



## PROGRAMME MANUAL

# METHODOLOGICAL TOOLS FOR PREPARATION AND IMPLEMENTATION

Programme cofinancé par le Fonds Européen  
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## Methodological tools for the preparation and implementation of Interreg MED projects

The methodological tools presented in this section and in annexes are provided by the Interreg MED Programme. The use of these tools is not compulsory but it is recommended by the Programme to ensure a good implementation of the project.

### PLANNING OF THE ACTIVITIES OF AN INTERREG MED PROJECT

#### Importance of planning activities for an Interreg MED project

One of the main challenges for projects partners is to ensure the sequence, timing and articulation of all the activities of a project. A dysfunction in this sequencing (unsuitable preparation of tasks, improper means, unforeseen administrative delays...) is likely to disrupt the project or to hinder the implementation of activities.

A good management of the sequence of activities is essential for the progress of any project. It is all the more for 2014-2020 MED projects based on multi-modules logic. In project engineering, the planning of activities (timing, sequencing, and responsibilities) can be achieved using different “**GANTT diagram**” models. The use of this type of tool is highly recommended for the preparation of multi-module MED projects.

#### Specify activities, sub-activities, tasks and people in charge

The use of this type of chart requires splitting planned activities in **sub-activities and tasks** (usually going beyond the level of detail required in the application form). Each task should be entrusted to an individual or a team within the partnership. If it is not possible to reach this level of detail when completing the application form, this should be done in the first weeks of implementation of the project. **At this stage, it is essential that each partner knows precisely the level of skills, level of information and availability necessary for the implementation of actions and tasks.**

The level of detail of activities and tasks **shall not be excessive at the project level**. It should especially enable the different partners to have a **synthetic view of the implication of their activities with those of other partners, and vice versa** (If I do not perform such a task on time, what will the potential impact be on my partner and on the overall project). Each partner then has the possibility to develop a more detailed planning of activities to ensure the successful completion of his own tasks (organisation of a seminar, workshop, publications...).

It is essential that activities be detailed when they require the contribution of external services or sub-contractors, the use of public procurement, etc. (execution of a small infrastructure, large event, pilot activity...).

#### Competencies and skills

The level of skills, of information and availability of individuals actually involved in the implementation of activities are key factors of success (or bottleneck) of territorial cooperation projects. As for administrative tasks, **it is essential that people involved are aware of the specificities of European projects management beforehand** (previous experience, information, training sessions).

These administrative constraints are usually underestimated and it is necessary to take into account in the planning specific difficulties due to the management of a transnational partnership (transmission of documents, communication, partner confronted to economic, administrative or institutional difficulties (elections...), etc.).

#### Detailing sequences and interconnections

Once the activities are sufficiently detailed, they must be connected to each other to determine:

- The sequences: in what order should they be implemented?
- The interconnections: does the start of the activity depend on the completion of the previous one?
- Human resources: can the people in charge simultaneously perform the different tasks they are in charge of

The level of detail will vary according to the nature of the project and activities. It should especially help to **identify constraints of time and resources partners will be confronted to** (for a facility, a pilot project or an event, one must take into account the preparation and launching of public procurement, the validation of expenses by competent authorities (national, regional, local authorities), etc.). One must also take into account regulations and administrative constraints that differ from one member state to another (documents to be provided, deadlines, etc.)

#### Key implementation steps and flexibility

Once the sequence of activities and the foreseeable timeframe are defined, it is necessary to **identify milestones to follow the progress of the project.**

Milestones are generally key events or achievements taking place at the end of a phase or a group of tasks, etc. (realisation of a specific event, production of a deliverable...). Milestones are essential for the preparation of technical and financial progress reports. Given the limited available time for the preparation of a territorial cooperation project and the period between the submission of an application and its selection, it is often necessary at the start of the project (kick off meeting or first monitoring committee) **to make sure that the assumptions set in the logical framework remain valid and that foreseen activities and tasks are achievable.** At this stage, **each partner must have a clear vision of the skills required, of the available human resources and of the planned activities.**

This capacity for self-analysis and questioning is **essential at the end of each module to start the following one in the best possible conditions.**

#### The fundamental role of good communication for the implementation of the project

During the project lifetime, many factors can interfere with the implementation of activities and disturb the progress of the project (legal, administrative, organisational constraints). It is the responsibility of the Lead Partner (with the support of the external expert) to take into account these difficulties and to assess their impact on the implementation of the project (incidence on the achievement of certain tasks, on the production of deliverables, on the reporting; consequences for other partners, etc.).

**This work requires constant exchanges between all partners and a regular update of the planning of activities and tasks.** This approach assumes that the Lead Partner

maintains a good communication level but also that each partner commit to informing about its own difficulties.

#### Use of a « GANTT diagram » for the planning of activities of a MED project

To plan activities and task of a project, project partners may use different methodological support. Among them, the “GANTT diagram” allows to visualise the timeline of the various tasks that make up the project.

A GANTT diagram can be completed using the PERT method (*Programme Evaluation Research Task*) which is used to specify the sequence between tasks.

In summary, a GANTT chart takes the form of a chronogram. The abscissa axis shows the time unit, the ordinate axis shows the various actions or tasks to be completed.

FIGURE 1: TIME CHART

Activities/Tasks	January	February	March	April	May	June	July
Activity 1							
Activity 2							
Activity 3							

Compared to the time chart, the GANTT diagram can display:

- Resources (people in charge of a task or % of time spent by one person on different tasks)
- Dependencies between tasks (task to be completed in order to initiate the next one)

FIGURE 2: GANTT CHART

Activities/Tasks	Resources	January	February	March	April	May	June	July
Activity 1	20%							
Activity 2	50%							
Activity 3	30%							

This type of diagram can be developed with a spreadsheet to set an image of the organisation and conduct of the overall project (models are available online).

In order to manage the diagram in a dynamic way more easily (especially to include changes on timing or tasks during the implementation of the project), it is better to use specialised software that generate automatic update of schedules (open or paid version accessible online).

The use of this type of tool requires spending additional time for the design of the project but can improve its monitoring and implementation in a significant way.

## MODEL OF A LOGICAL FRAMEWORK

A logical framework allows to build the project intervention logic, i.e. the links between the needs addressed by the project, achievements, actions or activities developed by the project, and the expected effects of the project on the mid-long term.

The logical framework will help identifying indicators necessary to monitor the achievement of objectives, to identify the source of information and to highlight the assumptions and risks affecting the project.

Before starting the design of a logical framework, it is necessary to undertake an **analysis of the existing situation**. This analysis includes four main elements:

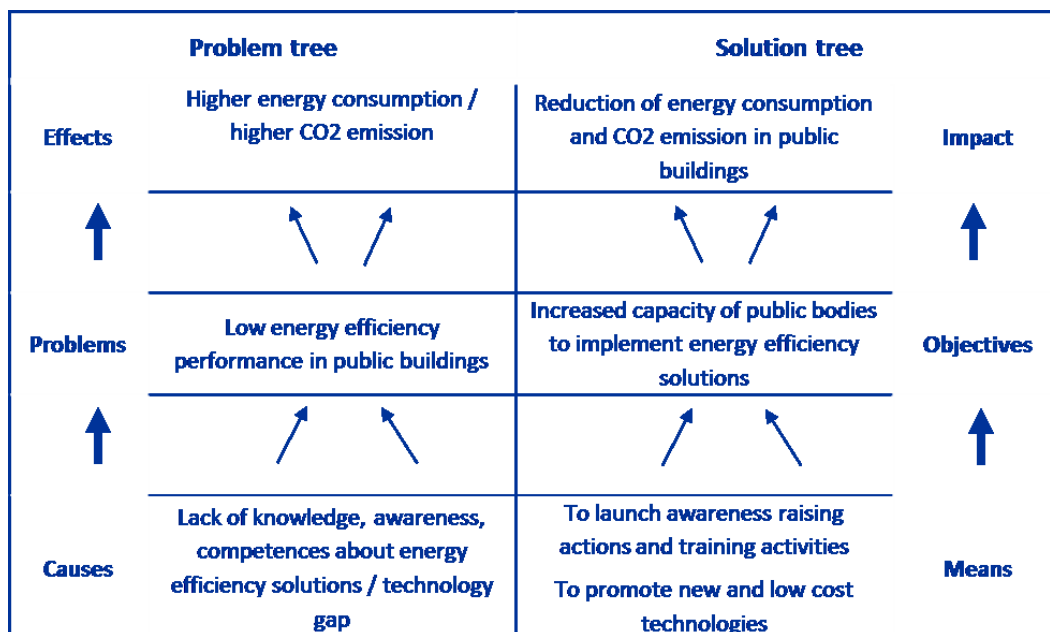
- Problem analysis: identifying what the main problems are and establishing a cause and effect relationship. This can be done using a “problem tree analysis” (see below)
- Stakeholder analysis: having identified the main problems, the cause and effects relationship between them, it is necessary to consider who these problems impact on most and how the different stakeholders can be involved in the project
- Analysis of objectives (or solutions): giving an image of the improved situation in the future. This analysis can be done using an “objective tree” (see below)
- Analysis of strategies: Comparison of different options to address a given situation

### Problems and solutions tree analysis

With the problem analysis, project partners can identify the negative aspects of a given situation and establish the cause and effects relationship between them. The “Tree” is composed of three parts: the identification of the main problems (trunk); the cause of the problem (roots); the effects of the problem (branches). Ideally, the drafting of a problem tree should be undertaken with the contribution of all identified stakeholders and target groups.

With the solutions analysis, project partners can describe the situation in the future once identified problems have been solved. The negative situations identified in the “problem tree” are converted into objectives that are realistically achievable. An objective tree might show many objectives that cannot all be reached.

FIGURE 3: SIMPLIFIED SCHEME OF PROBLEMS AND SOLUTIONS TREES



#### Drafting of the logical framework

The results of the problem and objective trees are used as a basis for preparing the Logical framework. This is done in four steps (see the table below)

##### 1. Definition of the intervention logic

Starting at the top of the logical framework table and using the information from the Objective Tree, writing the overall objective (Reduction of energy consumption...), specific objective (to increase the capacities of public bodies...), expected results (increased capacities of public bodies...) and activities (awareness raising actions ...) of the project. When necessary, specifying the means and cost needed to carry out these activities (2).

##### 3. Definition of indicators + source and means of verification

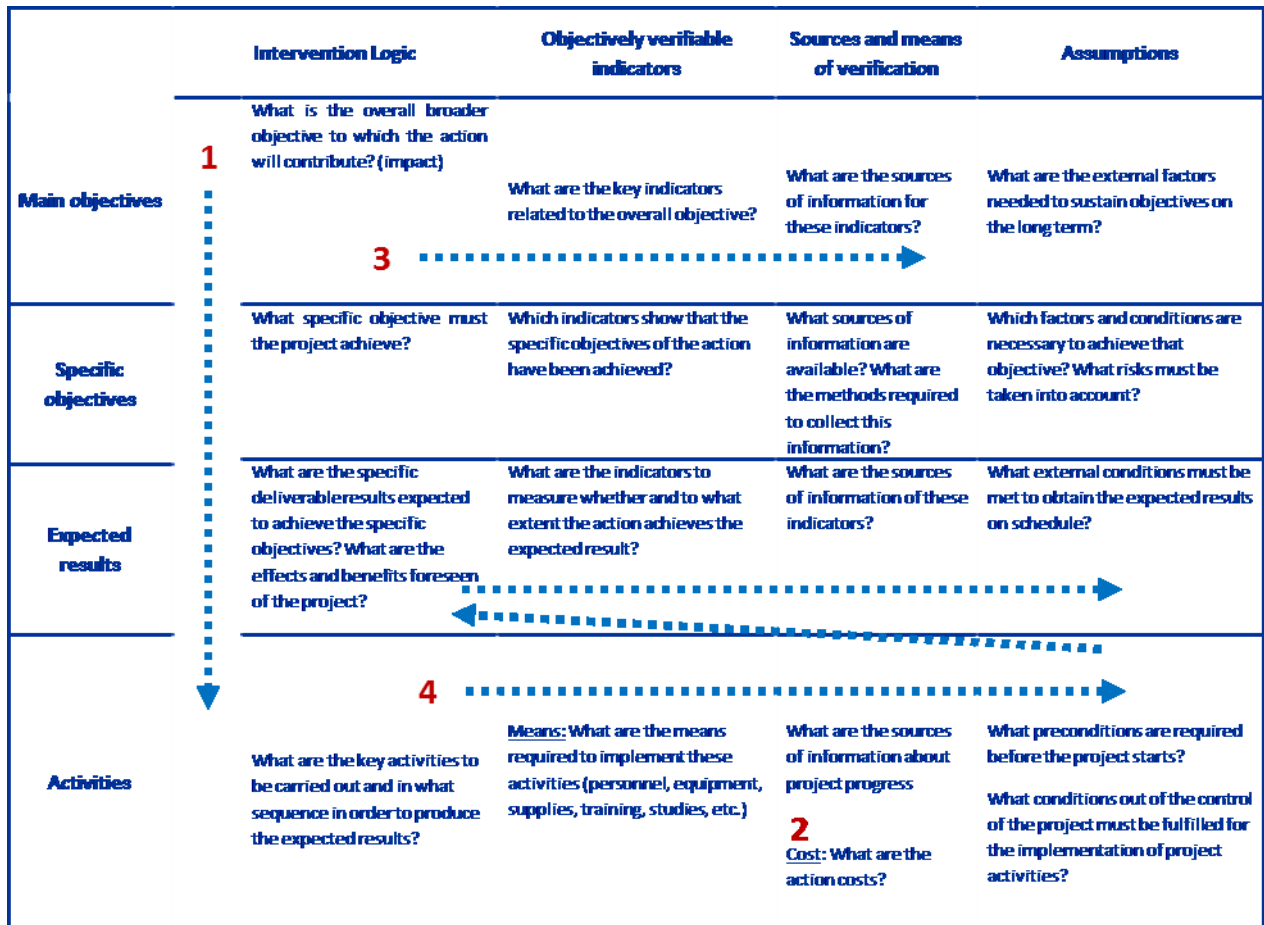
Starting from the top to the bottom of the hierarchy of objectives, identifying the verifiable indicators for measuring the progress in terms of quantity, quality and time (following the requirement of the Programme)

The source and means of verification must be considered and specified at the same time as the formulation of indicators (to test whether or not indicators can be realistically measured at the expense of a reasonable amount of time and money).

##### 4. Definition of assumptions and risks

Reflecting up from the bottom of the Logical framework, considering how, if each assumption holds, it will be possible to move from the activities to the overall objective or the project. Assumptions are external factors that can influence the implementation of the project but that usually are out of the control of projects partners.

FIGURE 4: MODEL OF LOGICAL FRAMEWORK



This process can be used for the preparation of applications. For 2014-2020 ETC projects, **one must highlight the clear focus given to the identification of targets and the selection of indicators that must correspond to those listed in the cooperation Programme.** Please refer to section regarding the link between Programme and project intervention logic in factsheet MED Programme Strategic Framework.

### MODEL OF A SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS)

The SWOT analysis is a strategic analysis tool. This tool combines the study of strengths and weaknesses of an organisation, a territory, a sector, a project, etc. with the opportunities and threats coming from its environment.

Its goal is to take internal and external factors into account in the strategy of the project, thereby maximising the strengths and opportunities, while minimising the impact of weaknesses and threats.

Using this tool shall help synthetizing the frame of the project

FIGURE 5: DESCRIPTION OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

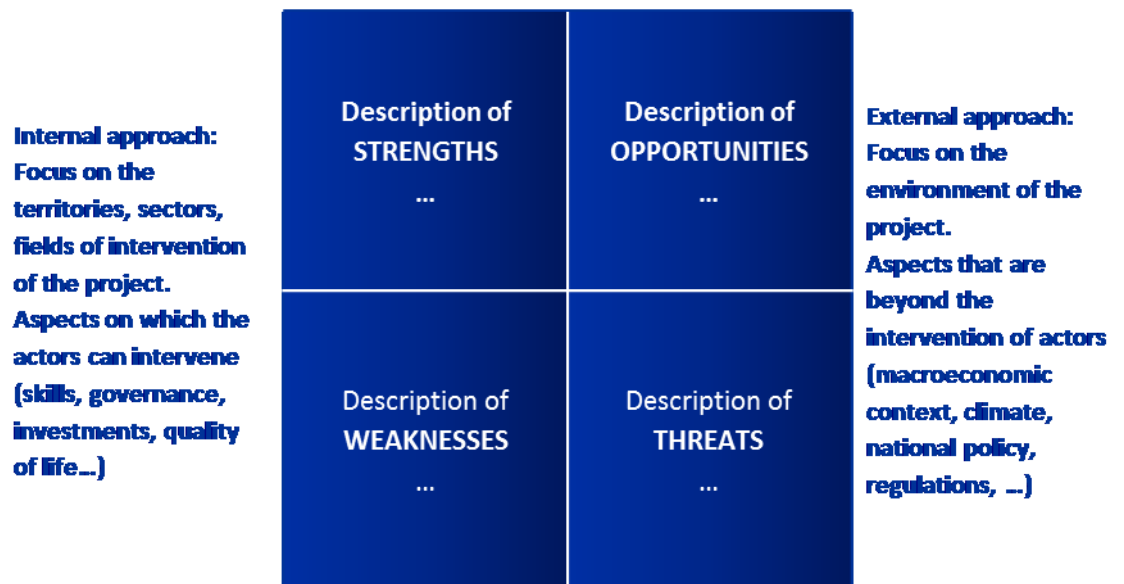
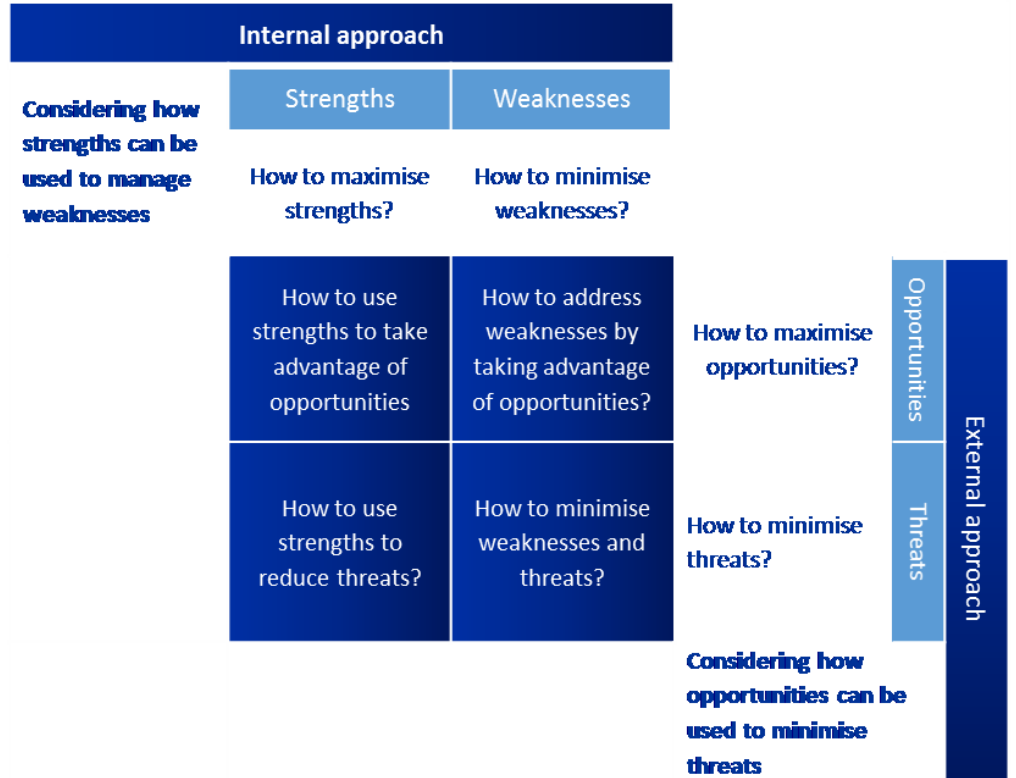




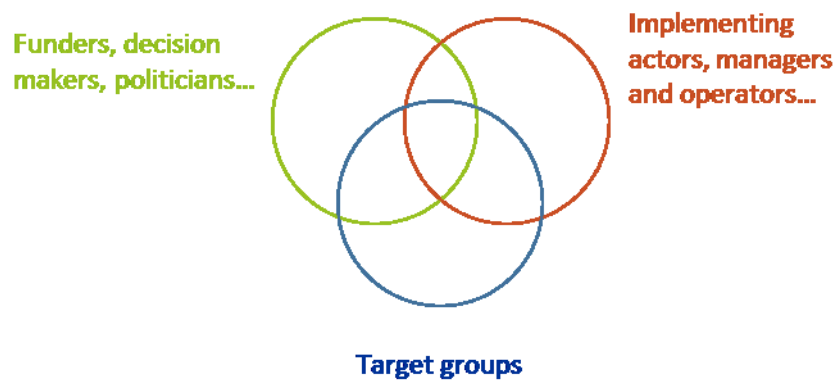
FIGURE 6: STRATEGY DEVELOPED FROM THE SWOT ANALYSIS



MODEL OF A SOCIOGRAM

The sociogram is a tool to identify the various people involved in the project. This tool is useful to identify the stakeholders, their role and relationship.

FIGURE: SOCIOGRAM CHART



The sociogram can be used as follows:

Each stakeholder involved in the project is placed in the sociogram, either in one of the circles if he belongs to only one category or in the intersection of two or three circles if he belongs to several categories.

- The circle of « funders, decision makers, politicians » represents the decision makers of the project;
- The circle of “implementing actors” represents bodies in charge of the operational and daily implementation of the project;
- The circle of “target groups” represents the final beneficiaries or “targets” of the project.

With the sociogram, the project can:

- Develop a better knowledge of project stakeholders;
- Help selecting the types of partners to meet when organising interviews, meetings, events, workshops...
- Check that the project is targeting well identified final beneficiaries.

## Points of attention in project implementation

### OBJECTIVES OF THE LIST OF « POINTS OF ATTENTION »

During the implementation of 2007-2013 MED projects, the main difficulties encountered in the implementation of projects were related to the respect of schedules, budget, the consistency and stability of partnerships.

The objective of this document is to identify the main causes of these difficulties and to give project partners the possibility to anticipate them and ease the implementation of projects.

In the list of “points of attention”, many have regard to measures to be taken when drafting the application form. This phase is usually confronted to strong time constraints and the identification of these points should help the partners be better organised and prepared during this period.

#### Role of the external expert

During the life of the project, external experts will refer to this list to ensure that the partners anticipate potential difficulties and that the necessary measures are taken so that the project can achieve its objectives in good conditions.

The external expert will also use his own experience to adapt the monitoring process to the type and objectives of the project.

#### Adaptation to the specificities of projects

This document consists of a list of points of attention applicable to all projects. All these points are however not relevant according to the organisation, strategy and objectives of each project. The partnership should focus on the points relevant for their project and specific situation.

LIST OF POINTS OF ATTENTION

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
<b>Administrative and financial management</b>	- Change of name or reorganisation of a project partner during the implementation of the project	- Necessity to modify the partnership agreement - Delays in the implementation of activities	- To inform the Joint Secretariat - To adapt the planning of the project after exchanging with all project partners
	- Change of the person in charge of the project for one project partner - Change of a project partner (institutional change...)	- Necessity to modify the partnership agreement - Delays in the implementation of activities	- To inform the Joint Secretariat - To adapt the planning (or activities) of the project after exchanging with all project partners
	- Insufficient quality of information provided by the partners to the first level controllers - Insufficient quality of the reports of first level controllers - Slow or inefficient first level control system (especially for centralised control systems)	- Delays in the transmission of technical and financial reports/ delays in payments / delays in activities	- To inform (to train) each partner on the administrative obligations for the first level controls - To make sure that controllers have enough experience and be demanding on the respect of their contractual commitment (in the case of decentralised systems) - To encourage controllers to take part in the information / training sessions offered by the Programme - To inform the Joint Secretariat of any difficulties encountered with centralised control systems in order to intervene in the States concerned

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	- Insufficient preparation of partners for second level controls	- Risks of delays and disorganisation for the partners concerned	- To communicate within the partnership about possibilities of second level control - To consider the effects in terms of receipts management and procedures
	- Excessive delays regarding internal procedures for engaging and paying expenses by the responsible authorities (local authorities, ministries, large administrations...)	- Delays in the transmission of technical and financial reports / delays in payments / delays in activities	- To inform the relevant administrations of the specific constraints of ETC projects / To exchange with the relevant administrations before the start of the project to enable faster processing of files - To anticipate possible delays in the validation of expenses in order not to block other partners
	- Excessive reimbursement terms from the Lead Partner to the partners	- Can cause delays in subsequent spending (and activities) of partners	- To strictly set the reimbursement system with the relevant services of the Lead Partner - To inform the relevant services of the specificities of ETC projects
	- Insufficient cash for the partners - Difficulty (or unwillingness) of partners to incur additional expenses if previous expenses are not reimbursed	- Risk of blockage in the implementation of activities and in finalising the project - Risk of withdrawal of a partner - Risk of disorganisation of the project and of the partnership	- To inform partners of budgetary constraints specific to ETC projects - To ensure that the partners can bear their expenses, without being dependent of previous reimbursement - To take into account the number of other ETC projects in which the partners are already involved - As part of the partnership agreement, to clarify how partners must proceed when they encounter a difficulty. To insist on the necessity to inform the Lead Partner and the Partners as soon as possible in order to adapt the project if necessary (allocation of activities among partners, budget, timing...)

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	<ul style="list-style-type: none"> <li>- Weak experience of a partner in the management of ETC projects</li> </ul>	<ul style="list-style-type: none"> <li>- Direct delays on administrative and financial reports, on the implementation of operations</li> </ul>	<ul style="list-style-type: none"> <li>- To provide for detailed exchanges during the preparation phase of the project about administrative constrains, good and bad practices...</li> <li>- To insist on the animation role of the Lead Partner and to organise the transfer of experience between partners (meetings, conference calls...)</li> <li>- To provide for a systematic transfer of experience with partners that have never been involved in an ETC project</li> </ul>
<b>Implementation of activities</b>	<ul style="list-style-type: none"> <li>- Technical, administrative and legal difficulties related to the implementation of specific operations (investments, developments, pilot projects...)</li> </ul>	<ul style="list-style-type: none"> <li>- Direct delays in the implementation of the project</li> </ul>	<ul style="list-style-type: none"> <li>- Include an analysis of the technical, administrative and legal constraints related to specific operations in the project preparation (investments, developments, pilot projects...)</li> <li>- provide for accurate identification of deliverables and to anticipate questions relating to intellectual property when laboratories, universities or companies are involved in the project</li> <li>- Pay a specific attention to the technical preparation of projects related to regulatory matters or requiring investments (equipment), pilot projects, etc.- Pay particular attention to technical and legal issues in the case of a transfer or dissemination of tools, practices, methodologies from one country to another</li> <li>- Anticipate questions related to intellectual property in order to ensure a wide dissemination of methodologies, processes, technics developed by the project</li> </ul>

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	- Delays with public procurement procedures	- Direct delays in the implementation of the project	<ul style="list-style-type: none"> <li>- To ensure the planning and anticipation of tenders required for the implementation of the project (development of technology, building equipment, etc.)</li> <li>- To anticipate delays by clearly identifying the type of procurements and the costs when preparing the application</li> <li>- To get in touch with the procurement service during the preparation of the project application to anticipate the launch of future procurements</li> <li>- To inform the procurement service about the specificity of ETC projects</li> </ul>
	Difficulties to reach the political and institutional levels required for the implementation of public policies and strategies	Risk of non-adoption of policies by relevant decision makers	<ul style="list-style-type: none"> <li>- To anticipate the difficulties of coordination / harmonisation of public policies between the regions of the different Member States (technical and legal constraints, timing...)</li> <li>- To anticipate political and institutional difficulties related to the mobilisation of key players and to the definition of common transnational strategies</li> </ul>

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
<b>Composition and operation of the partnership</b>	<ul style="list-style-type: none"> <li>- Lack of coordination and consultation between the partners about the strategy, the objectives, the tools, the implementation of operations, the breakdown of tasks, the deadlines, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of coherence between activities</li> <li>- Delays in the implementation of the project</li> <li>- May have to modify the allocation of tasks between the partners</li> <li>- Risk of isolation of partners</li> </ul>	<ul style="list-style-type: none"> <li>- To anticipate the setting up of partnerships. If involvement of a less experienced partner, to exchange with this partner and ensure his integration in the project</li> <li>- Emphasize the facilitator role of the Lead Partner who must maintain regular contacts with all partners. Responsiveness and flexibility of project governance are essential to its success. Provide regular use, formal and informal of new communication tools (videoconference...).</li> <li>- The Lead partner must have a strategy for mobilising partners and using activities coordination tools (factsheets, guides, charts, retro planning...)</li> <li>- Provide a detailed distribution of tasks with a clear assessment of the capacities of each partner</li> </ul>
	<ul style="list-style-type: none"> <li>- Insufficient awareness of the diversity of partners and of the complexity of their tasks</li> <li>- Difficulty to anticipate the detailed expenditures for the implementation of activities</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of confusion during the implementation of activities</li> <li>- Risk of budget overrun</li> <li>- Risk of non-completion of certain operations</li> </ul>	<ul style="list-style-type: none"> <li>- In the application form, activities are sometimes not sufficiently detailed. The Lead Partner can (must) use additional tools to help each partner elaborate its work Programme and detailed budget.</li> </ul>

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	<ul style="list-style-type: none"> <li>- Insufficient quality of partners reporting (technical and financial reports)</li> <li>- Insufficient description of expenses</li> <li>- The heading of activities and expenditures declared by the partners do not match the heading used in the project application</li> <li>- Documents sent by the partners do not correspond to the documents mentioned in the reports (list of signatures, invoices...)</li> </ul>	<ul style="list-style-type: none"> <li>- Confusion for the drafting of reports, loss of time</li> <li>- Decrease of the quality of reporting with an increased risk of blockage in the expenditures validation process</li> <li>- Loss of cohesion within the partnership</li> </ul>	<ul style="list-style-type: none"> <li>- To choose partners able to cope with administrative constraints (human resources, administrative capacities)</li> <li>- To exchange information and experience between projects partners dedicated to the reporting process from the start of the project</li> <li>- To inform the partners about the potential difficulties and risks. To make sure that they mobilise the necessary resources and provide for adequate action in case of difficulty (exchanges, training, methodological and technical support...)</li> </ul>
	<ul style="list-style-type: none"> <li>- Overlap or delays in the implementation of activities of the different partners</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of loss of coherence of the project, isolation of partners, disorganisation, delays or difficulties in completing the project</li> </ul>	<ul style="list-style-type: none"> <li>- To plan an accurate sequencing of all the project activities (especially those related to the coordination of activities between partners)</li> <li>- During the lifetime of the project, provide regular reminders related to and adapt the methodology, the sharing of activities between partners, the division between administrative, technical and coordination tasks, etc. (animation role of the Lead Partner)</li> </ul>



	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	<ul style="list-style-type: none"> <li>- Insufficient administrative capacities of partners</li> <li>- Insufficient awareness of procedures for European Territorial Cooperation Programme</li> </ul>	<ul style="list-style-type: none"> <li>- Incorrect definition of deadlines</li> <li>- Delays in the provision of administrative documents and reports</li> <li>- Inadequate content of reports</li> </ul>	<ul style="list-style-type: none"> <li>- To pay a particular attention to partners with no ETC experience</li> <li>- To organise an exchange of experience between all the partners on administrative issues</li> <li>- To provide explanatory documents, guides, forms that can facilitate the work of partners and project management</li> <li>- To provide animation and support for partners that do not have experience with territorial cooperation Programme</li> </ul>
	<ul style="list-style-type: none"> <li>- Unavailability or change of person involved; administrative and financial bottleneck due to local, regional or national elections</li> </ul>	<ul style="list-style-type: none"> <li>- Improper implementation of activities</li> <li>- Disorganisation of the partnership</li> </ul>	<ul style="list-style-type: none"> <li>- To take into account periods of election in the planning of activities of the project</li> <li>- To anticipate any period of slowdown of the activities of the project</li> </ul>
	<ul style="list-style-type: none"> <li>- Communication difficulties between the partners due to language issues</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of misunderstanding on the distribution of activities, responsibilities; with the definition of objectives</li> <li>- Risk of isolation of partners</li> </ul>	<ul style="list-style-type: none"> <li>- To make sure that partners can communicate in one of the official language of the Programme</li> <li>- To provide for translation costs when necessary (documents, committees, workshops...)</li> <li>- To ensure that each partner can express himself and contribute actively to the project</li> </ul>

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
	<ul style="list-style-type: none"> <li>- Insufficient availability or involvement of a partner</li> </ul>	<ul style="list-style-type: none"> <li>- Delay on administrative procedures</li> <li>- Operations not implemented</li> <li>- Disorganisation of the partnership</li> </ul>	<ul style="list-style-type: none"> <li>- Take time to identify and mobilise partners. Partners must know each other and meet regularly</li> <li>- To avoid the mobilisation of « last minute » partners</li> <li>- To exchange and inform clearly about the specific constraints of ETC Programme</li> <li>- Each partner must be in charge of important activities to get involved in the project properly. To stimulate their participation to the project (exchanges, solicitations, ...)</li> <li>- To use available methodological tools to facilitate the integration of partners in the project (provided by the Programme or by the Lead partner)</li> </ul>
	<ul style="list-style-type: none"> <li>- Insufficient competences of partners in the implementation of activities</li> <li>- Difficulties in having the institutional and political support needed to achieve the objectives of the project</li> </ul>		<ul style="list-style-type: none"> <li>- pay a specific attention to the specialisation and to the competences of partners for each type of activity they are involved in</li> <li>- pay a specific attention to the composition of the partnership and to the profile of each partner in order to have the institutional and political support needed to achieve the objectives of the project</li> </ul>

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
<b>Complex or large projects</b>	- Difficult management of projects with a large number of partners, with different modules, with a large budget and a large number of operations	- Delays at different implementation steps of the project, and risk that some operations cannot be achieved (coordination, communication between partners, insufficient cash to meet the investments needs, complexity of public procurement procedures, need of technical expertise...)	- To anticipate a period of preparation which is long enough for large projects (setting up of the partnership, preliminary studies, detailed planning of roles, activities and means, etc.) - To ensure that partners are fully aware of their obligations and are able to fulfil them - To adapt monitoring and animation tools to be able to detect any failure or weakness of a partner (animation role of the Lead partner)
<b>State Aid</b>	- Identification of some activities that fall under the state aid regime during the project implementation	- Risk of stopping some activities and risk of reimbursing if irregularities are detected by subsequent audit - Risk of questioning the participation of some partners to the project	- To provide for a detailed analysis of activities that could fall under the state aid regime. To mobilise relevant competences to perform these analyses
<b>Financial engineering</b>	- Possible difficulties with the use of financial engineering tools (expertise, technical, administrative, financial requirements...)	- Risk that some activities cannot be achieved - Risk of disorganisation of activities or of the strategy of the project	- To ask for preliminary analyses and to clearly identify the opportunities and potential difficulties related to the use of financial engineering tools - To have relevant expertise capacities within project partners

	<b>1. Difficulties that could be observed during the implementation of the project</b>	<b>2. Possible consequences on the project</b>	<b>3. Measures to be considered</b>
<b>External communication and valorisation of results</b>	<ul style="list-style-type: none"> <li>- Communication activities not coordinated between the partners</li> <li>- Communication activities limited to general information</li> <li>- No clear identification of targets</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of project visibility</li> <li>- Risk of isolation of partners</li> </ul>	<ul style="list-style-type: none"> <li>- To clearly identify the partner in charge of communication activities. To ensure that this partner has the necessary skills and a precise view of its task</li> <li>- To develop a comprehensive communication plan for the project (objectives, means, targets, ...)</li> <li>- To exchange with partners about the communication activities that will be undertaken by each one of them</li> <li>- To mobilise external communication services at project or partner level if lack of experience and skills</li> <li>- To pay particular attention to the selection of partners, external stakeholders and target groups on which the project will rely for the capitalisation and dissemination of its results (technical, institutional and political capacities; geographic coverage; diversity of stakeholders...)</li> </ul>
	<ul style="list-style-type: none"> <li>- Insufficient identification and involvement of target groups and external stakeholders (at local, regional, national and international level)</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of remaining focused on an administrative management of the project</li> <li>- Low visibility of the activities achieved by the project</li> <li>- Low transfer of knowledge, practices and experiences</li> </ul>	<ul style="list-style-type: none"> <li>- To clearly identify target groups in the project application</li> <li>- To clearly identify lists of final beneficiaries in the different territories covered by the project</li> <li>- To set up concrete actions to involve target groups in the project (technical committees, workshops, working groups, seminars...)</li> <li>- To adapt communication activities to the profile of target groups (public bodies, private bodies, investors, social bodies, ...)</li> <li>- To involve key players at territorial level as “external partners”, “technical and strategic advisers”, etc.</li> </ul>