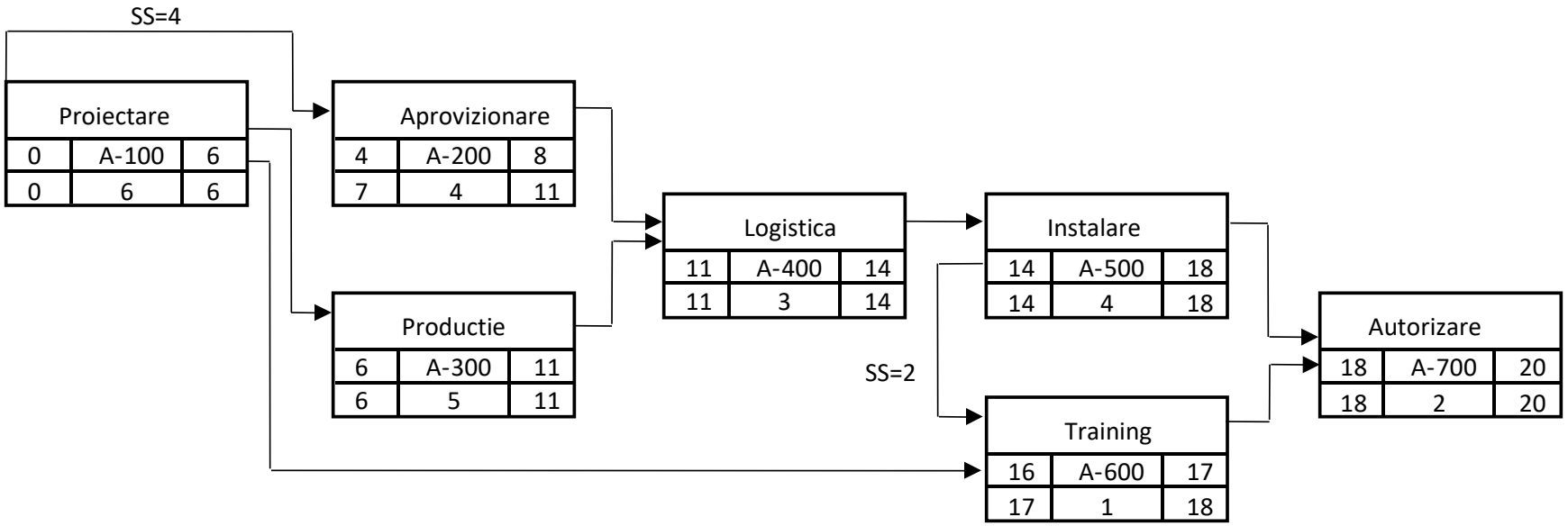
Description of maintenance processes in the organization manual

WP - Resources

Project Risk Diagram

CodW BS	Nr risc	Risk event	Cost of Impact	Probability	Exposure at risk	Impact in Planning	Quota Efectiva	in buget	Status
1.3.3	1	Equipment failure	10 250	10%	1 025	8 weeks			Activ
1.4	2	Delay of the geological study	19 850	10%	1 985	8 weeks			Activ
1.5	3	Delay in field prospecting	15 400	10%	1 540	8 weeks			Activ
1.6	4	Errors in the Economical evaluation	2 880	15%	432	3 weeks			
1.8	5	Errors in making the final decision	1 600	5%	90	2 weeks			Activ
		Total contingenta			5 072 Euro				Activ

Pert and Critical Path Charts



Qualities of a successful leader

1.	Ability to work with people	78%
2.	Quickly take responsibility for important goals	75%
3.	A need to achieve goals/goals	75%
4.	Fast career driving experience	74%
5.	Extensive experience in many fields before the age of 35	68%
6.	Negotiation and Closing Skills	66%
7.	Willingness to take risks	63
8.	The ability to have more ideas than their peers	62%
9.	Possessing skills tailored to the likeness of the boss	60%
10	Ability to change managerial style depending on the situation	58%

Characteristics of projects

- Lat: projectum="that which is thrown forward"
- One-time expiration
- Complex structure
- Defined goal

Characteristics of projects

Project identifiers:

- Time limitation of the task.
- Complex, non-routine task.
- Task processing requires teamwork (personnel-intensive).
- Detachment from departmental and departmental thinking.
- Independent project organization.
- Responsible Project Manager.

Bulinger / Warschat (Hg.) (1997), S. 68

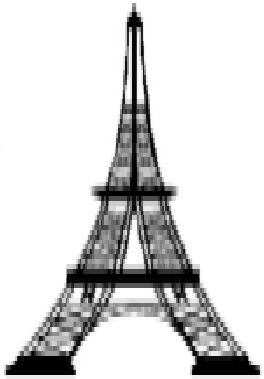
Small Projects

Even smaller tasks can be defined and organized as a project in the company.

Examples:

- Feasibility studies;
- Trade fair appearances;
- Preliminary technical studies;
- Rough concepts etc.

History of Project Management



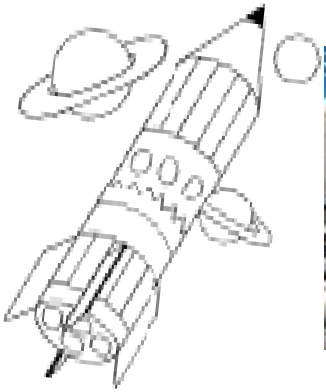
Bau des Eifelturms

- Bauleiter ist eigen-verantwortlich



Manhattan-Projekt

- Systematische Entwicklung "generalstabsmässig"



Apollo-Program

- Wissenschaftliche Aufbereitung des PM



Großbau-Projekte

- Verfügbarkeit rechnergestützter PM-Systeme

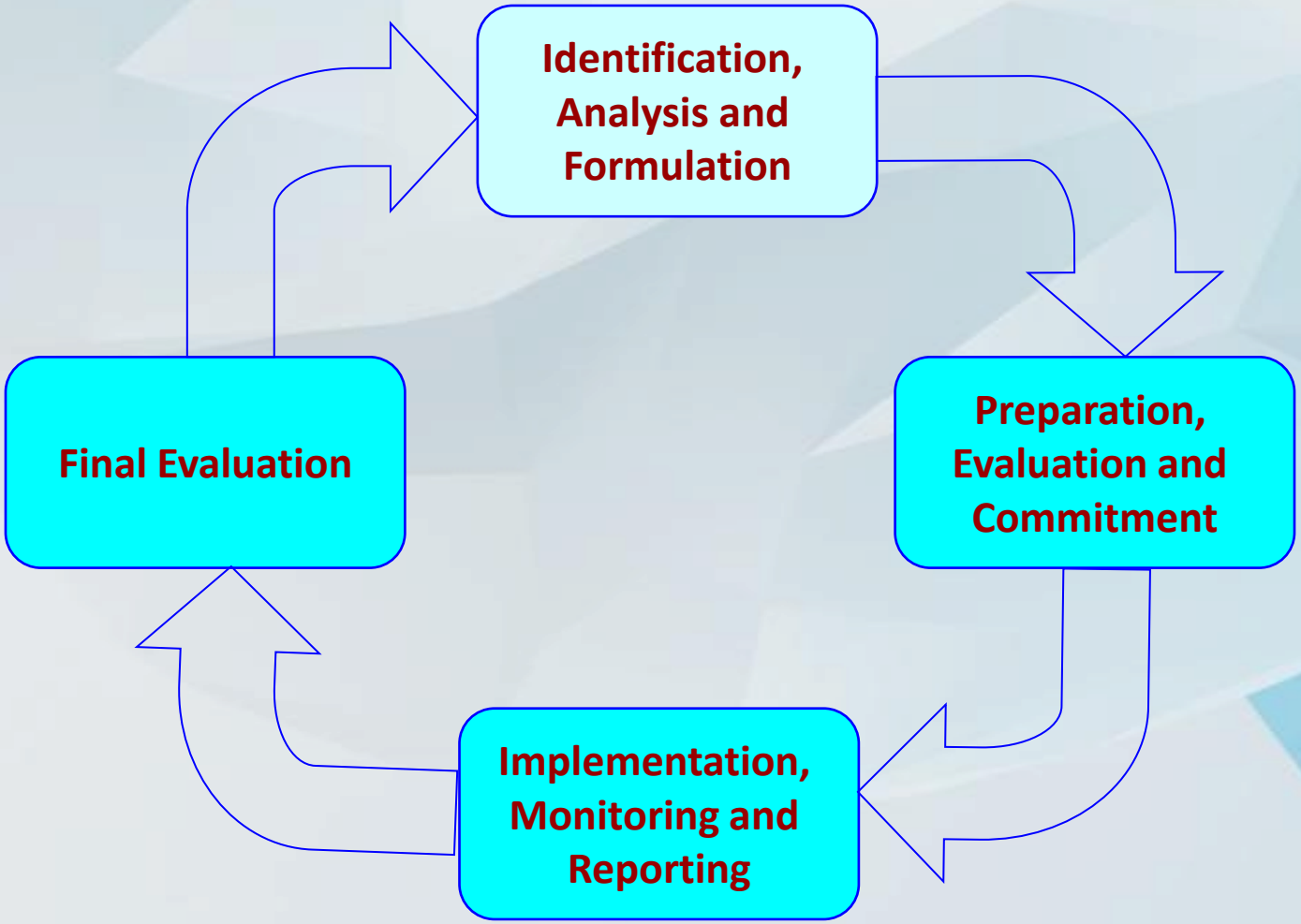
Quelle: Ohlhausen, P. (2011)

PCM – Project Cycle Management

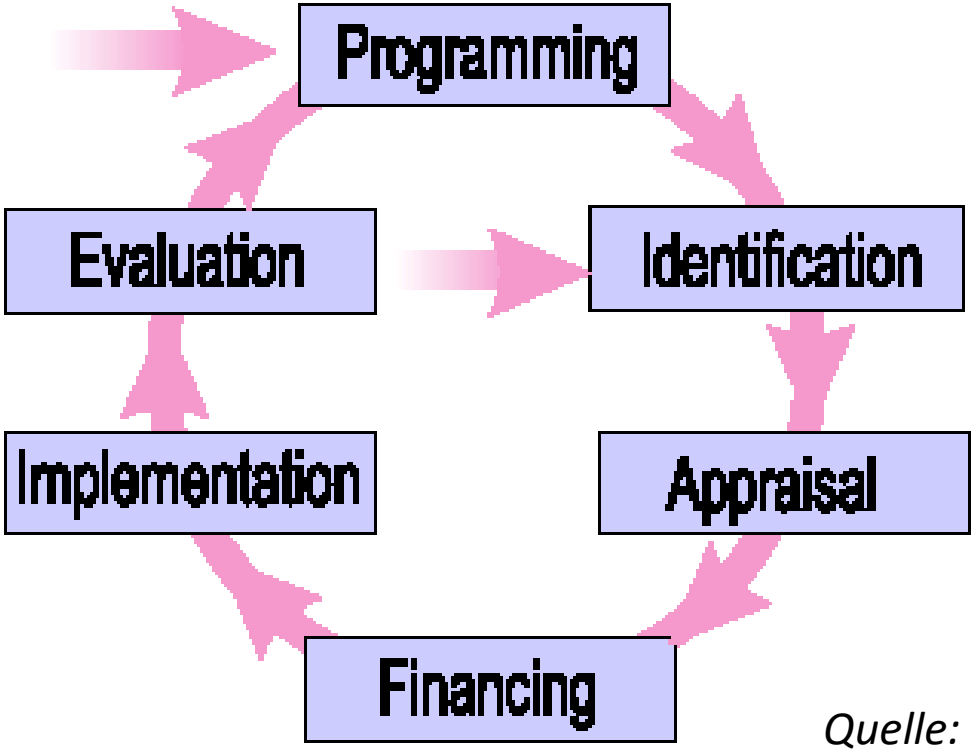
"Project Cycle Management is an approach to managing projects. It determines particular phases of the Project, and outlines specific actions and approaches to be taken within these phases. (…) The project cycle also provides a structure to ensure that stakeholders are consulted and relevant information is available throughout the life of the project, so that informed decisions can be made at key stages in the life of a project. "

(Quelle: Introduction to PCM using the Logical Framework Approach, UDS, 2017, p. 3)

The project life cycle

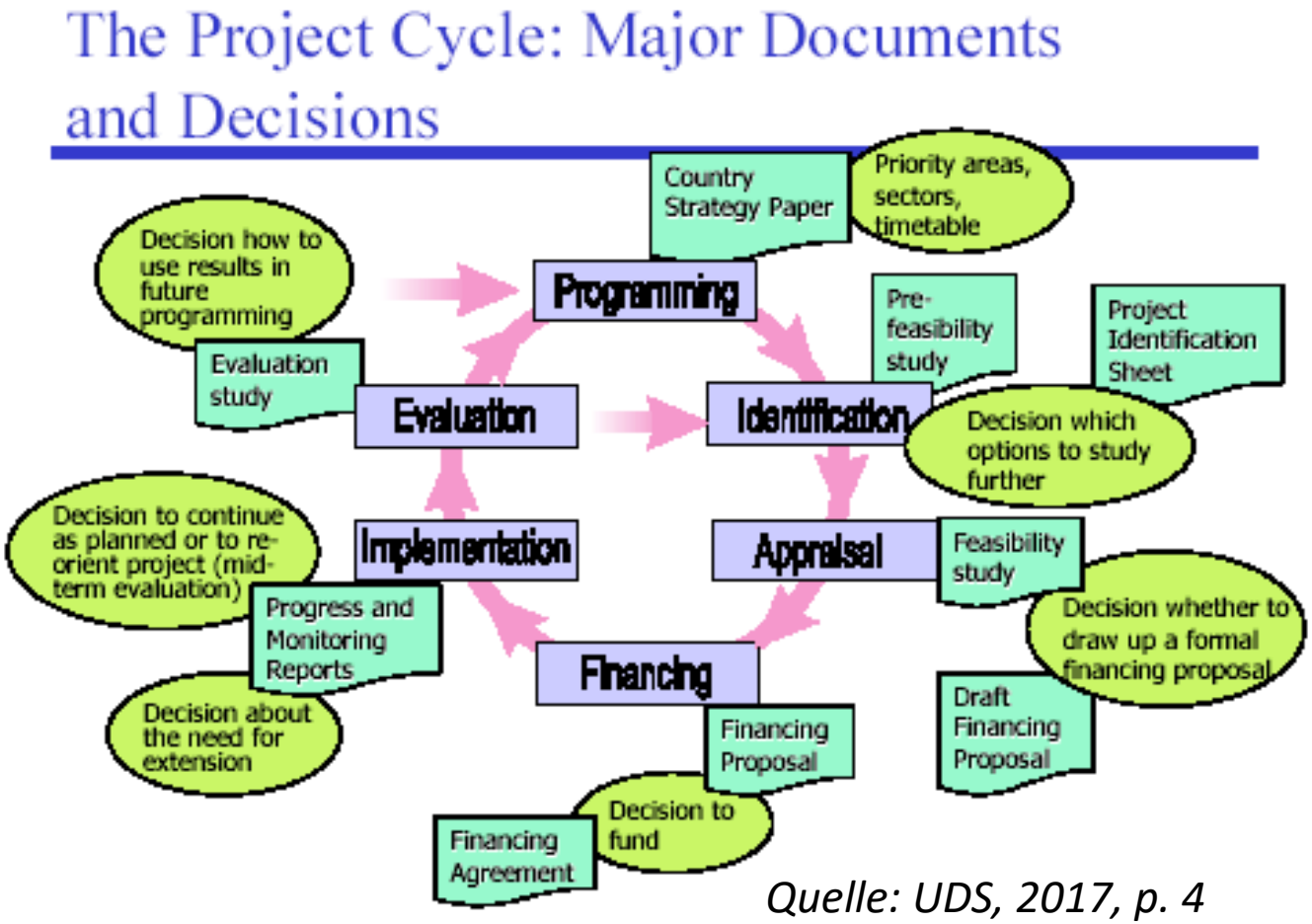


Project Cycle Management



Quelle: UDS, 2017, p. 4

Projekt-Entwickung und -Implementierung



Quelle: UDS, 2017, p. 4

Participatory PCM – WHY?

- To impose rigor in the formulation of the problem
- To make sure that the problem that the project will respond to is the real one
- To impose rigour in the formulation of objectives

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➡️ EU grant: 276.107,50 Euro

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This material has been produced with the assistance of the European Union. The contents of this material are the sole responsibility of Stefan cel Mare University of Suceavaand can in no way be taken to reflect the views of the European Union or of the Interreg VI-A NEXT Romania-Ukraine Programme 2021- 2027 management structures

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Project management

Module 2. Needs Analysis, SWOT, Stakeholder Analysis & Problem Analysis

LIFECED Project

PCM - Schritte

PCM – Project Cycle Management

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis
- Step 3. Formulation of objectives
- Step 4. Strategy Analysis
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

The first step

Clarification of the initial/existing conditions!

Situation analysis. Sources

- Examples

Data Collection Techniques for Participatory Rural Appraisal

- free-listing
- ranking and scoring
- matrix ranking
- seasonal calendars
- clinic-flow charts
- timelines
- activity charts
- body mapping
- social mapping
- census mapping

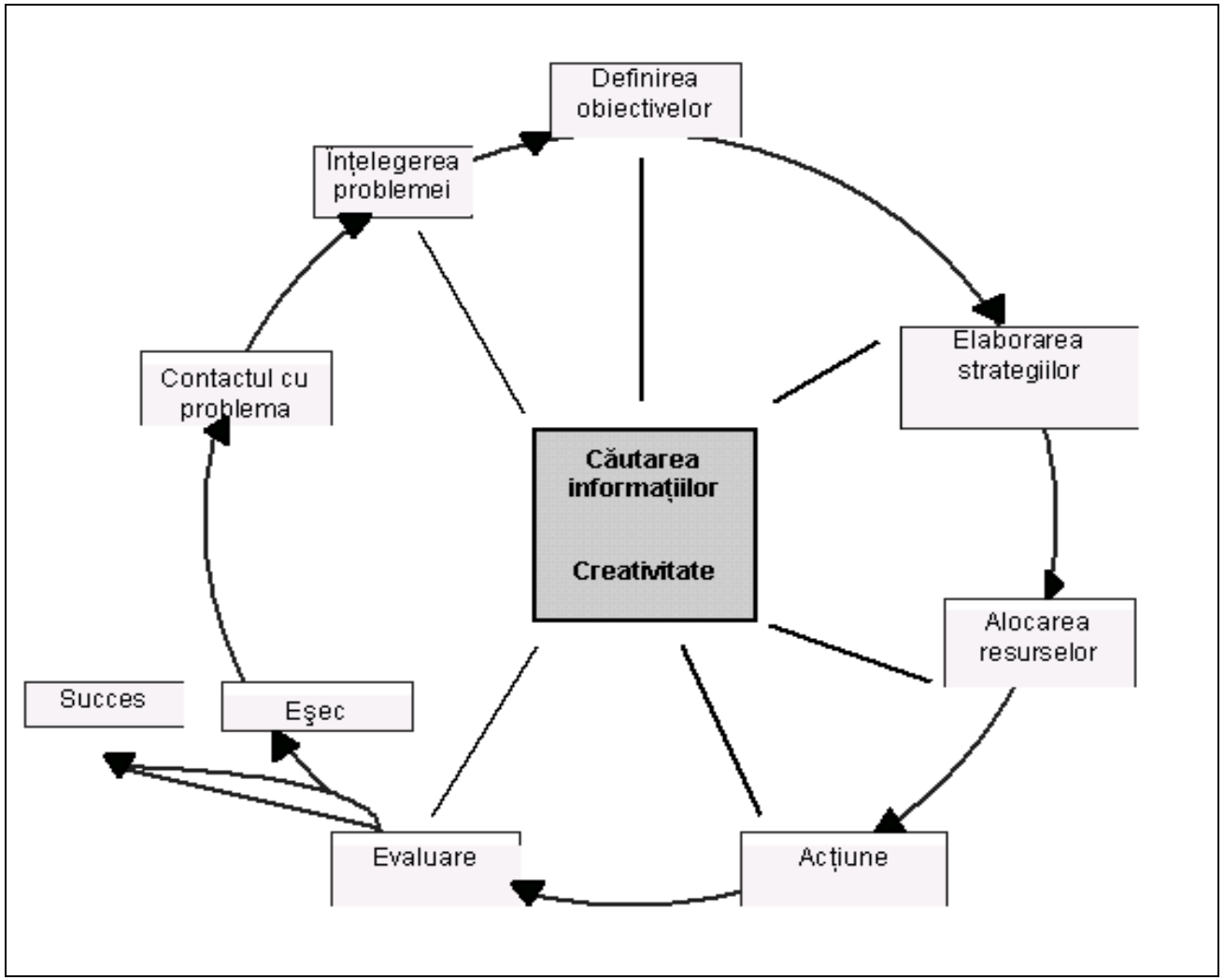
Sources of Quantitative Data

- service statistics
- surveys
- inventories of supplies and equipment
- project reports and evaluations

Sources of Qualitative Data

- focus group discussions
- semi-structured interviews
- key informant interviews
- observations
- review of materials/documents

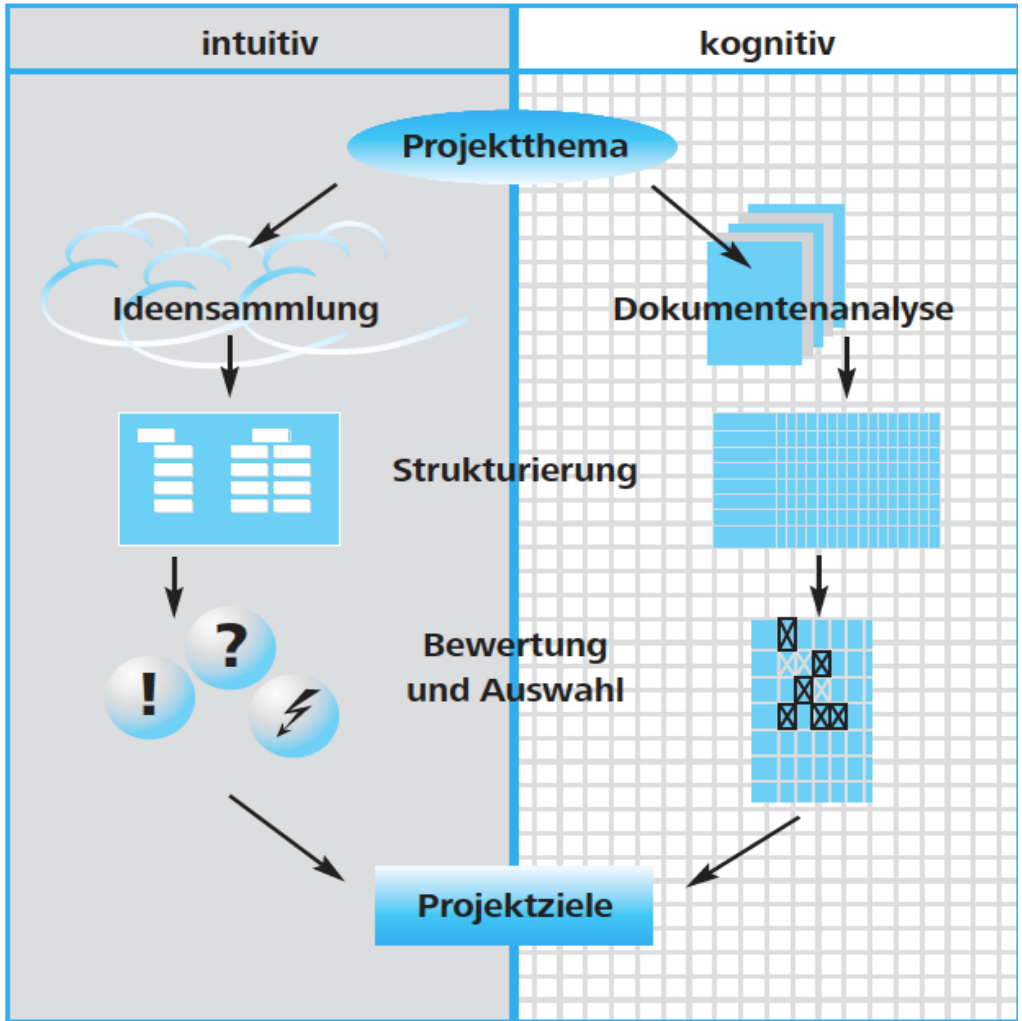
Problem-solving cycle



Creativity and Brainstorming in Project Generation

- The organization of the brainstorming sessions must be preceded by an information phase on the issues of the area, of the analyzed field
- A moderator is needed
- The general rules of the brainstorming sessions must be followed

Project idea. Intuitive vs. Cognitive



Source: ”Projektmanagement. Verfahren und Instrumente für erfolgreiche Projektarbeit in Vereinen und Verbänden° - Friedrich Ebert Stiftung

Brainstorming



RESULTS:

Collection of ideas Prioritized and structured.

CONS:

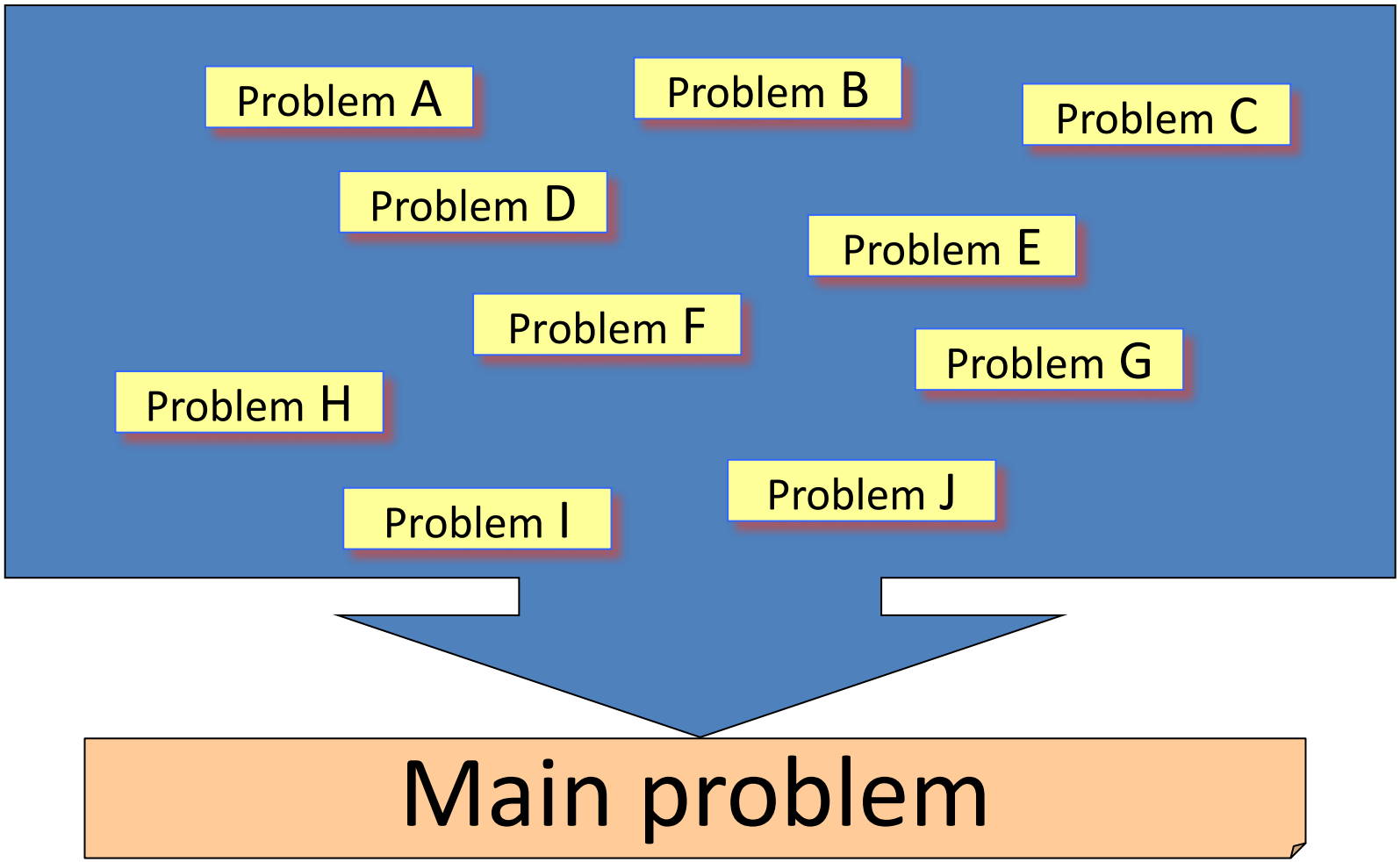
- confusing with a large group of people.
- follow-up can be time-consuming with a large number of disordered ideas.
- reluctant participants may not be sufficiently involved.

SWOT Analysis (1)

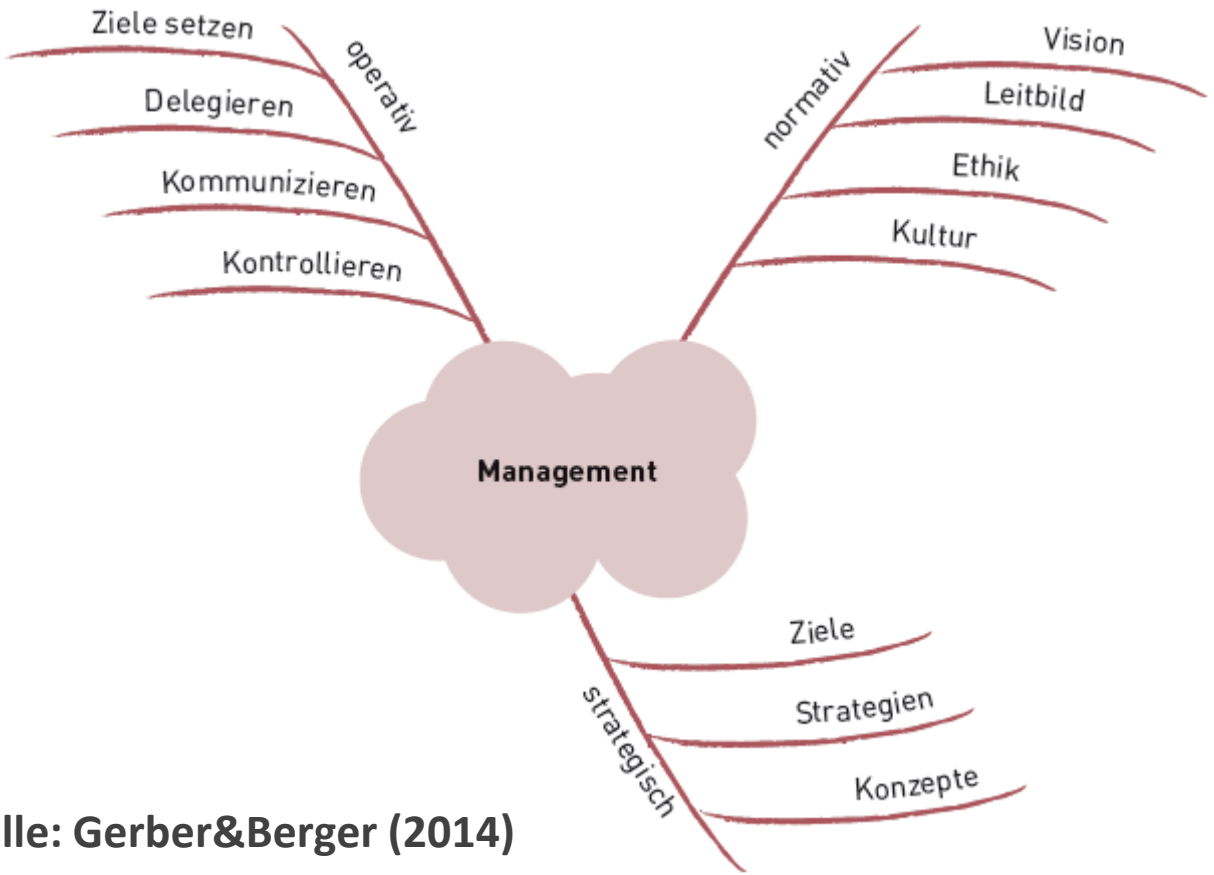
- The SWOT analysis systematically looks at products, processes, teams, companies and other objects to be analyzed according to the categories "Strengths", "Weaknesses", "Opportunities" and "Threats".
- The purpose is to solve existing problems and take advantage of existing opportunities.
- The method is used in the context of strategy development processes.
- With the help of the SWOT analysis, both one's own status is reflected and the central influences of the environment are determined.

SWOT. Prerequisites & Results

- All stakeholders with decision-making powers participate.
- All participants have an interest in developing a solution.
- There is a climate of mutual trust between the participants.
- RESULTS
- List of your own strengths, weaknesses, opportunities, threats
- Optional assessments and prioritization of strengths, weaknesses, opportunities, and threats
- Collection of possible strategies Prioritized strategy


Problem A
Problem B
Problem C
Problem D
Problem E
Problem F
Problem G
Problem H
Problem I
Problem J
Main problem

Mindmapping



Quelle: Gerber&Berger (2014)

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The second step

Analysis
Interest groups

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Identification of target groups

1) Identifying them
2) Grouping
3) Identifying the most important decision-makers
4) Detailed analysis

Stakeholder - Identifikation

- The PMBOK Guide 2008 introduced a separate process for stakeholder identification: "Identify Stakeholders". He also integrates stakeholder analysis into this process, which is treated at ICB as an independent process step after identification.

- The basic question of stakeholder identification is: "Which persons, groups of people or organizations will be affected by or can influence the implementation and results of the project?"

Stakeholder identification

- Stakeholder identification is the first step in stakeholder management
- The purpose of stakeholder identification is to identify all stakeholders who can influence the project's activities.
- The result of the stakeholder identification is a list of all stakeholders - possibly structured - which is transferred to the next step of stakeholder management, the stakeholder analysis.

Stakeholder-Identifikation

The stakeholders of a project are clear from the beginning:

- Clients (persons and organizations)
- Contractors (individuals and organizations)
- Project Manager
- Project staff
- Users of the project result
- Those affected by the project result

Stakeholder identification

- Depending on the type of project, many other people or organizations can also be stakeholders. Among others:
- Licensing authorities
- Residents, road users, etc.
- Competitors
- Financiers
- Shareholders of the company
- Public, Press, Media
- Corporations under public law.

Categories affected by the project – interest groups (stakeholders) –

- Decision-makers: individuals or institutions that could be directly or indirectly, positively or negatively affected by a project. The applicant is an organization in this group
- Beneficiaries: those who benefit from the implementation of the project
- Target group: The group/entity that will be directly (positively) influenced by the project
- Final beneficiaries: those who will benefit in the long term from the results of the project (e.g. at the company level)
- Project partners: those who will implement the project (they can be, in the case of decision makers or beneficiaries)

Stakeholderanalyse

Key questions of the stakeholder analysis are:

- Is the stakeholder under consideration an opponent or supporter of the project?
- How, in what way and how intensively is the stakeholder affected by the project and the project results?
- What expectations and requirements does the stakeholder have of the project and the project results?
- What influence does the stakeholder have and what power is available to him or her to assert these influences?

PCM in project conception

Phase 1: *Identification, Analysis and Defining*

- Setting general objectives of the organization
- Analysis of existing situation
- Identify needs / problems
- Analysis of problems and risks
- Setting the priorities
- Defining the project idea
- Consulting with the stakeholders
- Problem analysis and objectives
- Formulation of the Logical Framework

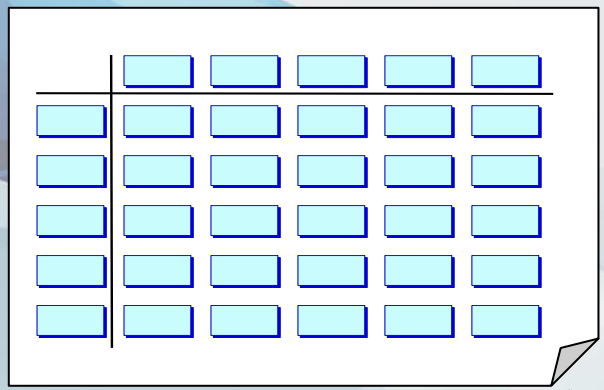
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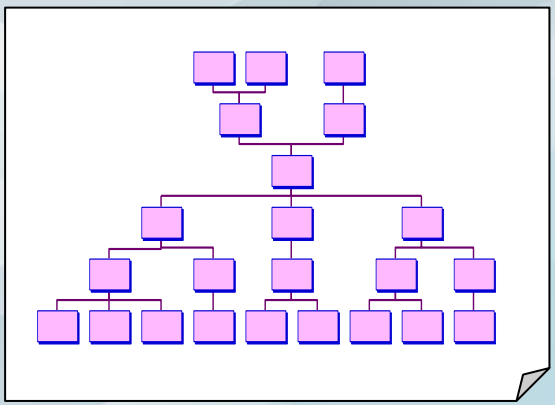
Problem Analysis
- Step 3 -

Stakeholder analysis

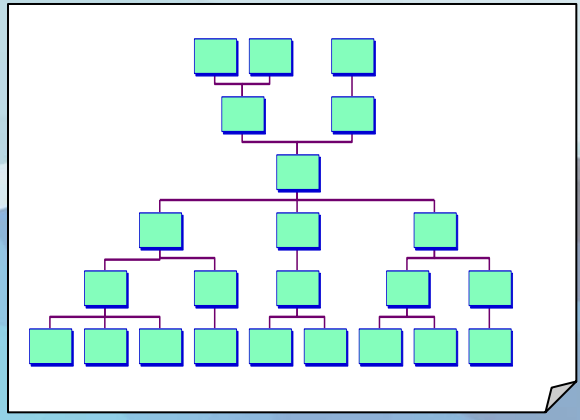




Problem analysis



Target analysis



Project conception

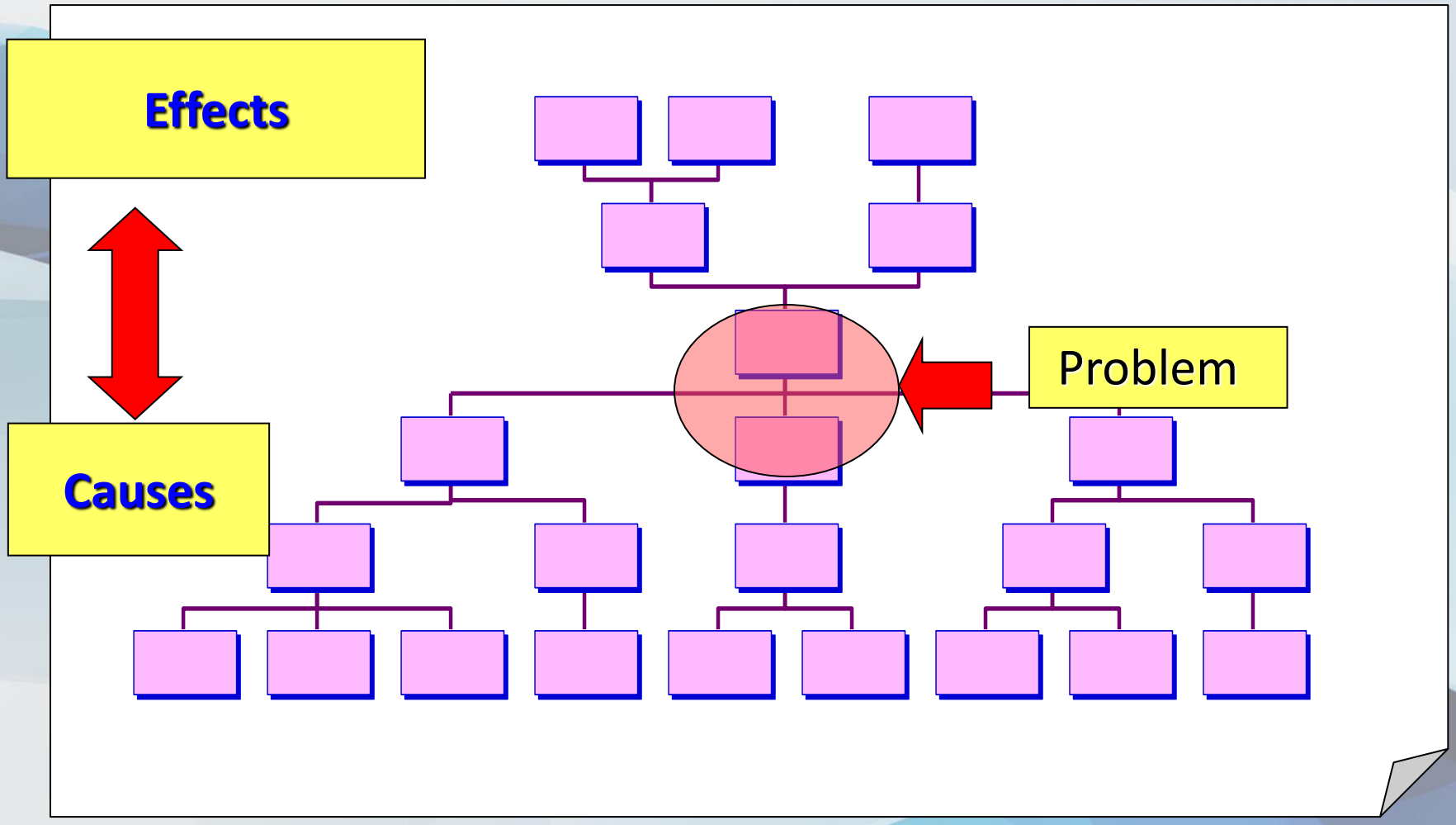
PCM - Steps

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis (tree diagram/problem tree)
- Step 3.Objective tree
- Step 4. Strategy Analysis
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

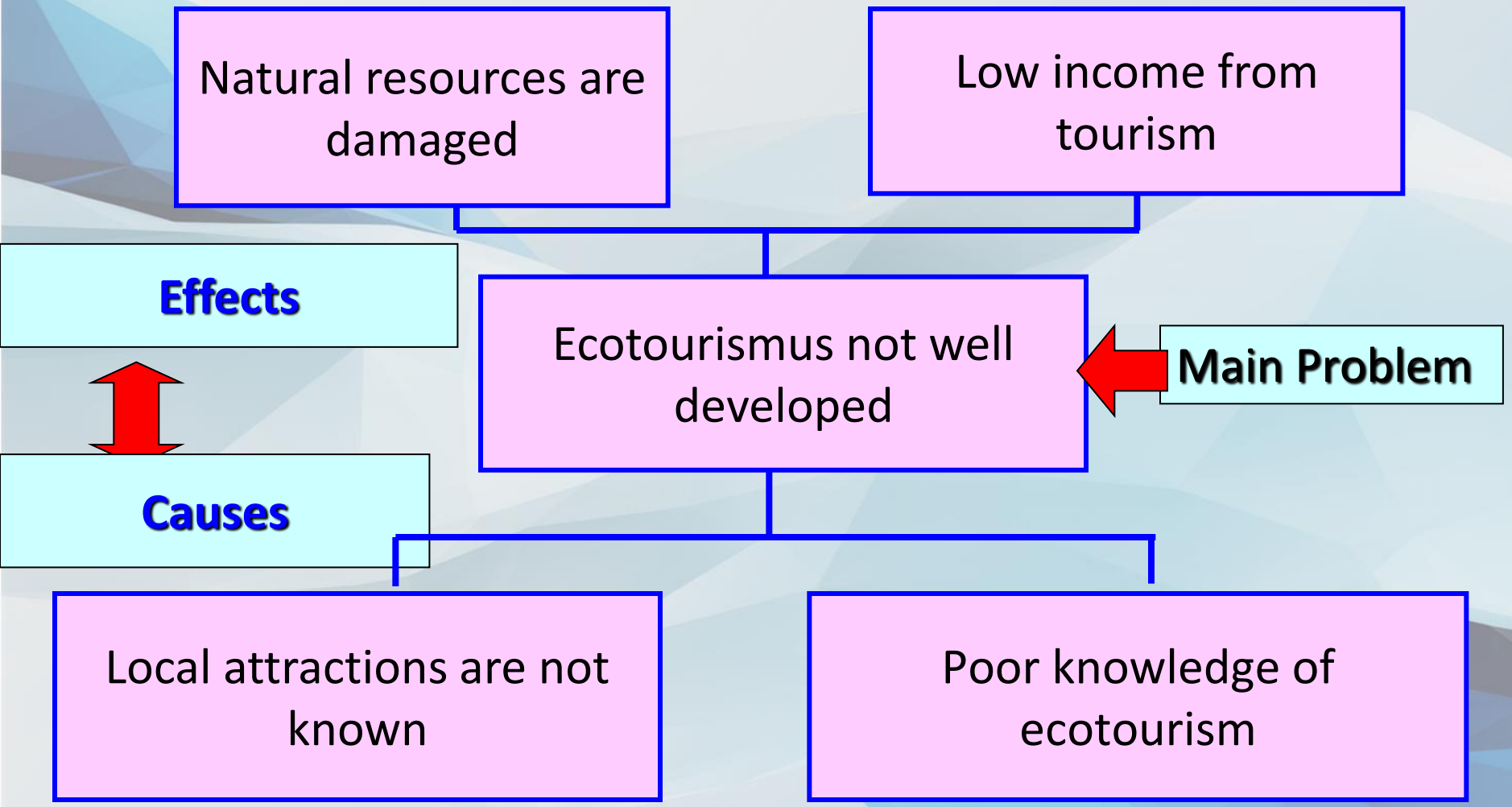
Problem Tree

- The problem tree is a graphical representation of the problem, its causes and consequences based on a tree.
- An analysis of the causes and effects.
- The different parts of the tree represent the following levels of problem:
  - the trunk is the problem,
  - the roots are the causes of the problem and
  - the branches stand for the consequences or effects that emanate from the problem.

Problem tree



Problem tree. Example



Problem tree

- You always have to ask the "what" question in the problem tree:
- What is the problem (the tribe)
- What are its causes (the roots)
- What are the effects (the branches)

Identification and problem's analysis

It is important the answer to the following questions:

- **WHICH** is the main problem to be solved?
- **WHY** did such a problem appeared? What are the main reasons that generated this negative situation?
- **WHERE** and **WHEN** it takes place?
- **FOR WHOM** is a problem? What target group is affected by this problem: target group/other groups?
- **WHAT** kind of impact/consequences will have this situation unsolved?

Problem tree

How detailed should a problem tree be?

- Basically, of course, as many roots and branches (with as many levels) as necessary can be mapped in the problem tree
- You should concentrate up to 5 roots or branches, which are then divided into 2-3 levels.

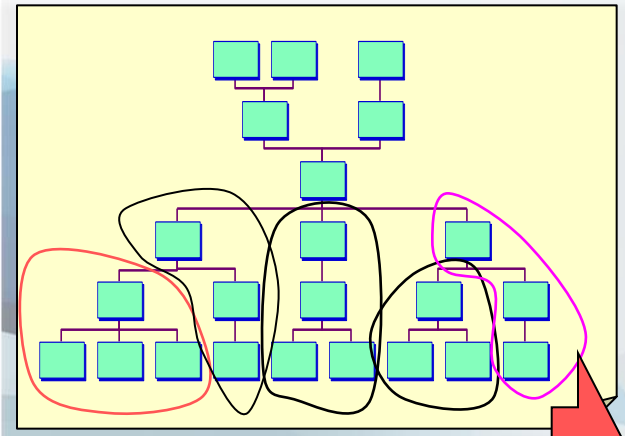
Recommendations for the formulations of the causes

1. Write only the existing causes
2. Write only one idea on the card, specifically formulated
3. Causes are formulated negatively
4. Avoid the phrase ".....there is no”

PCM – Workstages

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis (tree diagram/problem tree)
- Step 3. Strategy Analysis
- Step 4. Objectives Identification
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

Project selection / Strategy selection



Project Matrix

プロジェクトの要約	指標	指標データ入手手段	外部条件
上位目標			
プロジェクト目標			
成果			
活動	投入:		
			前提条件



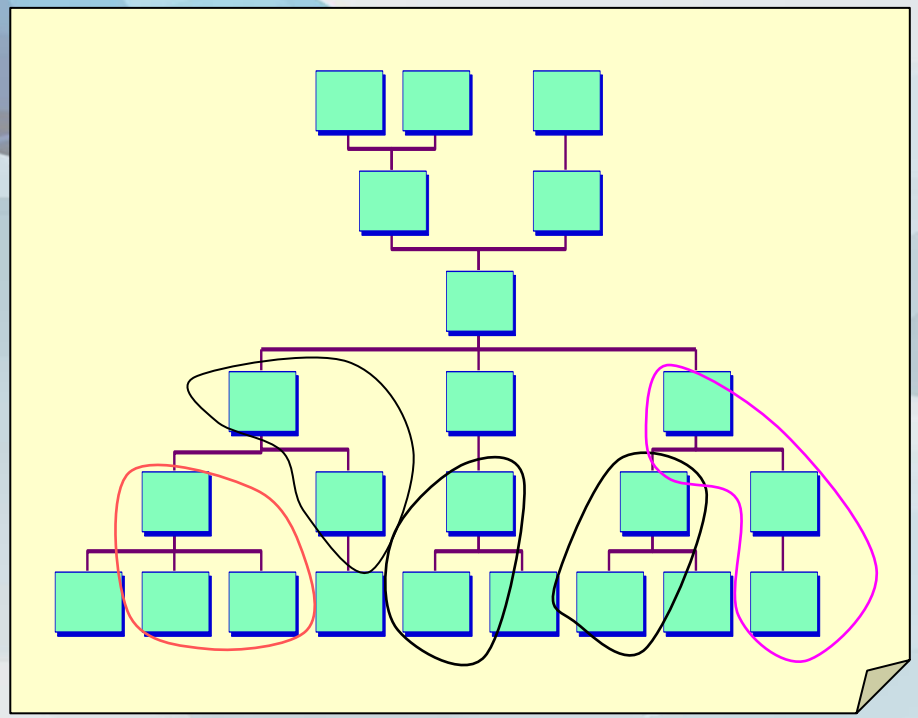
PP – Project Plan

Activities	Results	Objectives	Resources			Important assumptions
			HR	Material	Financial	

Concept and selection

- What problems are being addressed and are at utmost importance?
- What are the goals of the project?
- What funds and resources are available within the organization or must be procured from outside?
- How can a sensible and strategic approach be taken, who is to be involved or involved in the project?

Project portfolio



PA – Activity Plan

Activities	Results	Objectives	Resources			Important assumptions
			HR	Material	Financial	

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Project management

Module 3. Objectives Tree, SMART Objectives & Project Design

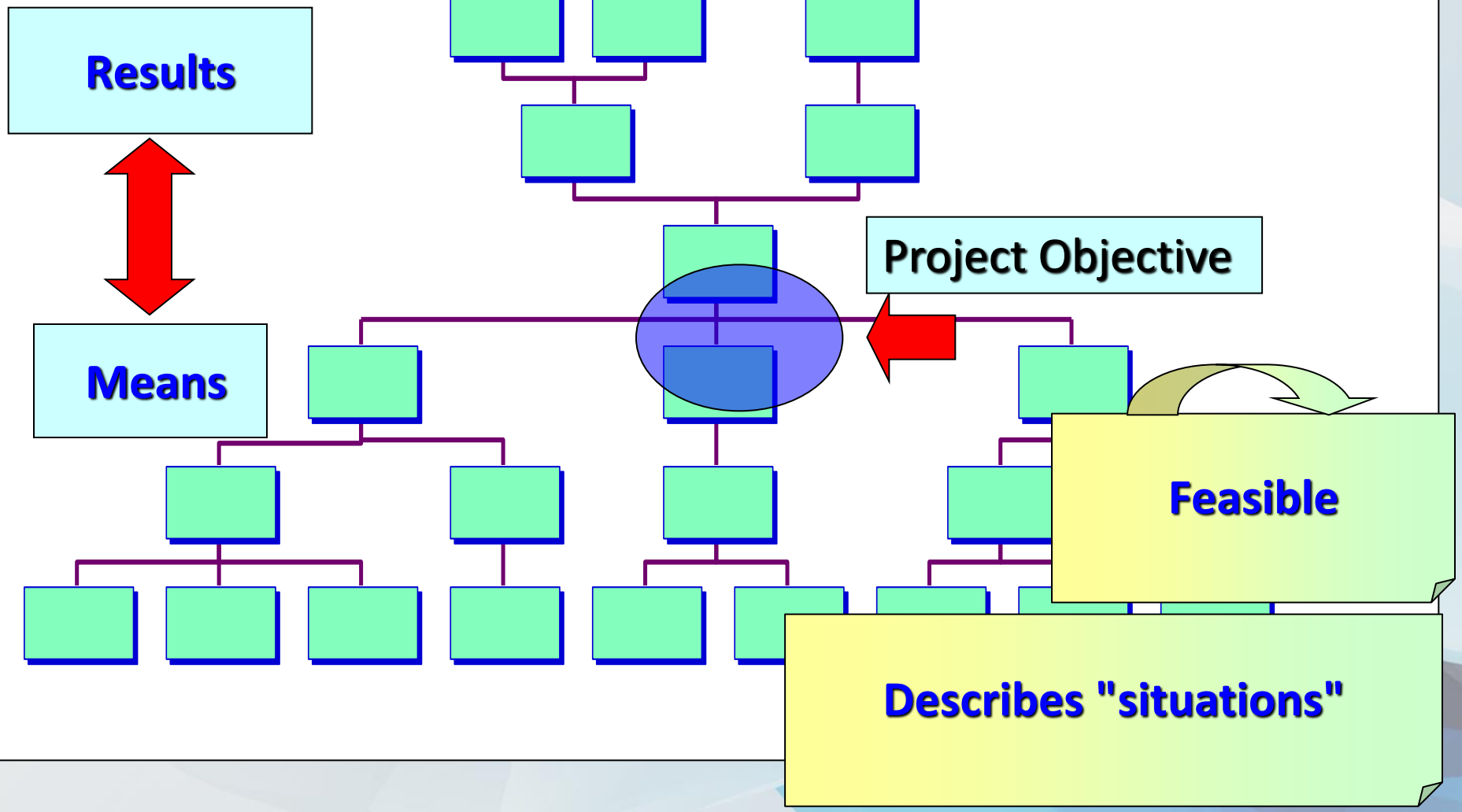
LIFECED Project

Objective analysis
- Step 4 -

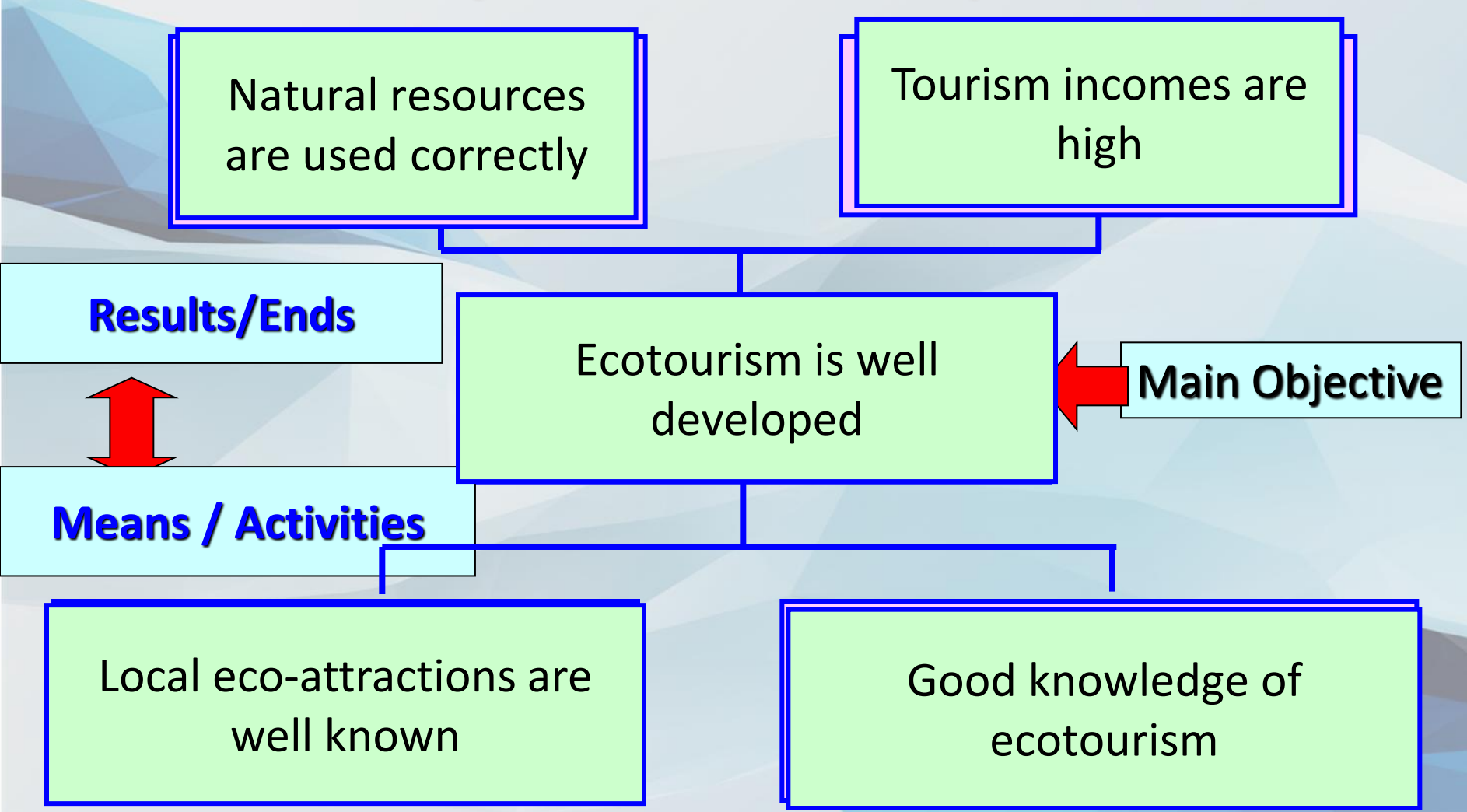
PCM – Workstages

- Step 1. Situation analysis & stakeholder analysis
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- Step 4. Objectives Identification
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- Step 7. Resource Planning

Problem Tree



Objective tree. Example



Goals convergence

The Project goal and specific goal must be *in accordance with* the overall goals of the funding program, with national and regional programming documents, and suitable in the right axis of the grant program.

Team 1. Lack of national exposure of Bucovina tourism // Increased national exposure and visibility of Bucovina tourism

- Cause 1: Few digital maps for promotion of cultural heritage // Digital maps available for the promotion of cultural heritage
- Cause 2: Limited participation to major national tourism events // Participation / promotion of Bucovina to major national tourism events
- Cause 3: Limited coverage of local festivals / Good coverage of Bucovina Image through local festivals
- Cause 3. Lack of modern Tourism Information Centers in Bucovina // Information Tourism Centers in Bucovina delivering modern services to the visitors

Team 2. Lack of promotion for cultural routes // Ob. Well promoted cultural routes

- Cause 1: Lack of cultural events for cultural routes // Interesting events for promoting the cultural routes
- Cause 2: Few traditional fairs // Traditional fairs for promoting the cultural routes
- Cause 3. Few information guides for the promotion of cultural routes // Information guides about cultural routes are existing

Team 3. Lack of places for outdoor activities for youth // Increased accessible outdoor spaces that support youth socialization

- Cause 1: Limited youth representation in local councils // Youth organizations well represented in local councils
- Cause 2: Lack of sport infrastructure for youth // Available modern sport infrastructure for youth
- Cause 3. Lack of market research regarding the specific need for outdoor youth activities / needs assessment // Existing needs assessment and market research about the specific needs of youth

Team 4. Lack of promotion of traditional products from Bukovina // Improved promotion of traditional products from Bukovina

- Cause 1: Few websites with traditional products from Bucovina // Well developed and attractive website with traditional products from Bukovina
- Cause 2: Lack of social media campaign for the promotion of traditional products from Bukovina // Implemented attractive social media campaign for the promotion of traditional products from Bukovina
- Cause 3. Lack of marketing specialists, to be involved in the promotion of traditional products // Well trained marketing professionals for the promotion of traditional products
- Cause 4. Low dissemination of the old traditional handicrafts among the young generation (followers) // Dissemination and training of selected traditional handicrafts among young generation

Team 5. Limited opportunities for non-formal education for youth (Problem / Obective) //

- Cause 1: Limited staff working with youth (trainers, youth workers) //Sufficient number of trainers / volunteers for non-formal youth activities
- Cause 2: Not enough knowledge of existing opportunities for youth // Opportunities for youth attractive and well promoted among the target groups
- Cause 3: Limited research targeting youth learning needs // Market research reg. youth non-formal learning needs
- Cause 4: Poor training for non-formal educators // Training offer // training organized for non-formal educators
- Cause 5: Low interest from youth to engage in non-formal education // High interest from youth to engage in non-formal education

Formulating objectives

Group exercise:

You have 15 minutes to establish and write on the card a goal to be accomplish in this room during 3 minutes!

SMART Objectives

- **S** pecific
- **M** easurable
- **A** mbitios and A chievable
- **R** ealistic
- **T** ime tabled

Formulation of the project goals and specific goals

- Group activity: formulate some goals designed to solve the causes identified in Problem Tree, by reformulating, in a positive manner, the causes
- The specific goals has to be SMART

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Project management

Module 4. Project logic, results, indicators & logical framework thinking

LIFECED Project

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The Intervention Logic

Each operational level directly unlocks and substantiates the next tier of project success

Inputs & Activities

Grant funding, consortium partner person-months, and operational work packages executed during the grant period.

Outputs

Concrete tangibles and deliverables produced directly under project control (such as toolkits, prototypes, and technical reports).

Outcomes (Results)

Medium-term effects and institutional uptake observed among target beneficiaries during and right after the project.

Impact

Broader, systemic socioeconomic, scientific, or policy benefits sustained long after the grant agreement concludes.

Made with Napkin

Structure of the Logical Frame Matrix

Project title: _____ Target group: _____ Version:

Target area: _____ Project period: _____ Date:_____

Narrative summary	Indicators	Means of Verification	Hypotheses
General objective			
Purpose project			
Results			
Activities	**Inputs** - Experts - Facilities and equipment - Budget - Other required inputs		**Pre-Conditions**

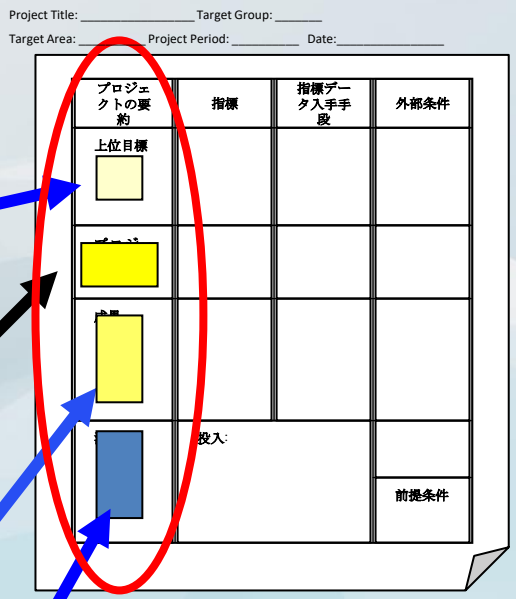
Project summary

General purpose
Goods and/or conditions that are produced directly from the project

Purpose of the project
Objectives expected to be achieved through Project fulfillment

Project results
The development effects expected by achieving the purpose of the project

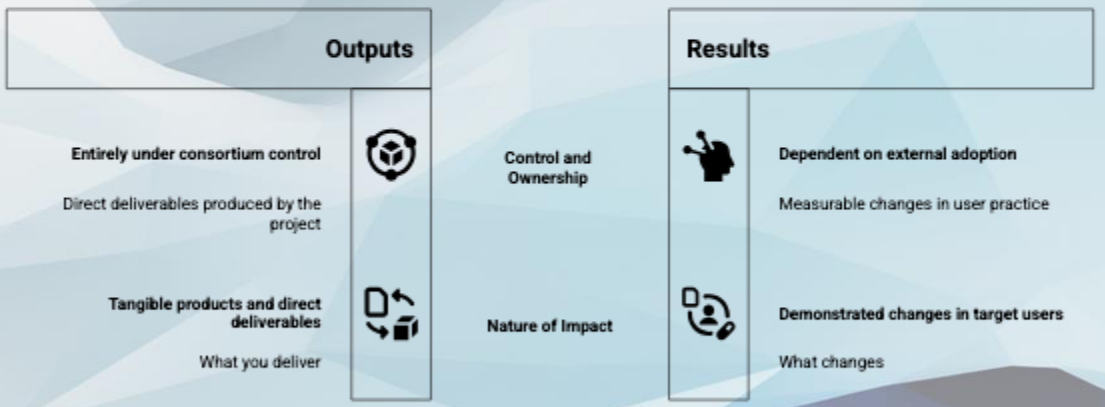
Project activities
Series of specific actions required for production of results



Outputs vs Results

The Critical Distinction

Delivering an output does not guarantee a result: publishing an open-access toolkit is an output, whereas 40 regional hospitals integrating it into diagnostic workflows is a result.



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Practical KPI Examples and Indicators



Output KPI

Deliver 6 specialized SME webinars reaching 300 participants across 8 EU member states. Verification: Signed participant logs, webinar recordings, and attendee completion certificates.

1



Outcome KPI

At least 40% of participating SMEs implement the digital security protocol within 6 months of training (Baseline: 5%). Verification: Follow-up operational audit surveys and self-assessment logs.

2



Impact KPI

Achieve a 25% reduction in incident response times across adopting regional networks 2 years post-project. Verification: Published regional agency reports and independent sector evaluations.

3

Made with Napkin

Action plan

The action plan shows in great detail how the objectives will be met, clearly stating:

- **Detailed activities and the correlation between them**
- **Responsibilities**
- **Deadlines**
- **Resources**
- **Standards, criteria and indicators for measuring results**
- **Risks and obstacles (personal or environmental)**

Pre-proposal of the project

1. Title:
2. Acronym:
3. Project description (Purpose):
4. Target groups:
5. Duration (period):
6. Consortium (partners):
7. Objectives:
8. - Main Objective
9. - Specific Objectives (Intermediate) / Work Packages
10. - Activities (durations, interdependencies, resources)
11. Budget:
12. Funders:
13. Appendices (SWOT Analysis, Gantt Chart, Logical Framework Matrix)

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Project management

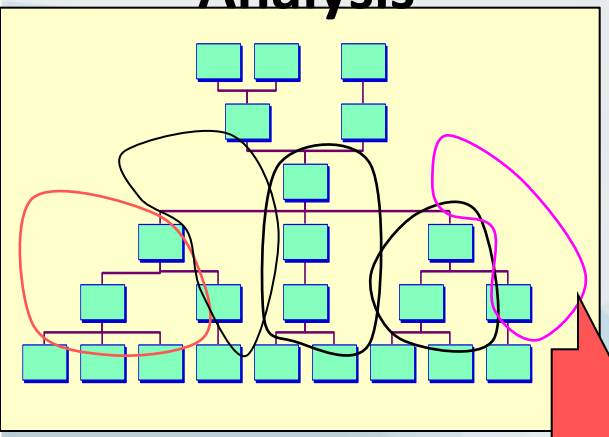
Module 5. Work Breakdown Structure (WBS), GANTT, Sheduling & Human Resources Management

LIFECED Project

PCM – Workstages

- Step 1. Situation analysis & stakeholder analysis
- Step 2. Problem analysis (tree diagram/problem tree)
- Step 3. Strategy Analysis
- Step 4. Objectives Identification
- Step 5. Project planning
- Step 6. Activity Planning
- Step 7. Resource Planning

④ Alternatives Analysis



⑤ Project Design Matrix (PDM)

プロジェクトの要約	指標	指標データ入手手段	外部条件
上位目標			
プロジェクト目標			
成果			
活動	投入:		
			前提条件

Planning Stage

⑥ Plan of activities

Activities	Results	Objectives	Resources			Important assumptions
			HR	Material	Financial	



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Activities planning
Working Packages (WP)

Planning

- Dividing the project into sub-projects and work packages
- Setting for each sub-project, time and other resources required for achieving
- Establishing interdependencies and logical order to implement sub-projects
- Making a Plan / Chart, to track the progress of sub-projects and of the project through the establishment of critical points (milestones) where you can see if the project is on schedule or not

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Activities planning
(WBS – Work Breakdown Structure)

WBS – Work Breakdown Structure

- An alternative for identifying the sub-activities is to decompose the activities after the "Work Breakdown Structure" (WBS) method. Activities (Work Elements) are grouped into logical sets / Work Packages (Work Package - WPs) with each division in the" Activities / Phases "
- Each activity has the following main features:

  - well defined role;
  - consumes natural resources and human well - determined time;
  - has a start time and end time.

WBS – guidelines

When you prepare a structure for breaking down certain activities are some lines to follow:

- ✓ WBS is represented as an tree structure, hierarchy (it is not represented neither as any form of a list nor a Gantt chart).
- ✓ Decomposition of activities in main "packages" must be logical and compatible with the decomposition used for cost control and reporting.
- ✓ It should be possible to test whether a “working package" is complete.
- ✓ At the lowest level, activitie’s elements must be well defined as tasks that a person has to acomplish in a reasonable period of time.
- ✓ There is no clear rule about how big or small should be the working packages or work tasks. (although PMBOK has a statement to this effect: duration of an activity must fit between 8 and 80 hours.)

WBS: ...“Precious advice“

- 6-8 phases, 6-8 working packages per each phase
- Unitary terminology
- Not very detailed

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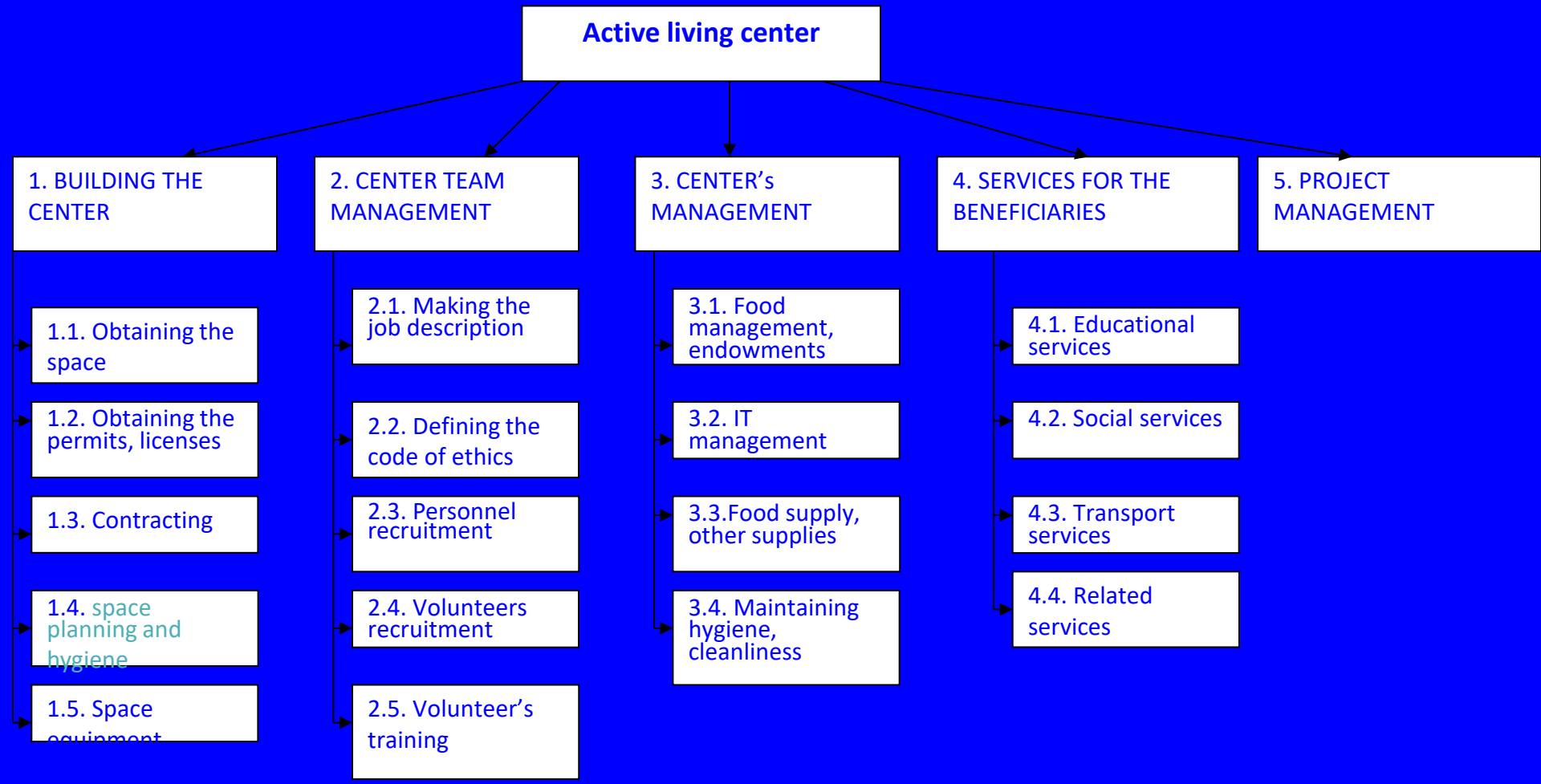
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Work Breakdown Structure

Making the OIL instalation /Facilities — 1

Project management	Design	Aquisitions, financing and insurrance	Producing the equipment	Transport of the components	Construire si instalare	Implementing, personnel and authorisation	Pilot test
1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8
Project start — 1.1.1	Design of the building — 1.2.1	Subcontracting the construction work — 1.3.1	Production equipment — 1.4.1	Transport of the components — 1.5.1	Construction and Instalation Plan — 1.6.1	Training and authorisation plan — 1.7.1	Pilot test plan — 1.8.1
Project coordination — 1.1.2	Production equipment design — 1.2.2	Planning the component's aquisition — 1.3.2	Storage equipment production — 1.4.2	Preparing the transport to Austria — 1.5.2	Preparing the construction — 1.6.2	Preparing the training — 1.7.2	Pilot test implementation — 1.8.2
Project administration — 1.1.3	Storage equipment design — 1.2.3	Production equipment aquisition — 1.3.3	Service equipment production — 1.4.3	Preparing the transport in Europa — 1.5.3	Designing the construction — 1.6.3	Training session — 1.7.3	Adjustments after the pilot test phase — 1.8.3
Project Control — 1.1.4	Service equipment design — 1.2.4	Storage equipment aquisition — 1.3.4		Preparing the shipping — 1.5.4	Installing the production equipment — 1.6.4	Preparing organisation — 1.7.4	
Project end — 1.1.5	...	Service equipment aquisition — 1.3.5		Transport to Austria — 1.5.5	Installing the storage equipment — 1.6.5	Preparing and auhorisation — 1.7.5	
		Aquisition financing — 1.3.6		... — ...	Installing the service equipment — 1.6.6	... — ...	

WBS - example


Active living center
1. BUILDING THE CENTER
2. CENTER TEAM MANAGEMENT
3. CENTER's MANAGEMENT
4. SERVICES FOR THE BENEFICIARIES
5. PROJECT MANAGEMENT
1.1. Obtaining the space
1.2. Obtaining the permits, licenses
1.3. Contracting
1.4. space planning and hygiene
1.5. Space equipment
2.1. Making the job description
2.2. Defining the code of ethics
2.3. Personnel recruitment
2.4. Volunteers recruitment
2.5. Volunteer's training
3.1. Food management, endowments
3.2. IT management
3.3.Food supply, other supplies
3.4. Maintaining hygiene, cleanliness
4.1. Educational services
4.2. Social services
4.3. Transport services
4.4. Related services

Detailed Work Packages

WP code:	1.2.7	WP name:	Organize and conduct the project manager training

Goal of the WP: Specialization of at least 18 people in project management within a training program for 4 days

WP content (Sub-activities):

- Promotion of the training course and selection of the participants
- Organizing training logistics
- Contracting trainers
- Running training
- Training Evaluation
- Final Examination

WP – Results: 18 people trained in PM, within a training program for 4 days

WP – Outputs: 30 hand-outs, 3 banners, 1 selection progress organised

Detailed Work Packages

- Goal: Using the WBS method:
- Activities
  - Structure focus on the project processes (3 levels)
  - 7-8 phases, defining the working packages for each phase
  - Aplying a WBS code, allocating human, material and financial resources
- How: Team-working: 30 minutes
- Handout: Blank Detailed WP

Project schedule

Planning techniques:

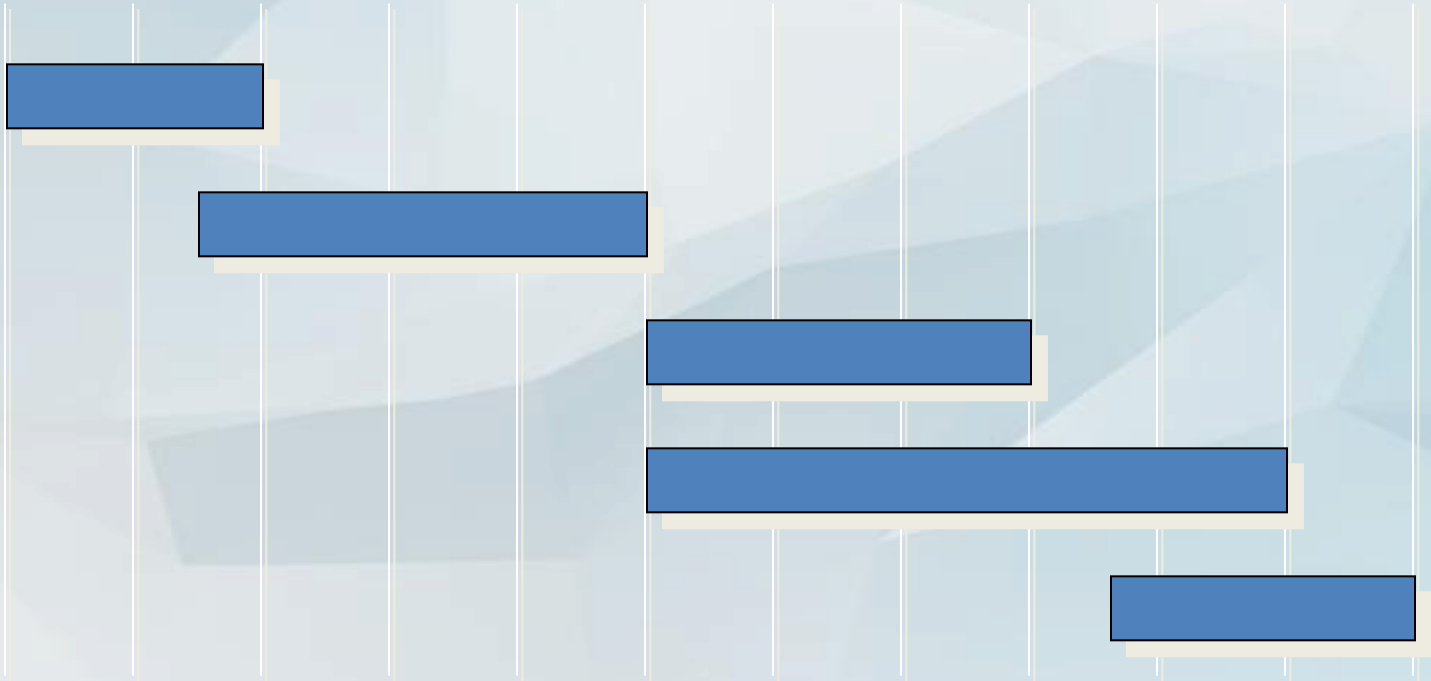
- Bar charts – Gantt chart
- Key moments chart – milestones
- Planning networks – PERT, CPM
- Graphical analysis and evaluation method

Bar chart (GANTT)

- Working packages represented by bars (bar length is proportional to the length of the working packages)
- Positioning is according to a temporal scale
- Bar chart as a communication tool
  Bar chart with relations = CPM planning (Critical Path Method)

Gantt chart – principles

- Shows the development of project activities within a period
- It is created at the level of working packages and / or activity level
- The starting point is the WBS;
- Sometimes, it may indicate the interdependencies between activities and the critical path of the project.



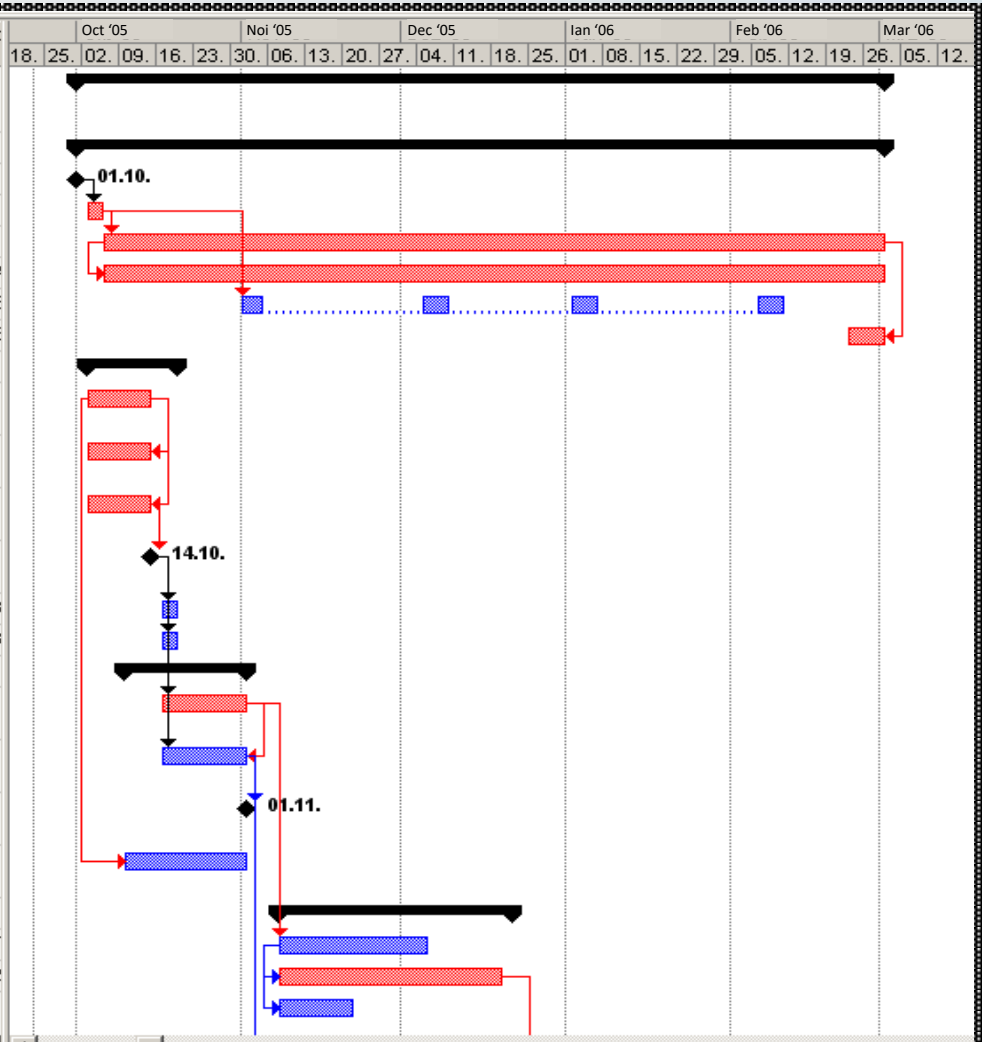
This is the bar chart !!

GANTT Chart

	Activitatea	Durata	Luna 1 Dec.2004	2 Ian.2005	3 Feb.	4 Mart.	5 Apr.	6 Mai	7 Iun.	8 Iul.	9 Aug.	10 Sep.	Cine este responsabil de implementare
1	Pregătirea procedurilor de achiziție de echipamente	1 lună											Solicitant
2	Realizarea procedurilor de achiziție de echipamente	2 luni											Solicitant
3	Pregătirea realizarii website-ului	1 lună											Solicitant
4	Implementarea website-ului	1 lună											Solicitant
5	Intretinerea web – site -ului	8 luni											Solicitant
6	Pregătirea strategiei de promovare	3 luni											Solicitant
7	Realizarea strategiei de promovare	7 luni											Partener
8	Realizare evaluare intermediară 1	1 lună											Solicitant
9	Pregătirea materialelor de curs	1 lună											Solicitant
10	Realizarea suporturilor de curs	1 lună											Solicitant
11	Pregătirea implementarii cursurilor in teritoriu	1 lună											Partener
12	Implementarea cursurilor in teritoriu	4 luni											Solicitant
13	Realizare evaluare finală 2	1 lună											Solicitant
14	Pregatirea selectiei celor 10 echipe pentru instruire practica aplicata	1 lună											Solicitant
15	Selectia celor 10 echipe pentru instruire practica aplicata	1 lună											Solicitant
16	Pregatirea instruirii practice aplicate	1 lună											Solicitant
17	Implementarea instruirii practice aplicate	3 luni											Solicitant
18	Realizarea managementului proiectului	10 luni											Solicitant
19	Realizarea evaluării finale a proiectului	1 lună											Solicitant

Diagrama de bare a proiectului

Denumirea activităţii	Durata	Început	Sfârşit	Vc
1.Evaluarea câmpului SALACEA	108 days	Sa 01.10.05	Mi 01.03.06	
1.1 Planul managementului proiectului	108 days	Sa 01.10.05	Mi 01.03.06	
J1 Project atributed	0 days	Sa 01.10.05	Sa 01.10.05	
1.1.1 Start	3 days	Lu 03.10.05	Mi 05.10.05	3
1.1.2 Project coordination	105 days	Jo 06.10.05	Mi 01.03.06	4
1.1.3 Project administration	105 days	Jo 06.10.05	Mi 01.03.06	5A
1.1.4 Project control	19 days	Ma 01.11.05	Vi 10.02.06	4E
1.1.5 End of the project	5 days	Jo 23.02.06	Mi 01.03.06	5E
1.2 Planning	13 days	Lu 03.10.05	Mi 19.10.05	
1.2.1 Geological standards	10 days	Lu 03.10.05	Vi 14.10.05	
1.2.2 Subsoil standard achievement	10 days	Lu 03.10.05	Vi 14.10.05	10
1.2.3 Economic evaluation	10 days	Lu 03.10.05	Vi 14.10.05	10
J2 Standards to evaluate the achieved alternatives	0 days	Vi 14.10.05	Vi 14.10.05	12
1.2.4 Planning the alternatives	3 days	Lu 17.10.05	Mi 19.10.05	13
1.2.5 Planning report form	3 days	Lu 17.10.05	Mi 19.10.05	13
1.3 Acquisitions	17 days	Lu 10.10.05	Mi 01.11.05	
1.3.1 Geological evaluation contract purchase	12 days	Lu 17.10.05	Ma 01.11.05	13
1.3.2 Subsoil evaluation contract purchaise	12 days	Lu 17.10.05	Ma 01.11.05	13
J3 Contracts with all the experts	0 days	Ma 01.11.05	Ma 01.11.05	18
1.3.3 Expertise evaluation contract purchaise	17 days	Lu 10.10.05	Ma 01.11.05	10 Ta
1.4 Geological expertise	32 days	Ma 08.11.05	Mi 21.12.05	
1.4.1 Litological analysis	20 days	Ma 08.11.05	Lu 05.12.05	17
1.4.2 Tectonic analysis	30 days	Ma 08.11.05	Lu 19.12.05	22
1.4.3 Set the type of subsoil	10 zile	Ma 08.11.05	Lu 21.11.05	22



Sample Tracking Gantt Chart

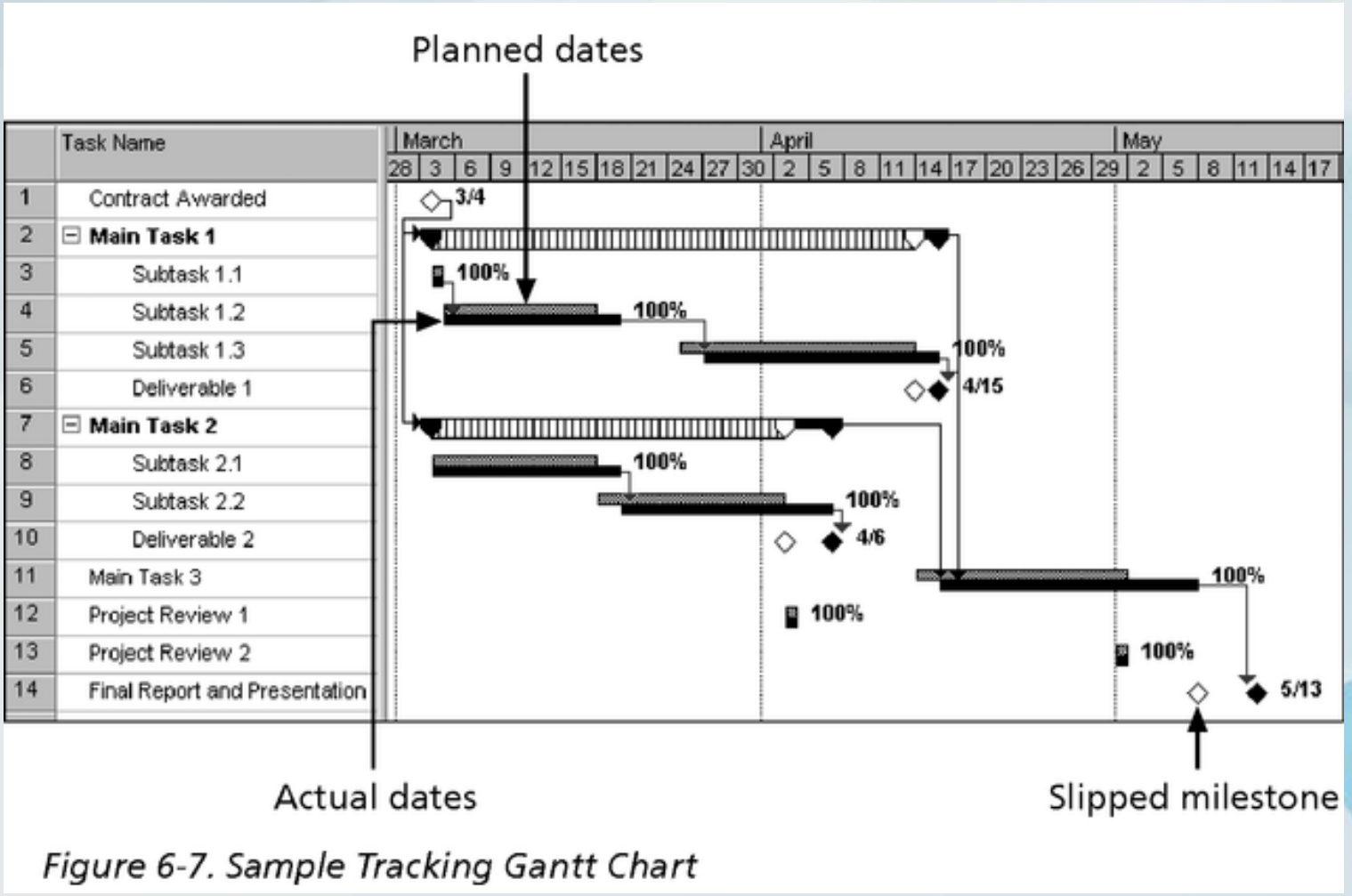
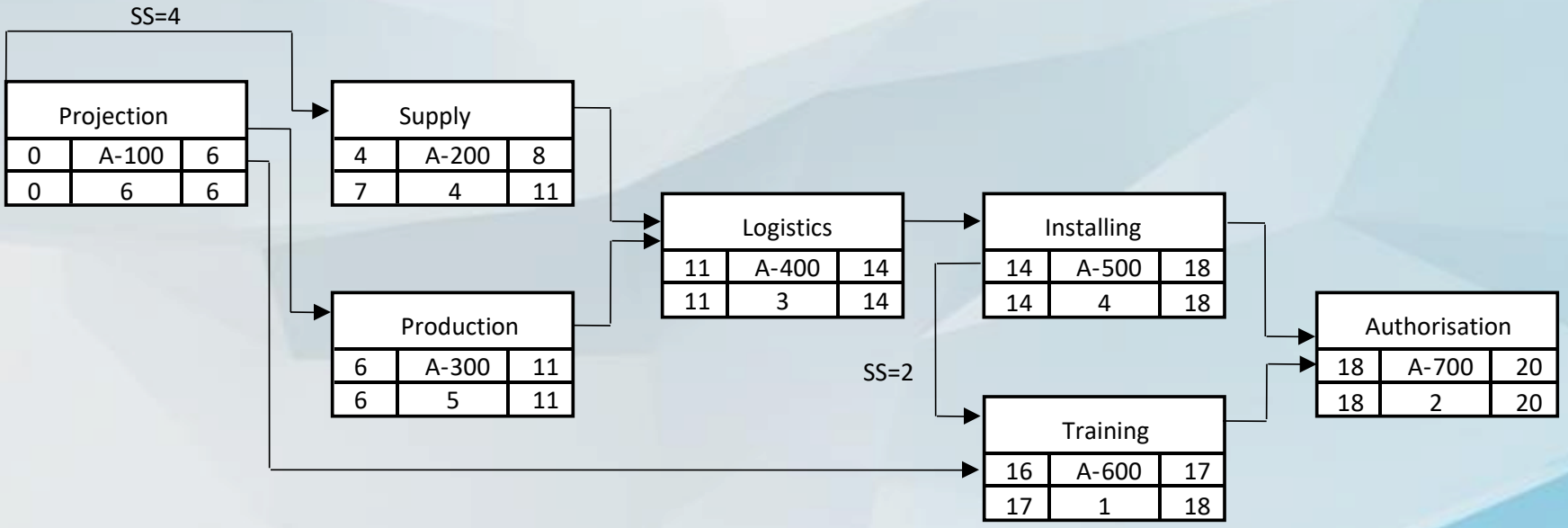


Figure 6-7. Sample Tracking Gantt Chart

PERT Diagramm

- PERT – a planning and controlling tool
- Are often built from the end to the beginning
- Presents the time necessary to finish the project
- Very useful in complex projects

Pert diagramm and critical path



Pert diagramm and critical path

- What activity is preceding the activity we plan
- What activities are coming afterwards
- What activities can be undertaken in parallel

Differences between project management and organization management



- Absence of a permanent management structure
- (these persons can be hired temporarily or consultants can be used)
- Absence of permanent roles of team members
- (people involved in the project may have different roles at different times, and hierarchies are not always very clear)

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Core Functions of HR Management in Projects

Human Resources Management in project management encompasses all processes required to make the most effective use of the people involved in a project. From initial planning to project closure, HR management guides how teams are assembled, developed, led, and evaluated.

HR Planning

HÑÑŌRÒŅŘĊŌŊ MŌÑ ÑŎÑÞÖ ÑŌRÒŌŊ ŐŹŎĆÑŃPŹŎĆÑĊŒŹÑĊĔŐÖĆĊĖŊĠŌŌRÒŃĊŒE MŌÑ ØÑØÞÒŹÑÑ ŃŎÖ ŐÑPÑŌŃÒÑĊĖBĘÞĊŌÑĊŌŊ MĊĖPMŅŅŌŊ ÖMŌMŅÑÖ ÑŌP ŐĆMŌ POMPMŌŌŊŌĊĖOÞÖMŌ ŃMŐĊÞMŌRÒPO ŐŹŎĆÑŃP ŎNĆÑŃRÒŌŅĊĖB

Team Acquisition

Selecting and onboarding the right team members — whether internal whether internal staff, external contractors, or cross-border partners partners — to fulfill defined project roles.

Team Development

Improving team competencies, fostering interaction, and creating an creating an environment that supports high performance through through training, coaching, and team-building activities.

Team Management

Tracking performance, resolving conflicts, providing feedback, and coordinating changes to optimize project outcomes across the project lifecycle.

HŌ NŹŎĆĖĊĖÁNŎŹŃÑŹĢĮÆĘÞŌÑÑÑ ŐŹŎĆÑŃPĊŒĘĢĪ ÖMŌMŅÑÖ ÑŌPÖ ÞĊEPMŌŒĎMŃŃŎÞŌPĮŎŹŃÞŌPPØMŌÑŎŌĮÑØŒĎÞŘÆÖ ÞŌRÒŌŌŊÞMŌÑŎÖ Ö ÞĆŎŃMRÒŎŌÆ MŌÑ ÑŎÖ ŐŌŌMŌÑÑ RÒPO NŎPOĪ ŎÖMĆŎMŌMŌÑ Į ŎØMŎĆŎMŌĆŎĆĖRÒPÞŎŎŌMŌŊØMÖ ÑR ŎØŌĆB

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Applying structured HR management practices is essential to keeping project teams motivated, aligned, and accountable — particularly in complex, multi-institutional environments. The LIFECED project, co-funded by the European Union under the Interreg VI-A NEXT Romania-Ukraine Programme 2021–2027, exemplifies the importance of these principles in a cross-border educational context.

Define Clear Roles

Use a RACI matrix to assign responsibilities and avoid ambiguity. Every team member should know their deliverables and decision-making authority from day one.

Coammunicate Consistently

Establish regular check-ins, status reports, and open feedback channels. In multilingual or multicultural teams, clear and culturally sensitive communication is non-negotiable.

Recognize & Motivate

ĖŃÔŌŎŖŌŇŇŃŅŇŃŌŎŖØÔŃÞŖŎŎŌŒĖMŌŇ ŃŇŌŇŅØMPŇ ÖŌŌŇŒĖPŎŌŇŒBÌ ŎŖŌQMPŇŇ PŇMÖŌŒ ŐØŎŇÞŃŇ NŇPPŇØŎÞPŃŎÖ ŇŒà ØŇŃŎŅŌŖŎŎŌŒĖMŐŎR ŇØŅÞŌŒŌŎRÁĖŃŌŒĖP ÖMŌMŅŇÖ ŇŌPPŎŎŌB

Best Practices & Key Takeaways

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Key Roles in Project Management

Ï ÞÑÑÑÑÐÐÐÐÞÕ ÓÓÖÖÓÑÑÞ ÑÑÖÖÐÑÝÓŘÓÑÖÖÑÐÐÐÐÕ ÖÕ M ÑÖÖÑÝÓÐÑ PÑMÖ RÒPO NÓÑMÝÓŘ ÑÑ,ÒÖÑÑ ÓÑÐÐÓÖÖÐÐÒÖÖÐÐB
ĜMÑO ÓÓÖÖÑ ÑÖÕÞÓÐÒ ÞÞPÑÐÐÞÖÖÓÞÑÖŘ PÖ POÑ ÓÓÖÖÑÑÞÓÐÐÓÖÖÞÓÕÑŘÐÐÓÖ CÐÞÓMPÑÑ,ÒÑ ÖÖÑÝÓÐÒ,OP PÖ ÑMŘÁÐÞÖÁÐÑMŘ ÑŘÑÑÞÒÖÖÕB

Project Manager

I ÑMÑÐÐÞPOÑ ÓÕMÕÖÖÒÑ,ÁÐÑŘÑÑÞÒÖÖÞÁÐMÕÑ ÑÖÖÐÐÓÒ,ÑÒ,M ÓÓÖÖÑÑÞB
Ï ÑÐÐÓÖÖÐÐÒÑÒÑ,ÑÓÓÖÖÒ,ÑÓMÖÖÐÐÞÑÑÑÖÐÐÁÐÑÞÑ,ÑÞÁÐÐÁÓÑÑÞÒÑÁÐMÕÑ ÐÁÓÓÑB

Project Sponsor

Provides financial and political support, defines project objectives, and and champions the project within the organization.

Business Analyst

Ė ÕMÕŘ,ÑÐÐÁÞÐÐÒÖÖÐÐÓÁÐÑÑÑÖÁÓÑÑÕÞÒÑ,ÒÐÐÐÐÓÓÖÒÑÖÖÓÐÁÐMÕÑ ÑÑ,ÒÐÑÐÐÐ
ÓÁÖÞÞÖÖÒÐÐÞPÖ Ö ÑÑÑP ÓÓÖÖÑÑÞP Ö ÑÓÑÑÞÒÖÖÑÐÐÁÐMÕÑ ØÑØÞÒÓÑÑB

Project Coordinator

Ï ÞÓŐÖØŘÐÐÞPOÑ ÓÓÖÖÑÑÞP ÖMÕMÑ,ÑØ RÒPO MÑ ÖÒÖÖÐÐÁØMÞÒÖÑ PMÐÐÔÐÁÞ
ÓÁÓÑÑÞÖÖÒ,ÑÞÁÐÑÖÑÞÖ ÑÕÞMÞÒÖÖÐÁÐMÕÑ ÑÓÖ Ö ÞÐÒÑMÞÒÖÖÕ MÑØÖÐÐÞPÑMÖÐÐB

Risk Manager

HÑÑÕÞÒ,ÑÒÐÁÐMÐÐÑÐÐÑÐÁÐÖ ÖÐÒÞÖØŘÁÐMÕÑ ÖÒÞÒ,MÞÑÐÐÓÖÞÑÕÞÒMÖØÖÐÐÔÐÞPOMP
ÑÖÞÕÑÒÖ ÓMÑÞ ÓÓÖÖÑÑÞPÐÞÑÑÑÐÐB

Quality Assurance Manager

Ensures that project deliverables meet specified quality standards and requirements throughout the project lifecycle.

Scrum Master

ĜMÑÒÖÖÞMÞÑÐÐÑ,ÒÕÑ ÑÑO,ÑÖÖÓÖ Ö ÑÕP ÓÓÖÑÑÐÐÑÐÐÁØÖÖÑ ÖO,ÑÐÐÒÖ Ö ÓÑÑÒÖ ÑÕÞMÞÁÐ
MÕÑ ÑÖMÑOÑÐÐÞPOÑ PÑMÖ ÖÕ ÏÑØÞÖ ÓØÖÖÒÑÖÖÐÐÑÐÐÁÐMÕÑ ÓØMÑÞÒÑÐÐB

HR Manager

Ė ÓÖÖÑMÞÑÐÐÁÐMÕÑ ÖMÕMÑ,ÑÐÐÓÞÖMÕ ØÑÐÐÁÐÑÐÐÁÐMÑÖÖÐÐÁÖ ÞÕÞÒÖÖÑ ÓÓÖÖÑÑÞÁÐ
ÖÓÞÒÖÒ,ÒÕÒ,PO ÑÒØÞÖÒÖÞÓÞÁÐMÞÒÖÕ MÕÑ ÐÔÒÖÖÑÑO,ÑÖÖÓÖ ÑÕPB

Stakeholder

Ė ÕŘÒÖÑÒÖÖÑÞMÕÖØÑØÞÓ MÑ,ÑÑÞPÑÑ NŘ ÖØÑ OMÒÖÖÑ,MÕÖÖPÑØÑÐÐÞPÖÕ POÑ
ÓØÖÖÑÑÞÁÐÐÓÞPÑÓÖ ÑÁER OÖÐÐÑÒÖÖO,ÖÖÒÑÖ ÑÕPÖÐÐÑØÞÑÓMÕ,ÑØÖÒÞÁÐÐÐÞPÑÑÑÐÐB

Team Lead

Guides and mentors a specific project sub-team, ensuring their tasks are completed efficiently and effectively.

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➡️ EU grant: 276.107,50 Euro

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Project management

Module 6. Budget, Financial Management, Procurement. Reporting&Microsoft Project

LIFECED Project

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Project budget

Chernivtsi, June 2011

Writing the project budget

- Identifying the categories of eligible costs and specific costs per unit
- Respecting the limits imposed by a funding program requirements
- Identifying the actual categories of costs and quantifying them, acording tophases, activities and types of costs.

Cost type

- Personnel costs
- Direct costs
- Indirect cost (administrative costs)

Eligible costs

- are necessary and sufficient for the project to be implemented successfully;
- are included in the list of eligible costs specific to the selected program;
- respect the principles of a strong financial management, realistic, based on efficiency;
- incurre in carrying out the activities included in the project;
- performed only during the time that the agreement is valid;
- effectively made/incurred.

Non-eligible costs

- costs to cover losses or debts, interest on previous loans;
- purchase of goods / services not related to the subject and the project activities not mentioned in the project proposal;
- cover foreign exchange differences;
- VAT, when it can not be recovered;
- project-related costs made before or after the period of validity of the financing contract;
- costs of promoting the organization's current activities, or activities such as sponsorships, in-kind contributions to other projects, etc..

Costs planning

ID Working packages	Name WP	Cost type	Quantity	Price in Euro	Planned costs in Euro	
					Internal costs	External costs
1.1	**Project Management**	personnel	108 ZO	80	8 640	
1.2	**Planning**	personnel	13 ZO	60	780	
1.3	**Acquisitions**					
1.3.1 plus 1.3.2	Expertise contract acquistion	personnel	12 ZO	60	720	
1.3.3	Expertise equipment acquisition	personnel	17 ZO	60	1 020	
1.4	**Geological expertise**					
1.4.1	Making lithological analysis	personnel	20 ZO	200		4 000
		Equipment(depreciation)	20 Z	125	2 500	
1.4.2	Tectonic analysis	personnel	30 ZO	200		6 000
		Equipment(depreciation)	30 Z	125	3 750	
1.4.3	Establishing the type of subsoil	personnel	10 ZO	200		2 000
1.4.4	Establishing initial distribution of oil	personnel	8 ZO	200		1 600
1.5	**Subsoil expertise**					
1.5.1	Physical model development	personnel	12 ZO	200		2 400
		Equipment(depreciation)	12 Z	125	1 500	
1.5.2	Evaluation of the subsoil potential	personnel	20 ZO	200		4 000
		Equipment(depreciation)	20 Z	125	2 500	
1.5.3	Considering the previous operation on subsoil	personnel	20 ZO	200		4 000
1.5.4	Planning the operation on subsoil	personal	5 ZO	200		1 000
1.6	**Economic evaluation**	personal	36 ZO	80	2 880	
1.7	**Evaluation of the alternatives**	personal	44 ZO	80	3 520	
1.8	**Reporting and decision-making**	personal	20 ZO	80	1 600	
	TOTAL	**Personnel**			**19 160**	**25 000**
		Equipment			**10 250**	
		Total			**29 410**	**25 000**

Budget recommendations

- The project budget must be clear and detailed
- Must be performed on stages / activities and centralised on types of costs
- Include all the costs- absolutely necessary
- Budget items should reflect the activities mentioned

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Project budget (1)

Annex B. Budget for the Action[1]	All Years			
Costs	**Unit**	**no of units**	**Unit rate (in EUR)**	**Costs (in EUR)[3]**
1. Human Resources				
1.1 Salaries (gross salaries including social security charges and other related costs, income tax, local staff)[4]				
1.1.1 Technical	Per month			
Project manager in Romania	Per month			
Project manager in Ukraine	Per month			
1.1.2 Administrative/ support staff	Per month			
Assistant manager in Romania	Per month			
Assistant manager in Ukraine	Per month			
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)	Per month			
1.3 Per diems for missions/travel[5]				
1.3.1 Abroad (staff assigned to the Action)	Per diem			
Romanian Team in Ukraine	Per diem			
Ukrainean Team in Romania	Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem			
1.3.3 Seminar/conference participants	Per diem			
Romanians in Ukraine	Per diem			
Ukraineans in Romania	Per diem			
Subtotal Human Resources				

Project budget (2)

2. Travel[6]	Unit	no of units	Unit rate (in EUR)	Costs (in EUR)[3]
2.1. International travel	Per flight			
2.2 Local transportation	Per month			
Subtotal Travel				
3.Works				
3.1.Construction works (please specify)	per work			
Construction works in Chernivsti	per work			
Study in Chernivtsi	per invesment			
Study in Suceava	per invesment			
Design and engineering in Chernivtsy	per work			
Design and engineering Suceava - School	per work			
Design and engineering in Suceava - Health Centre	per work			
3.2 Costs for site supervision (if these costs are not included in the line 3.1 Construction Works)				
Cost for site supervision in Chernivtsi	per investment			
Cost for site supervision in Suceava -school and gym	per investment			
Cost for site supervision in Suceava - Health Centre	per investment			
Subtotal works				

Project budget (3)

4. Equipment and supplies[7]				
4.1 Purchase or rent of vehicles	Per vehicle			
4.2 Furniture, computer equipment				
4.3 Machines, tools…				
4.4 Spare parts/equipment for machines, tools				
Subtotal Equipment and supplies				
5. Local office[8]				
5.1 Vehicle costs/Combustible	Per month			
5.2 Office rent	Per month			
5.3 Consumables - office supplies	Per month			
5.4 Other services (tel/fax, electricity/heating, maintenance)	Per month			
Subtotal Local office				
6. Subcontracted services[9]				
6.1 Publications[10]/	Contract			
6.2 Studies, research[10]				
6.3 Expenditure verification[11] /audit	Contract			
6.4 Evaluation costs				
6.5 Translation, interpreters				
6.6 Financial services (bank guarantee costs etc.)	Per month			

Project budget (4)

Expenses	Unit	no of units	Unit rate (in EUR)	Costs (in EUR)
7. Other				
Acquisition in Chernivtsi	Contract			
Acquisition in Suceava - Shool and Gym	Contract			
Subtotal Other				
8. Subtotal direct eligible costs of the Action (1-7)				
9. Provision for contingency reserve (maximum 5% of **8**, subtotal of direct eligible costs of the Action)[13]				
10. Total direct eligible costs of the Action (8+9)				
11. Administrative costs (maximum 7% of **10**, total direct eligible costs of the Action)[14]				
12. Total eligible costs (10+11)				

Financing sources

							Ammount	Percent
							EUR	From total
								%
Financial contribution of the aplicant								
Commision contribution								
Contributions from the European Comission or EU states								
Contributions from other organisations								
Name	*Conditions*							
TOTAL Contributions								
Direct incomes								
TOTAL GENERAL								

Cash flow

SITUATIA FLUXULUI DE NUMERAR												
Element / Month	1	2	3	4	5	6	7	8	9	10	11	12
1. INITIAL BALANCE												
2. INITIAL INPUT:												
2.1. Grant												
2.2. Own contribution												
2.3. Partner contribution												
2.4. Others (interest, capitalised profit, dividents, sponsorship, etc.)												
TOTAL INPUTS (2.1. + 2.2)												
3. CASH OUTPUT												
3.1. Salaries												
3.2. Daily allowance												
3.3. Transport												
3.4. Ecquipment and goods												
3.5. Local headquarter costs												
- vechicle costs (gas, technical inspection)												
- office rent (training rooms)												
- supplies (office supplies)												
- other services (tel., fax, Internet)												
- other services (electriciy, maintainance)												
3.6. Other costs, services												
- Publications (flyers, broschures, books, webpages)												
- Studies, research												
- Financial services (fees, guarantees)												
- Cost of the conferences/seminars												
3.11. Other (repairs, software)												
TOTAL OUTPUT (3.1 + … 3.11)												
4. CURENT BALANCE (2 - 3)												
5. FINAL BALANCE (1 + 4)												
Nota: INITIAL BALANCE of round II = FINAL BALANCE of round I												

Option 2: Work Packages

WP code:	1.2.7	WP name:	**Organize and conduct the project manager training**

Goal of the WP: Specialization of at least 18 people in project management within a training program for 4 days

WP content (Sub-activities):

- Promotion of the training course and selection of the participants
- Organizing training logistics
- Contracting trainers
- Running training
- Training Evaluation
- Final Examination

WP – Results: 18 people trained in PM, within a training program for 4 days

WP – Outputs: 30 hand-outs, 3 banners, 1 selection progress organised

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LIFECED TRAINING MODULE

Financial Management in EU-Funded Projects

Effective financial management is the backbone of every successful Interreg project. Understanding budgeting principles, eligibility rules, and reporting rules, and reporting obligations ensures compliance and maximizes the impact of EU funding.

Budget Planning

Define realistic cost categories aligned with programme rules. rules. Distinguish between staff costs, travel, equipment, and external external services from the outset.

Eligibility of Costs

Only costs incurred within the project period and directly linked to linked to project activities are eligible. Proper documentation and and proof of payment are mandatory.

Reporting & Auditing

Progress reports must reflect actual expenditure. First-level controllers verify each partner's spending before submission to the Joint Secretariat.

Financial Corrections

Irregularities trigger recoveries or flat-rate corrections. Robust internal controls and timely record-keeping are the best safeguards against financial errors.

LIFECED EU Grant: **276,107.50 Euro** — managed under Interreg VI-A NEXT Romania-Ukraine Programme 2021–2027.

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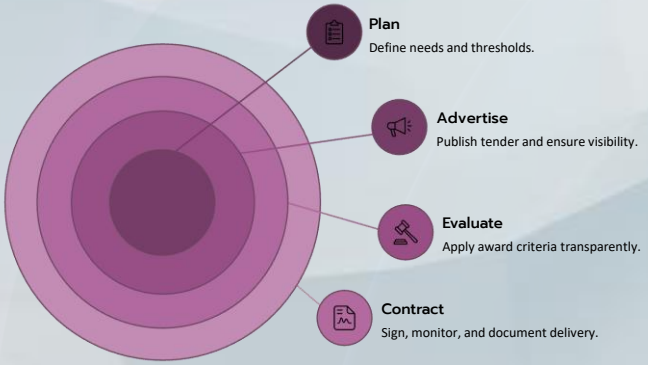
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LIFECED TRAINING MODULE

Procurement in Project Management

All goods, services, and works procured under EU-funded projects must follow transparent, competitive, and non-discriminatory procedures. Compliance protects the project from financial corrections and safeguards public funds.



Key Principles

ÌØÝÕÕÕÕÓÝØÑÕÑÑÆÑØÞÝÕÞØÝÑÝÖ ÑÕÞÆÕØÕÕÕØØÞÕÕÓÝÕÕÕÕÕÝÕÕÞÆÝÕÑ Ö ÞÞÞÝÕØÑÑÕÑÖÑÕÕÕÕÕ Ö ÞÕÆÞ ÑÞÒÑÑ ÑÕÑØÝÑ ÕØÕÑÞØÑÖ ÑÕÞ ÑÑÑÒÕÕÕÕÕÕÕB

Record Keeping

Retain all tender documents, offers received, evaluation evaluation grids, and contracts for at least 5 years after after project closure.

Conflict of Interest

ĜÕÝÕÞÝÞØÕÕÆÖ ÞÕÆÞ ÑÑÑÑÕÝØÑÝÕÑ ÕÑØÕÆÕÕÕÕÕØÕÒÑÕÝÕÑÕÝÕ ÕÕÞÑØÑÕÕÞÕÕÕ ÑÕÑÑÑØÆÕÕÕÕÕ ÞÕÆÞ ÑÑ ÖÝÕÕÝÒÑÑ ÝÕÑ ÑÕÞÖ ÑÕÞÑÑÑ ÑÑÒÕØÑ ÑÕÝØÑÞÝÕÕÕÕÕ ÑÑÒÕÕÕÕB

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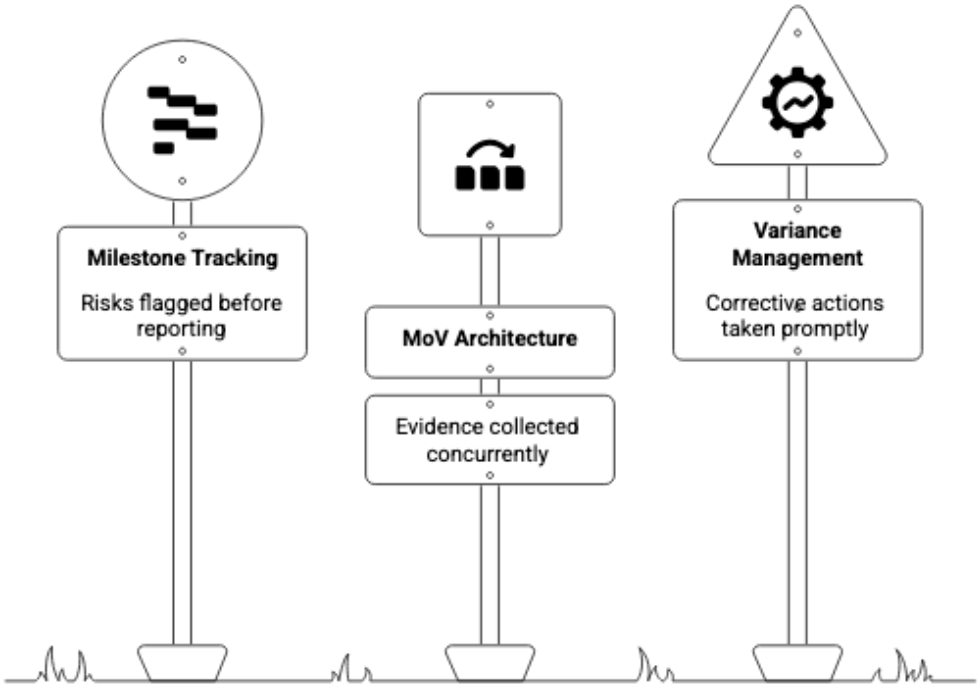
ÌÑÕHÞÑØØÑÒ ÙJHÆÉ Í ĜÎÌ Ï ÕÖÝÕÕÕÕÆ ØØÝÕÕÑÏØÖÒÑØÝÕÖ Ñ ČĆČČaČĆČÐ ÕÆÑÕÕÝÑÑ NŘ POÑ ĜÞØÖÕÑÝÕ ¡ ÕÕÖÕÝÕÑ ÑÖÆÒÕÕÝÕÑÑ NŘ POÑ ÕÝØÞÖÕÕÝÞÕÕÒ ÑÕÞÖÞØÕÕB

lifeced@usm.ro śhttps://lifeced.usv.ro/ro_ro/

Monitoring and Reporting Best Practices

Embedding continuous tracking into consortium routines to maintain audit readiness

Track indicator progress during monthly consortium work package syncs. Prepare formal Grant Agreement amendments promptly if external factors require adjusting indicator targets or timelines.



Made with Napkin

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Ivano-Frankivsk National Technical University of Oil and Gas

LIFECED

Lifelong and Cultural Inclusive Education on the Romanian-Ukrainian Border

Training Project Management
Introduction to MS Project

cod ROUA00256

www.ro-ua.net

Outline

- What is Microsoft Project?
- Short History of MSP
- Tutorial for users (as provided by MSP)

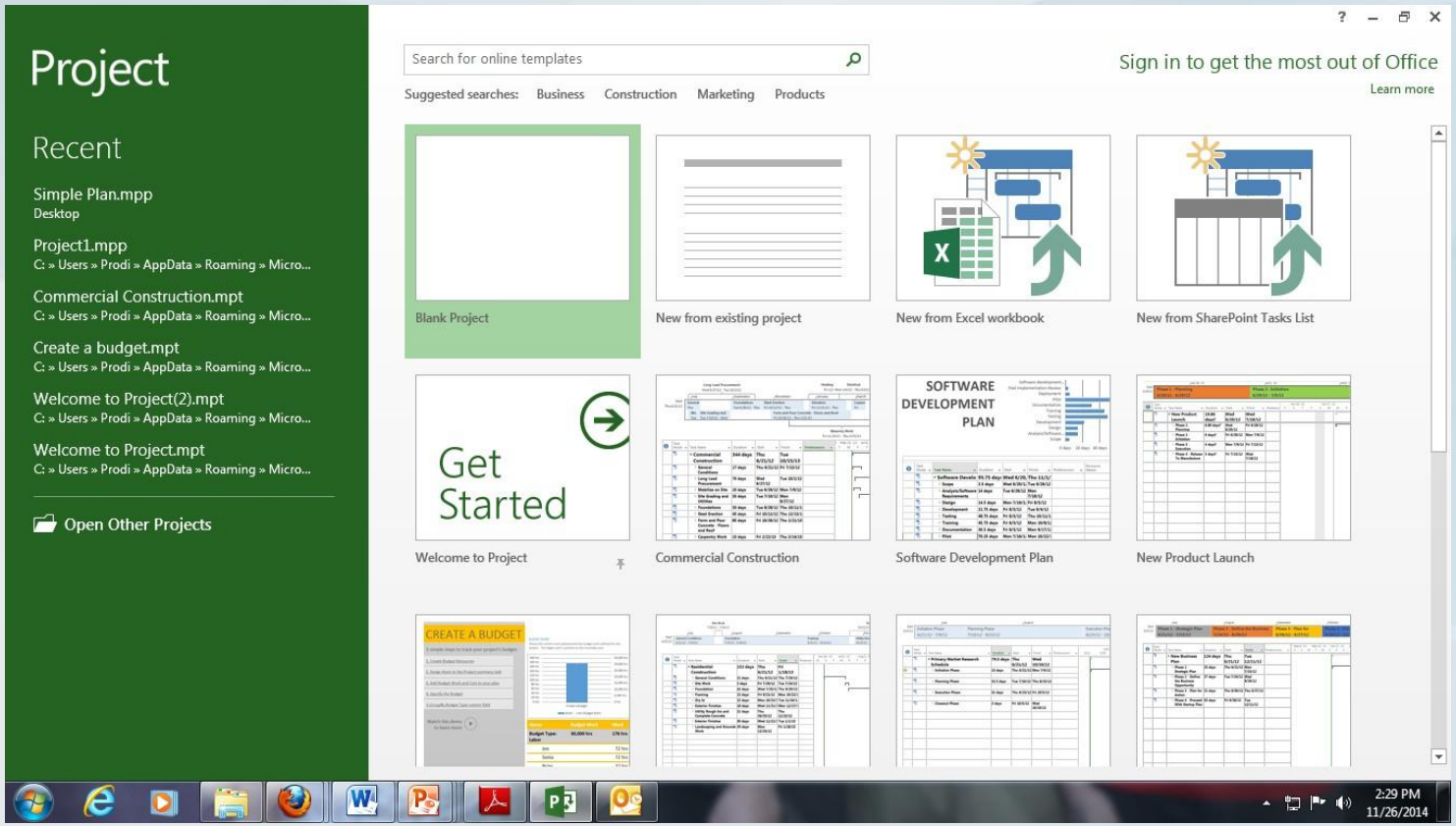
What is Microsoft Project?

- Microsoft Project (or MSP) is a project management software program
- It is designed to assist project managers in:
  - developing plans
  - assigning resources to tasks
  - tracking progress
  - managing budgets
  - analyzing workloads

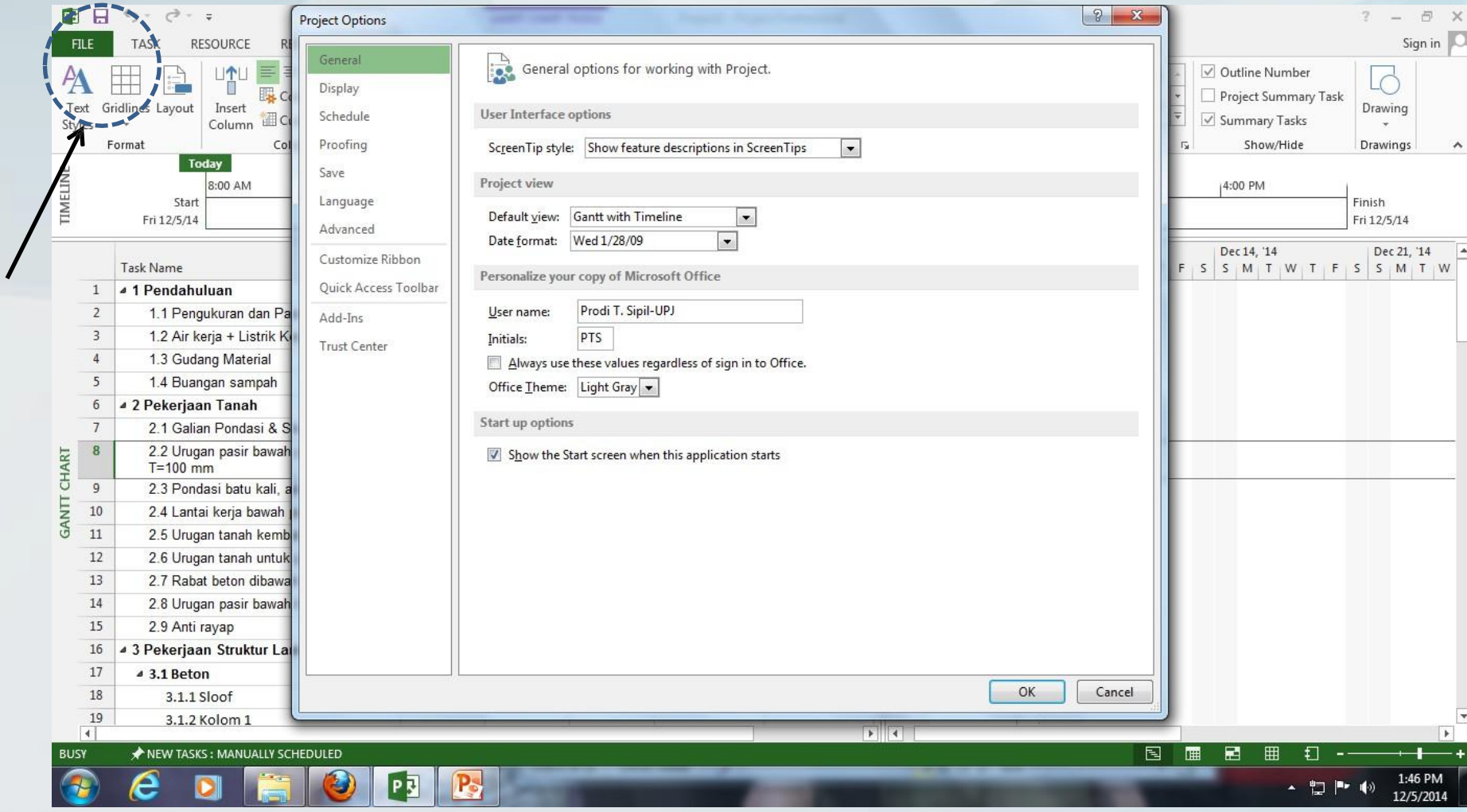
Short History of MSP

- The first Windows version in 1990
- During 1990's there were also versions for Mac
- The latest version for Windows is Microsoft Office Project 2013

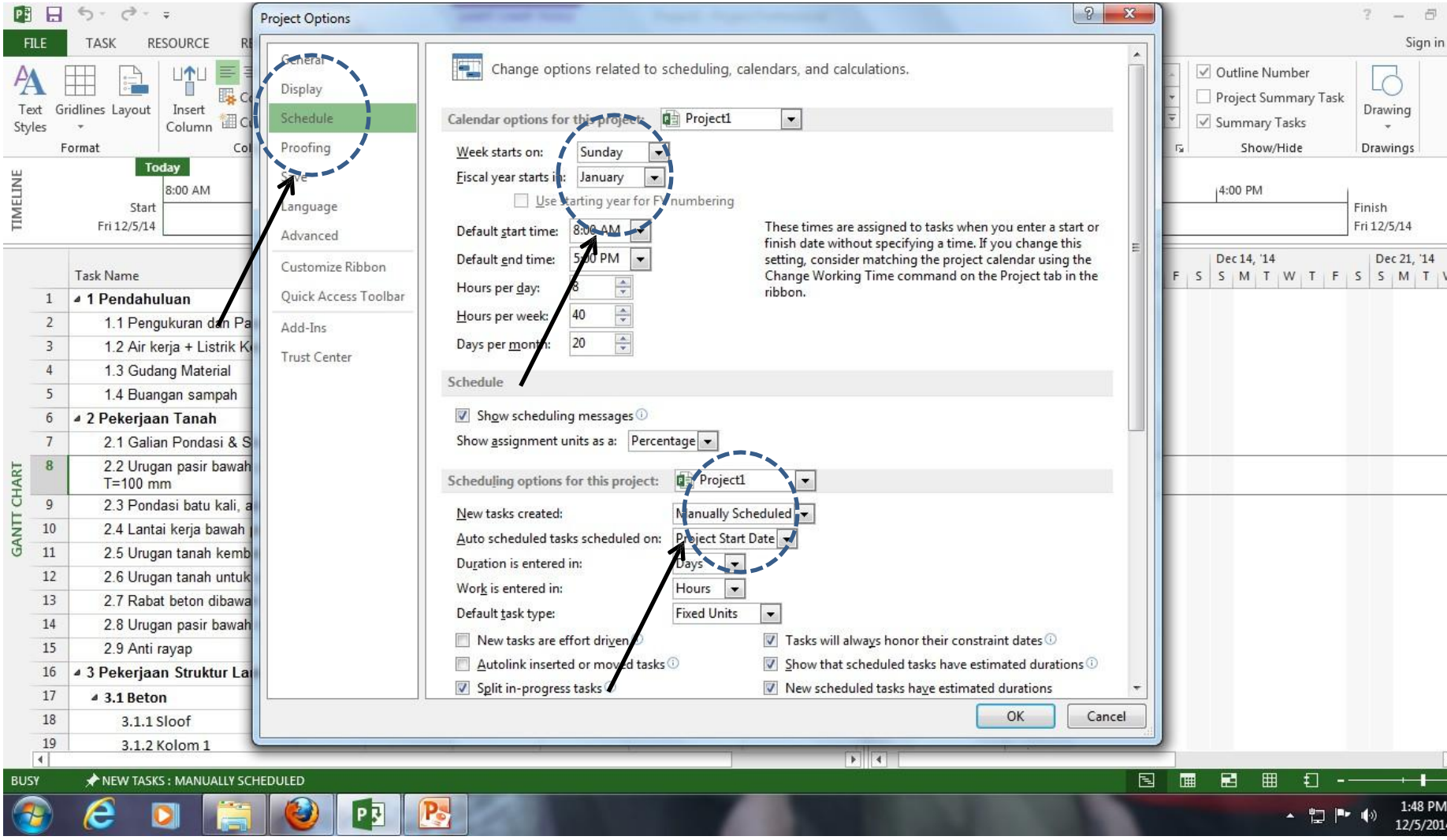
1. Go to file, select Blank Project.



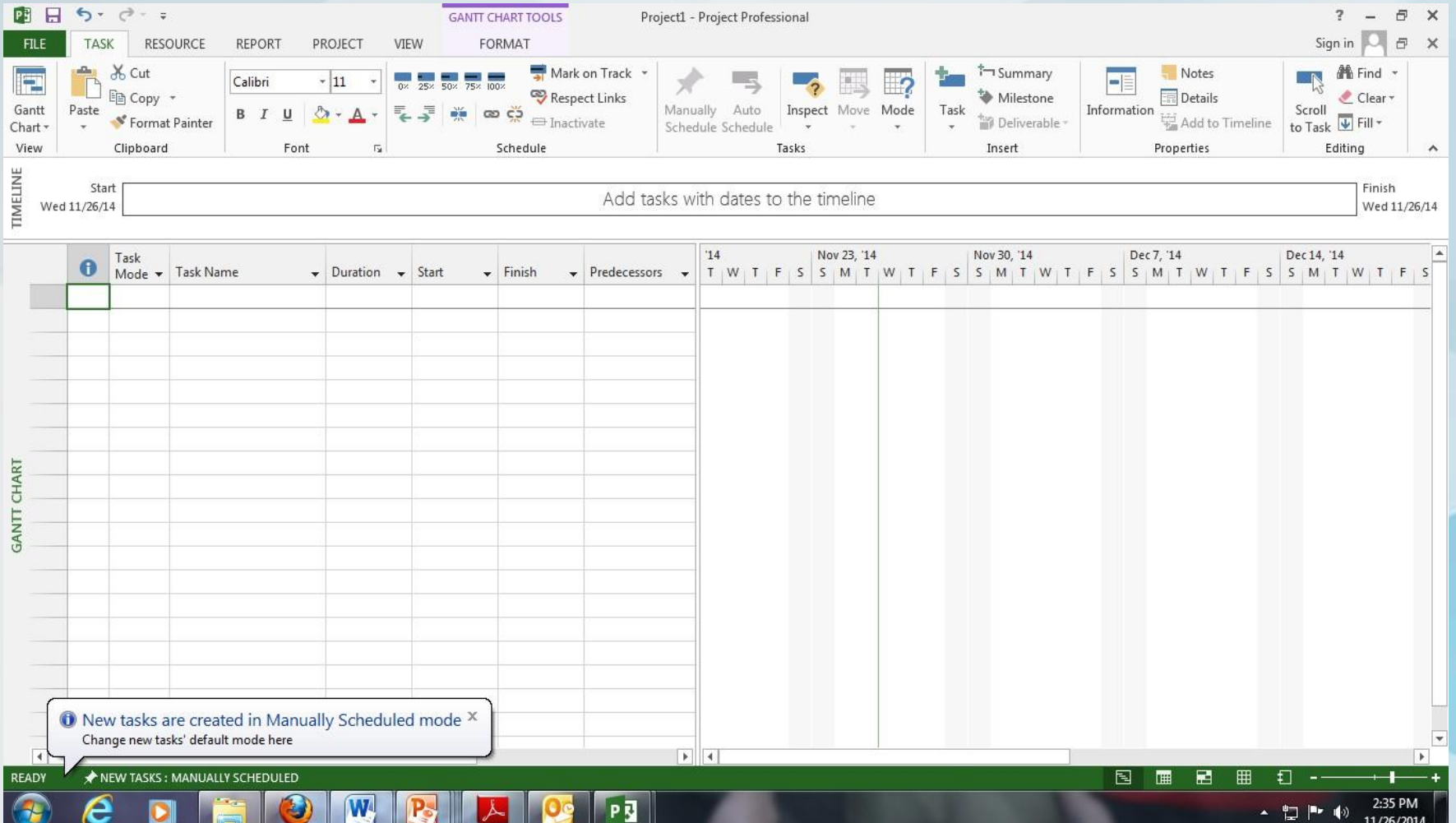
1. Set all criteria.
2. Click File, then Project Option



1. Click Scedule, Change week start, and change new task created into auto schedule

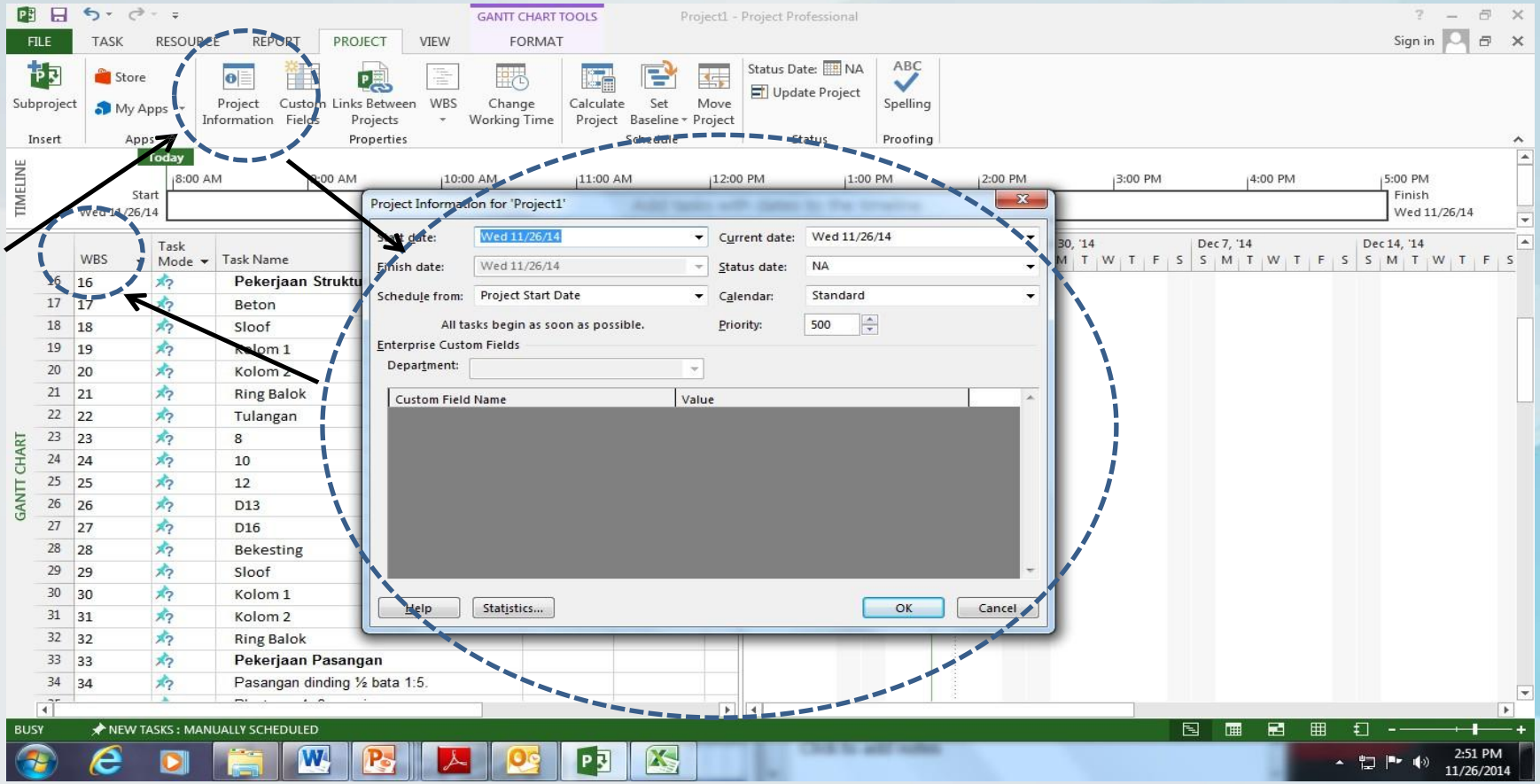


Blank Project



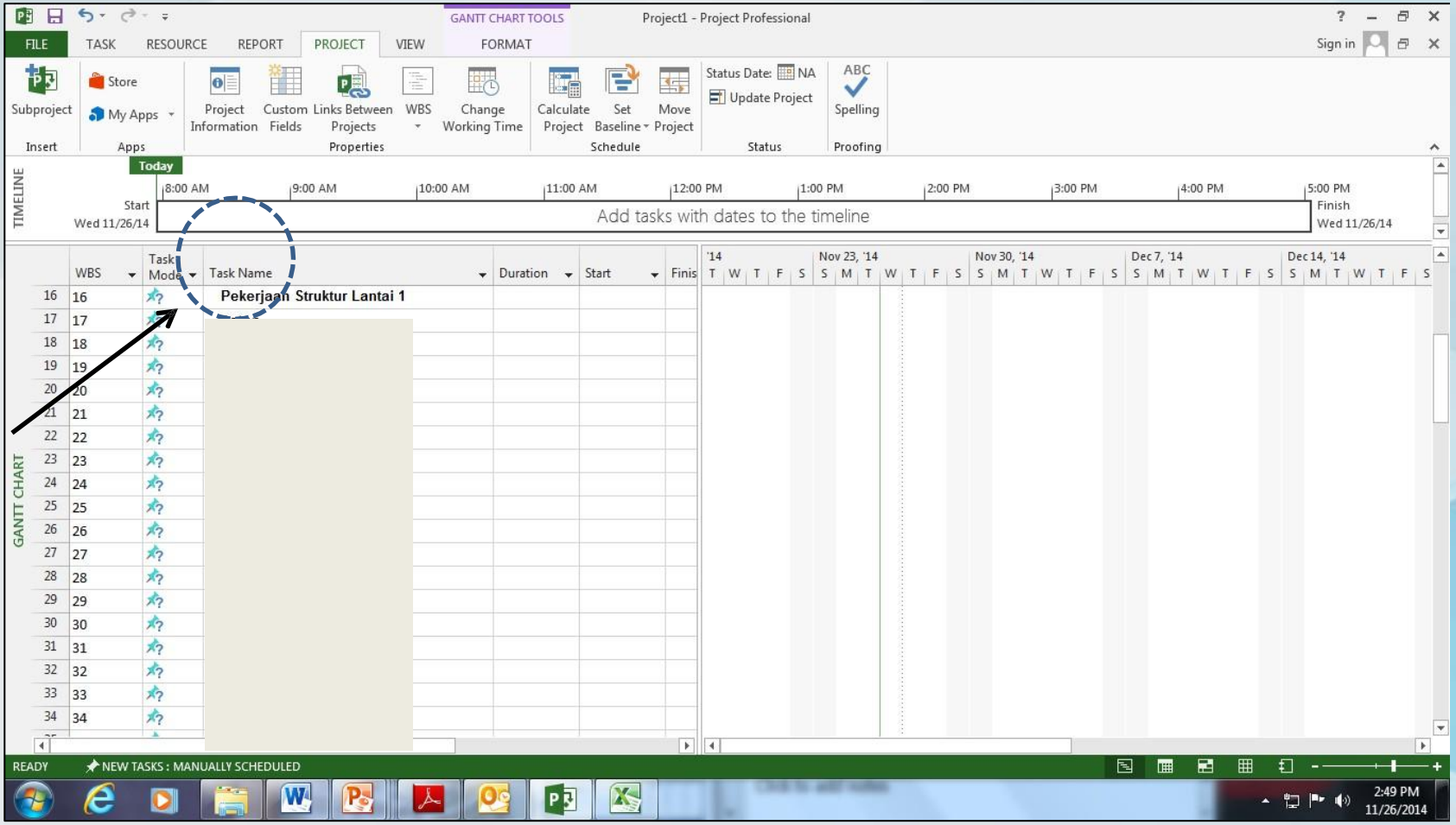
Basic Project Information

- From the “Project” menu select “Project Information” and enter the project start date.
- Double click on “task mode” then choose “WBS” name OR
- You can delete the two left-most columns, “i” and “task mode” by highlighting these columns and pressing the “delete” key (not needed by us)



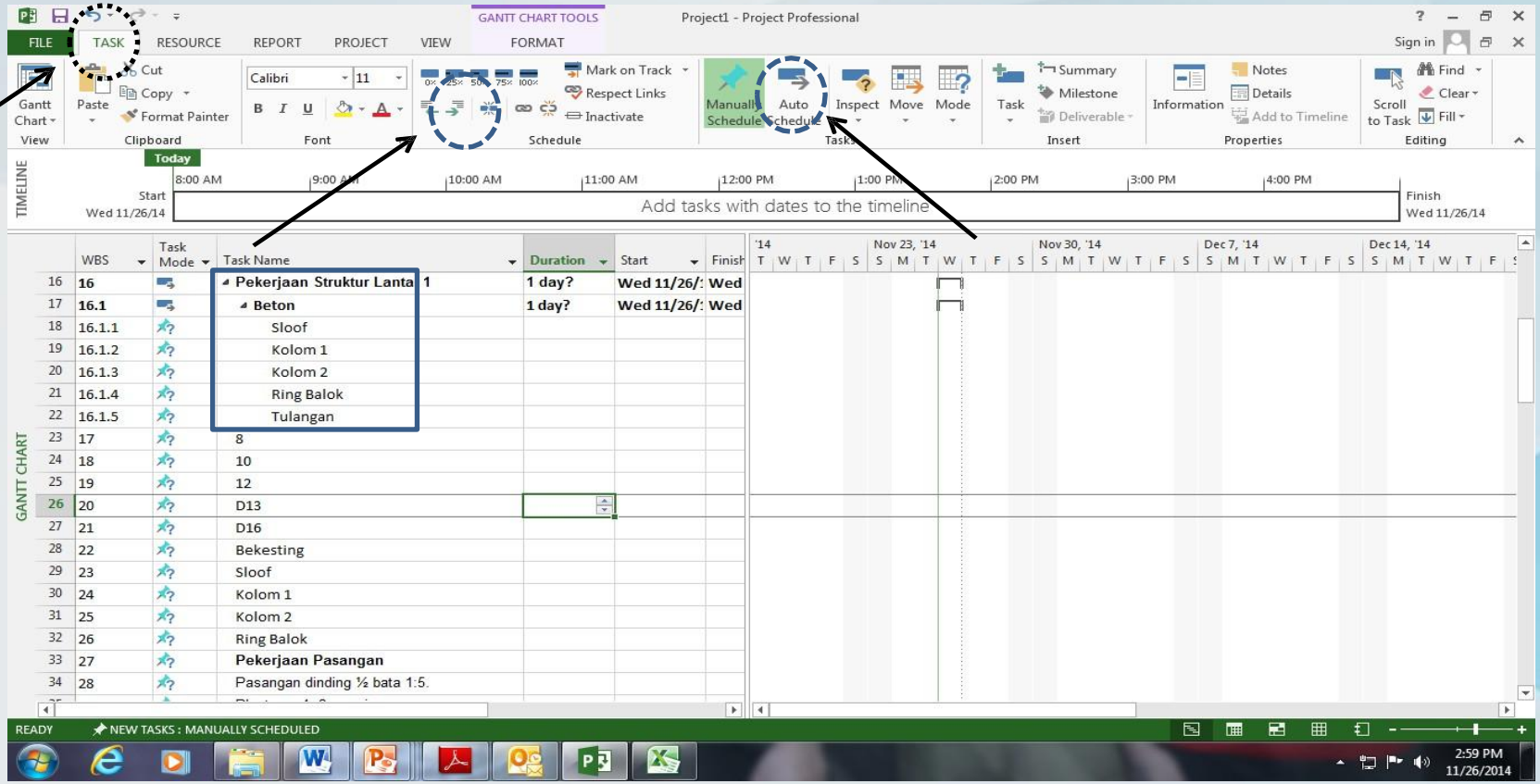
Enter the major tasks

- Type in the major tasks (WBS level 1) in the “Task Name” box.



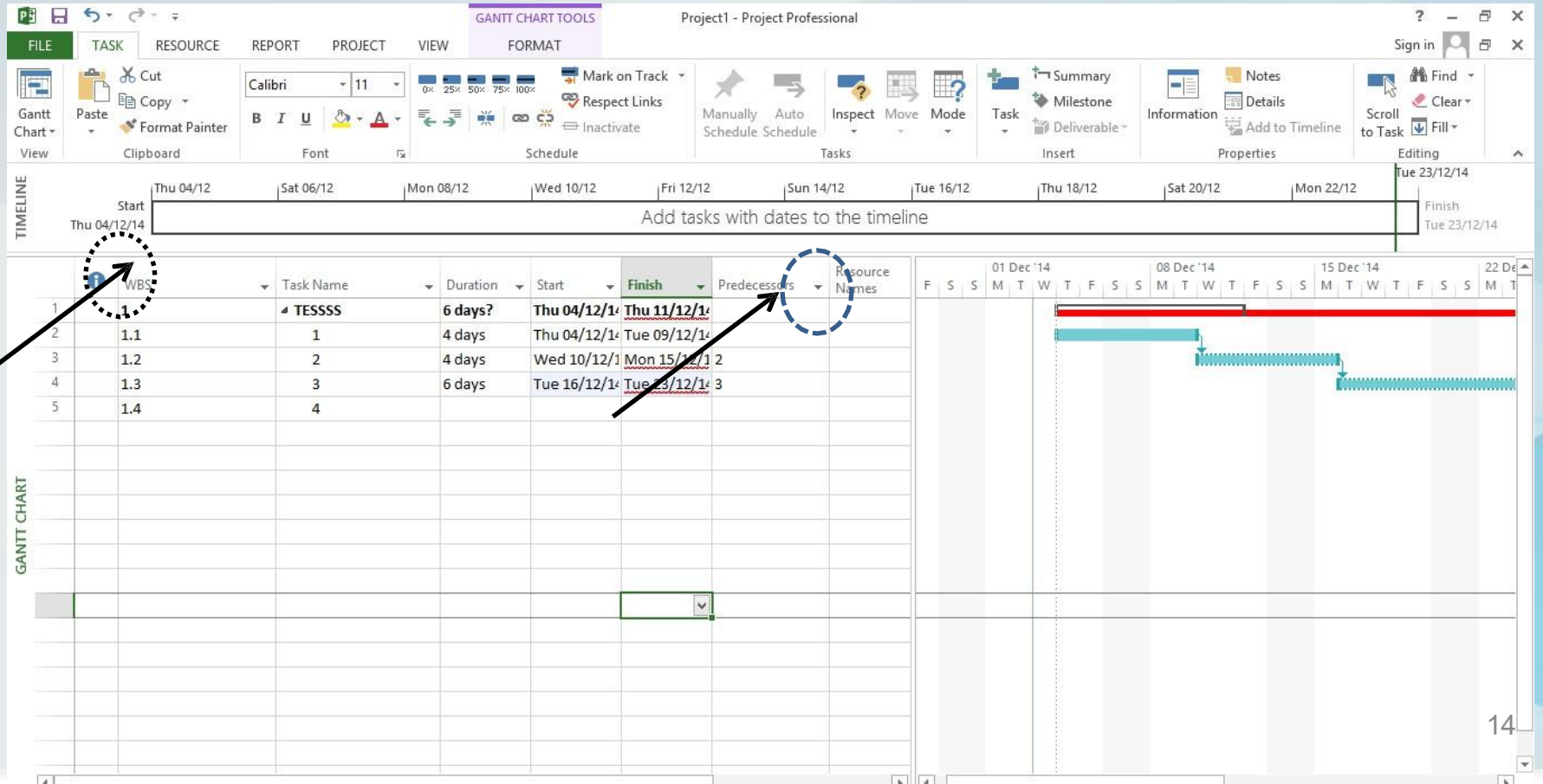
Enter the subunit task names

- Type in the name of the subunit task in the "Task Name" field
- Subunits are "indented" with the right arrow on the task bar
- When subunits are so "indented" the major unit will become bold and the Gantt chart bar will change shape
- Choose auto schedule



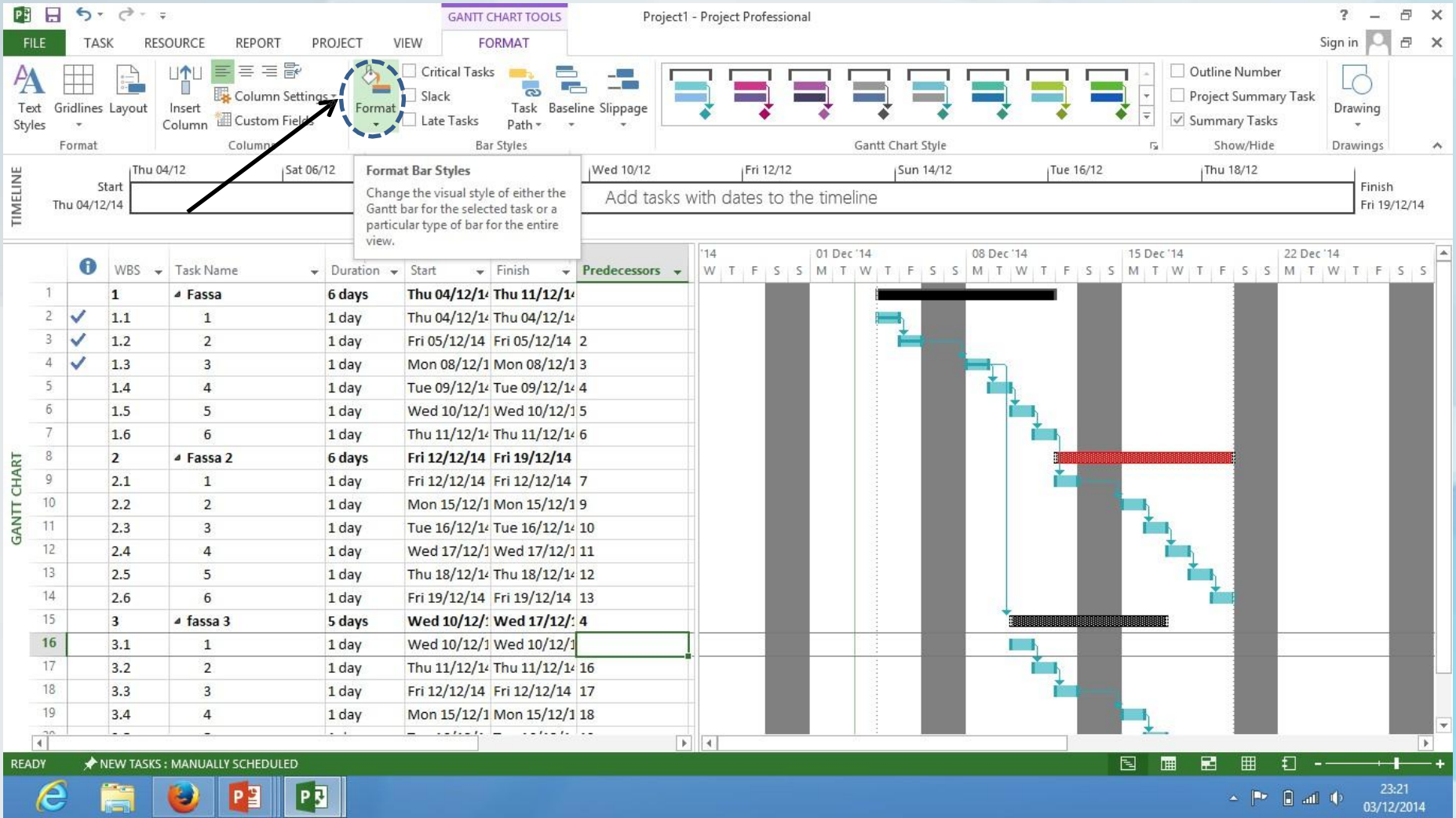
Complete entering WBS

- Process of inserting rows, typing in the task name and indenting the subunit continues until all tasks in the WBS are entered
- Enter predecessor task number(s) in the "Predecessors" field. You need to use the row number, not the WBS code.



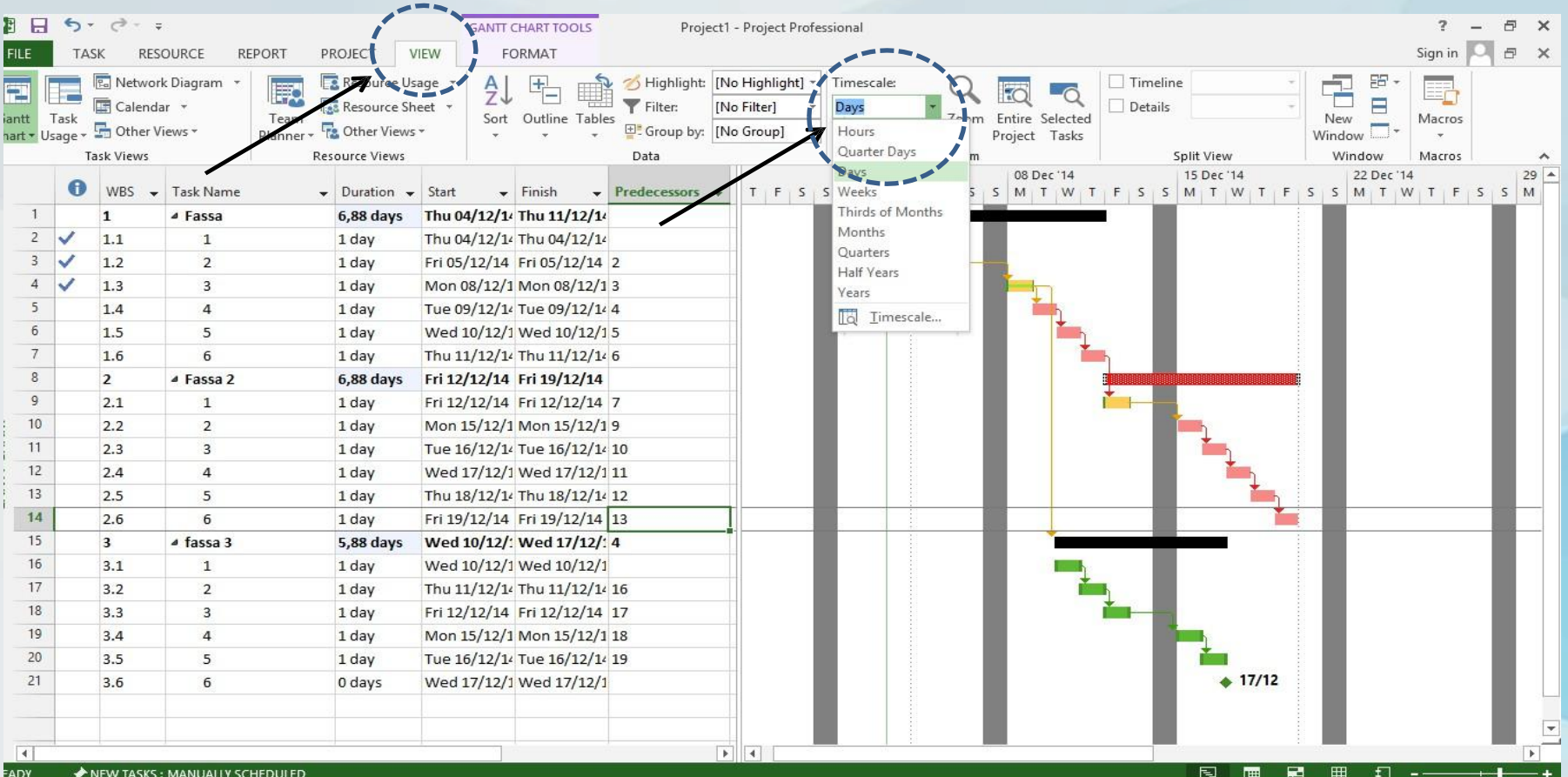
Display the WBS code

- choose “format bar” and change bar the color.

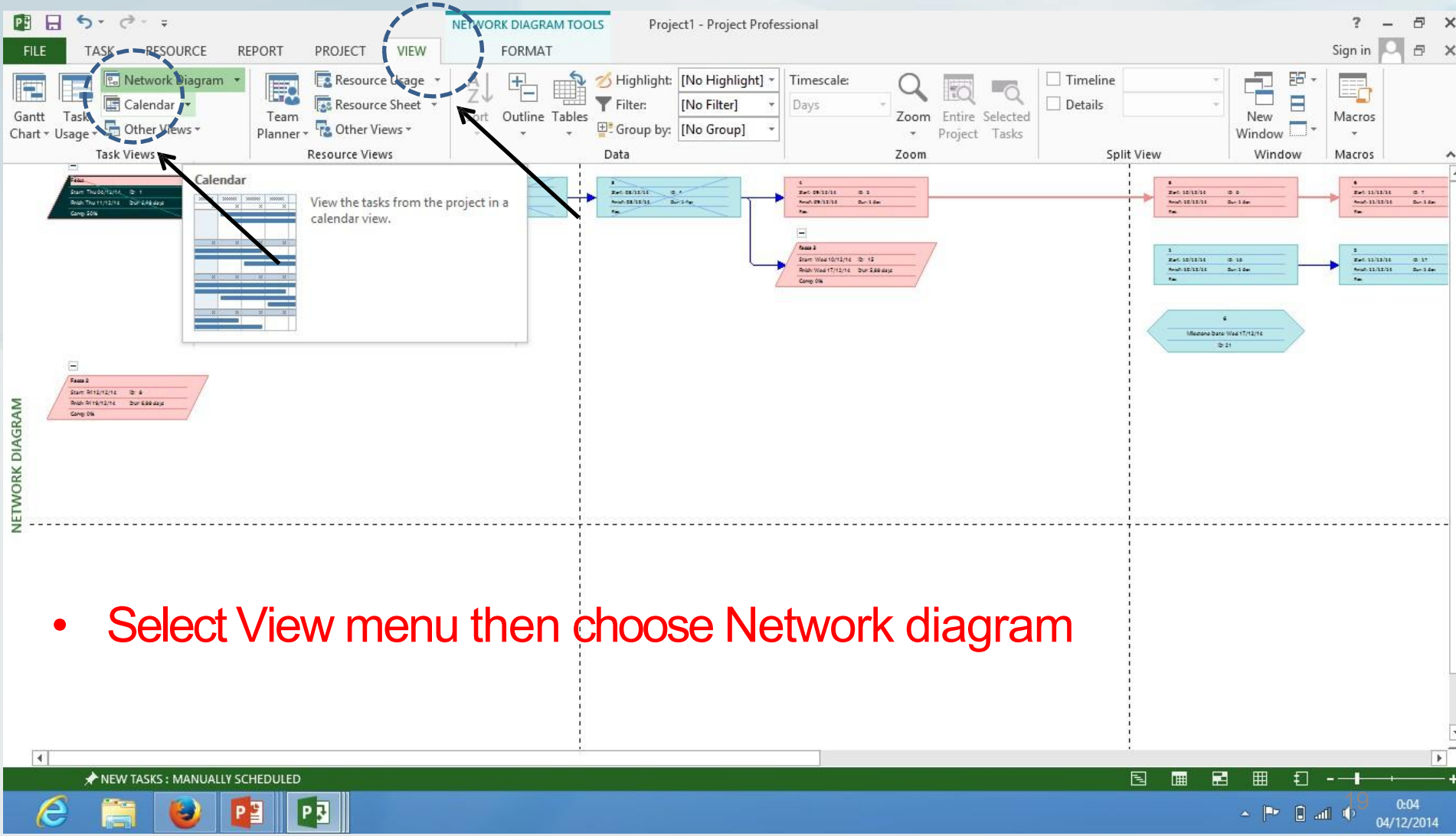


Set the timescale of the chart

- Choose View menu then time scale: days/week

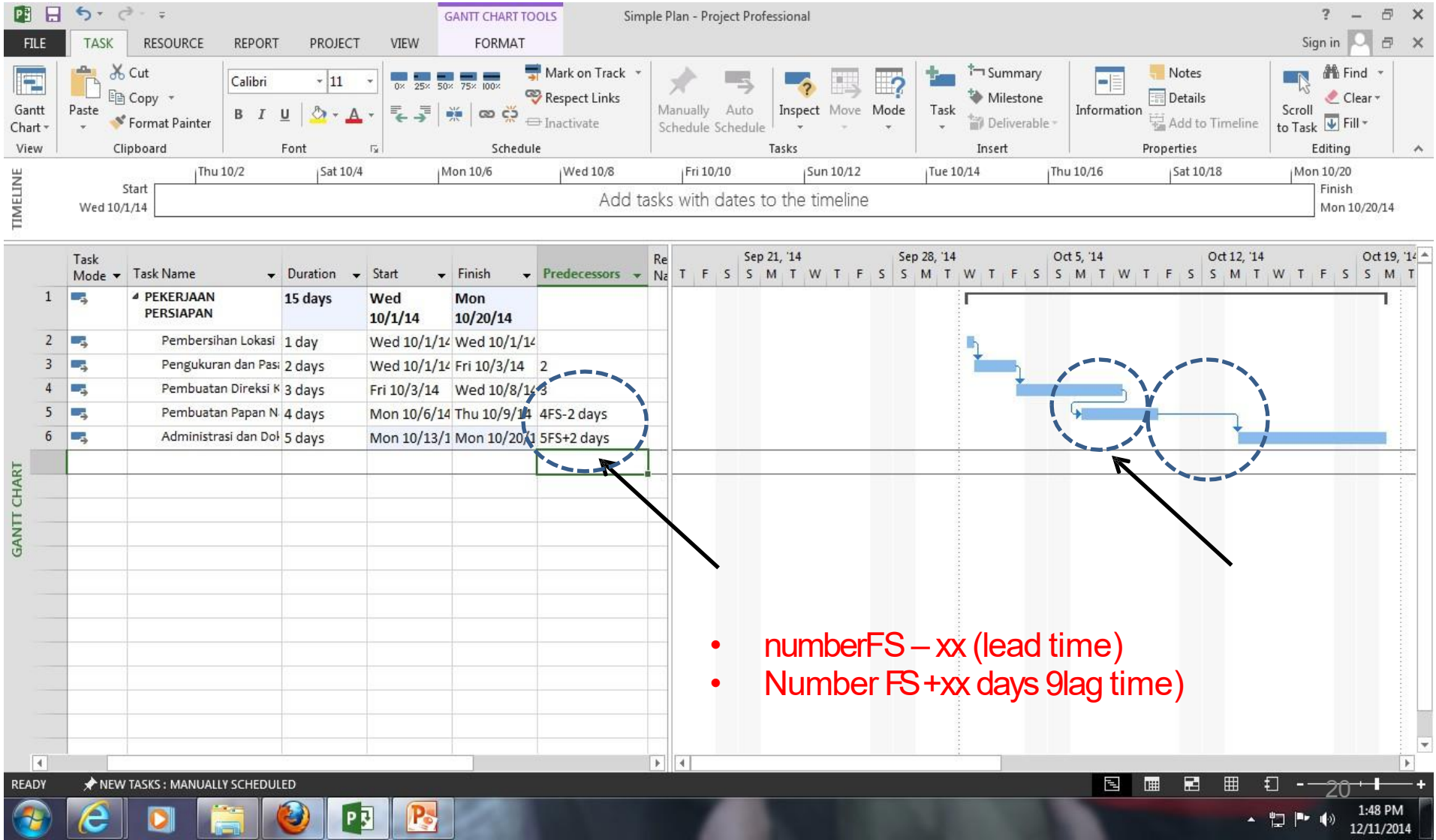


Change view from gantt chart to Network Diagram



- Select View menu then choose Network diagram

Change info Lead or Lag time



- numberFS – xx (lead time)
- Number FS+xx days 9lag time)

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NEXT Romania – Ukraine

Stefan cel Mare University of Suceava

Ivano-Frankivsk National Technical University of Oil and Gas

➡️ EU grant: 276.107,50 Euro

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