UNIONCAMERE VENETO

eurosportello del veneto

REGIONE DEL VENETO

in collaborazione con: EUROPE DIRECT Venezia Veneto

# 2021

# EUROFORMAZIONE

## 1° Modulo

**Le istituzioni comunitarie, gli elementi di riferimento, fondi diretti e fondi indiretti**

*2 giornate*

## 2° Modulo

**Identificare l'opportunità di finanziamento e costruire una proposta progettuale**

*4 giornate*

## 3° Modulo

**Vivere un progetto: simulazione in gruppi**

*2 giornate*

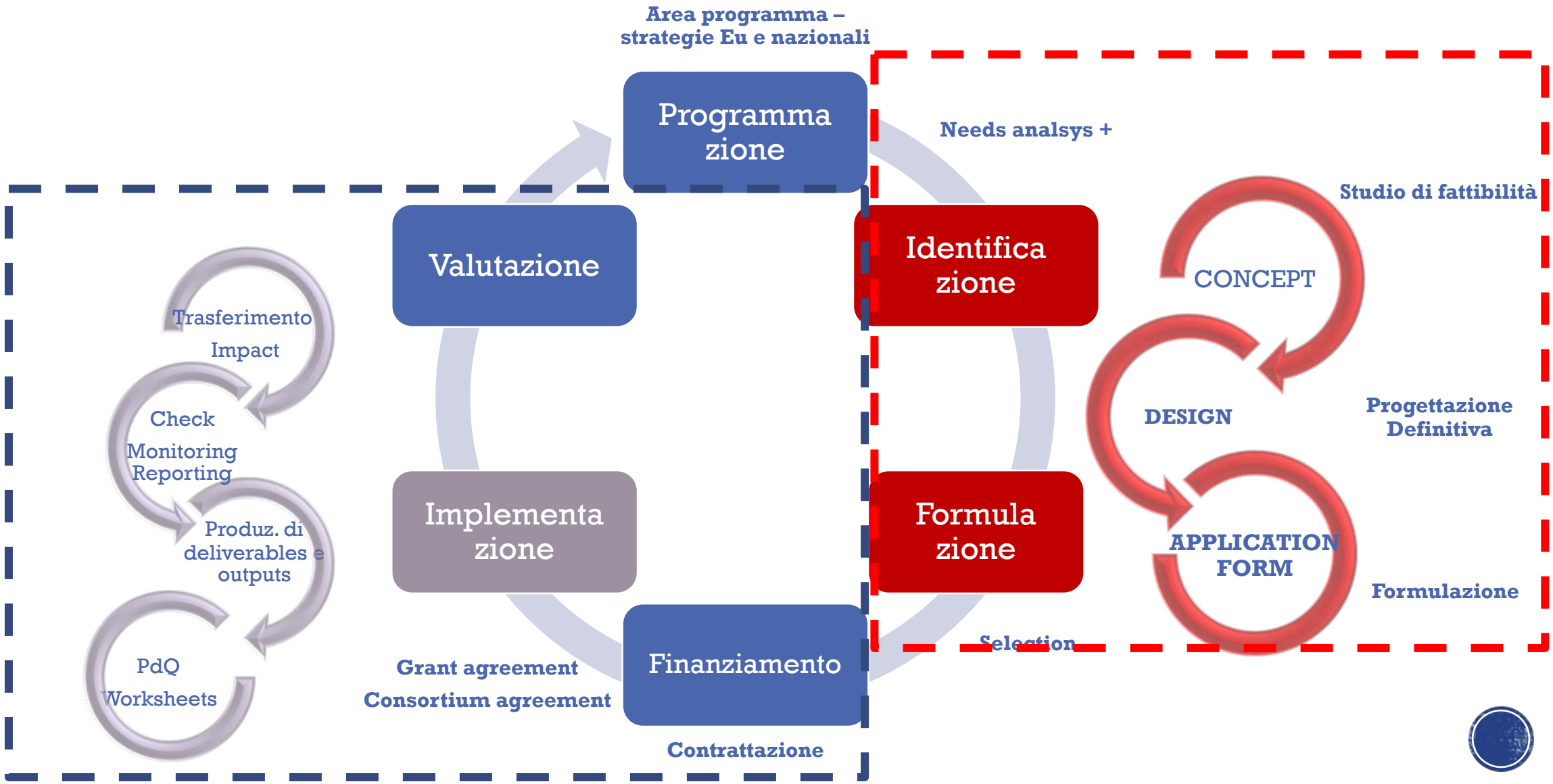
# LA FASE DI CONTRATTAZIONE E DI START UP_ MANAGEMENT ISSUES

Raffaella Lioce

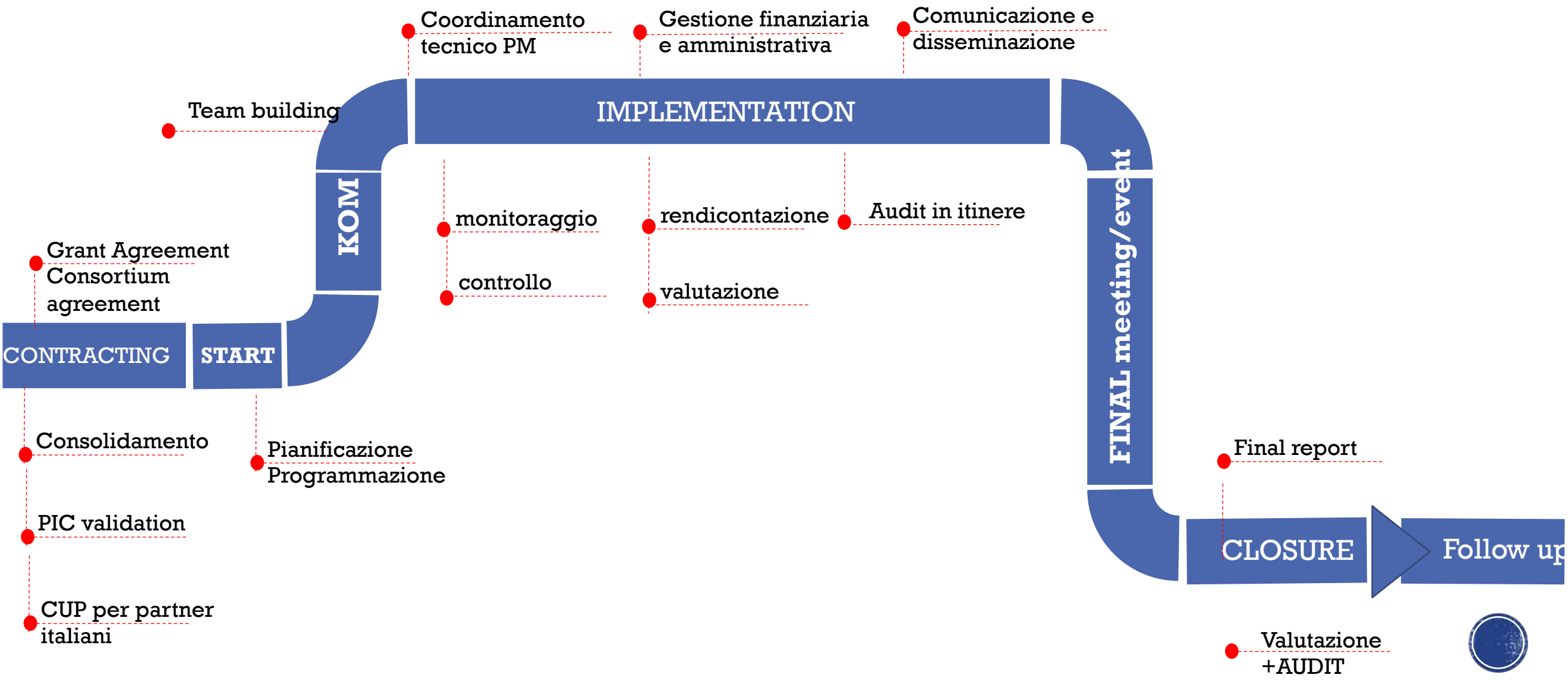
# CONTENUTI

- PCM  e la Gestione di un Progetto finaniaziato
- La fase di contrattazione: dalla comunicazione di approvazione alla firma del Grant Agreement
- Grant Agreement e Consortium Agreement
- I primi 3 mesi di avvio del progetto
  - Livelli di gestione e GOVERNANCE
  - Management quality plan + decisional procedure
  - Communication plan and dissemination strategy
  - Kick Off meeting

# PCM PROJECT CYCLE MANAGEMENT



# LA GESTIONE DI UN PROGETTO FINANZIATO



# CONTRATTAZIONE

- Dalla comunicazione « *we are pleased to inform you that the project …. has been selected for funding*» alla firma di contratto
- Project modification if requested
- Validazione dei PIC
- Consolidamento application form
- Preparazione del GRANT agreement/Subsidy contract
- Preparazione e Firma della Partnership Agreement
- Firma del contratto
- Richiesta CUP (for italian pps) + iscrizione a bilancio

## Europa / Funding & Tenders Portal notification

Dear Participant,

A grant data preparation session has been opened for the above project. Please review and enter the grant data for your organisation. The Coordinator can enter grant data and submit on behalf of the Consortium.
Please log on to the Funding & Tenders Portal > My Project(s) ( https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects) and click on Actions > Manage Project to view an important request to provide additional data required to prepare your Grant Agreement.

Regards,
Grant Management Services

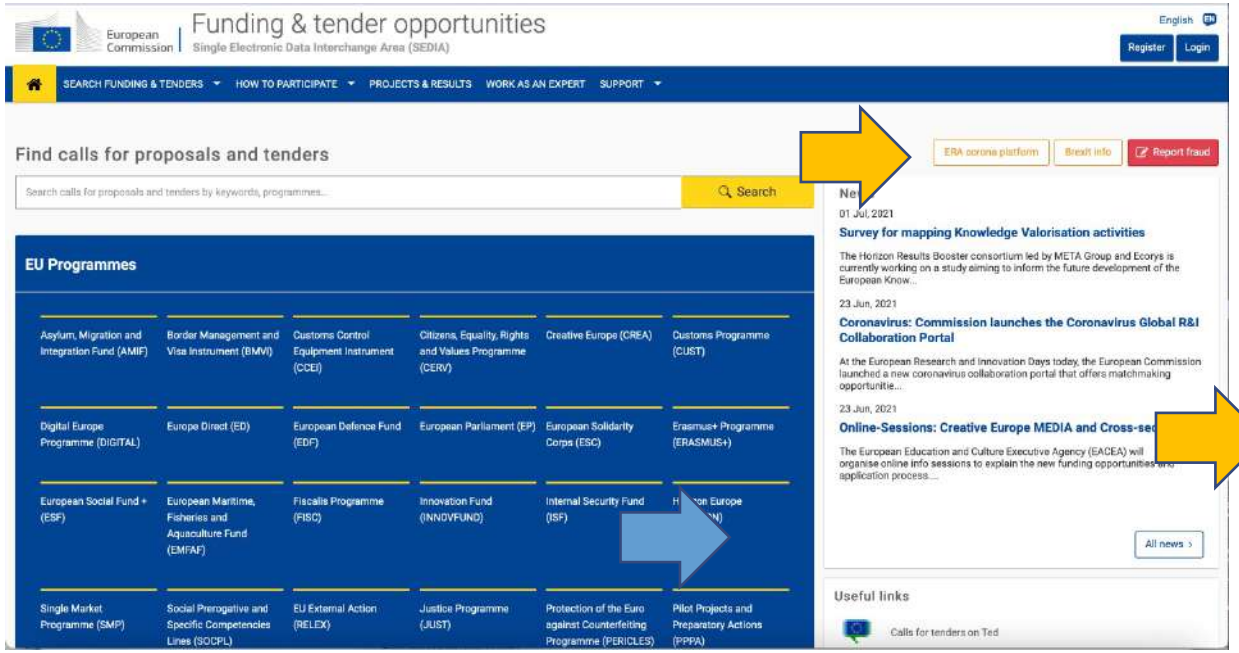
***Please do not reply to this message***
*This message has been automatically generated by the Grant Management Services of the European Commission.*

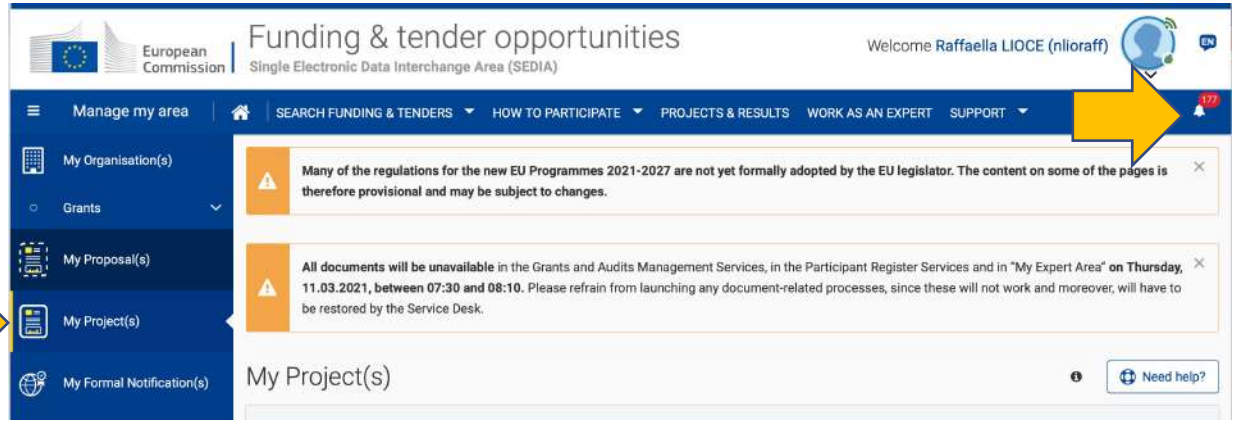
# COMUNICAZIONE ATTRAVERSO LA PLATFORM

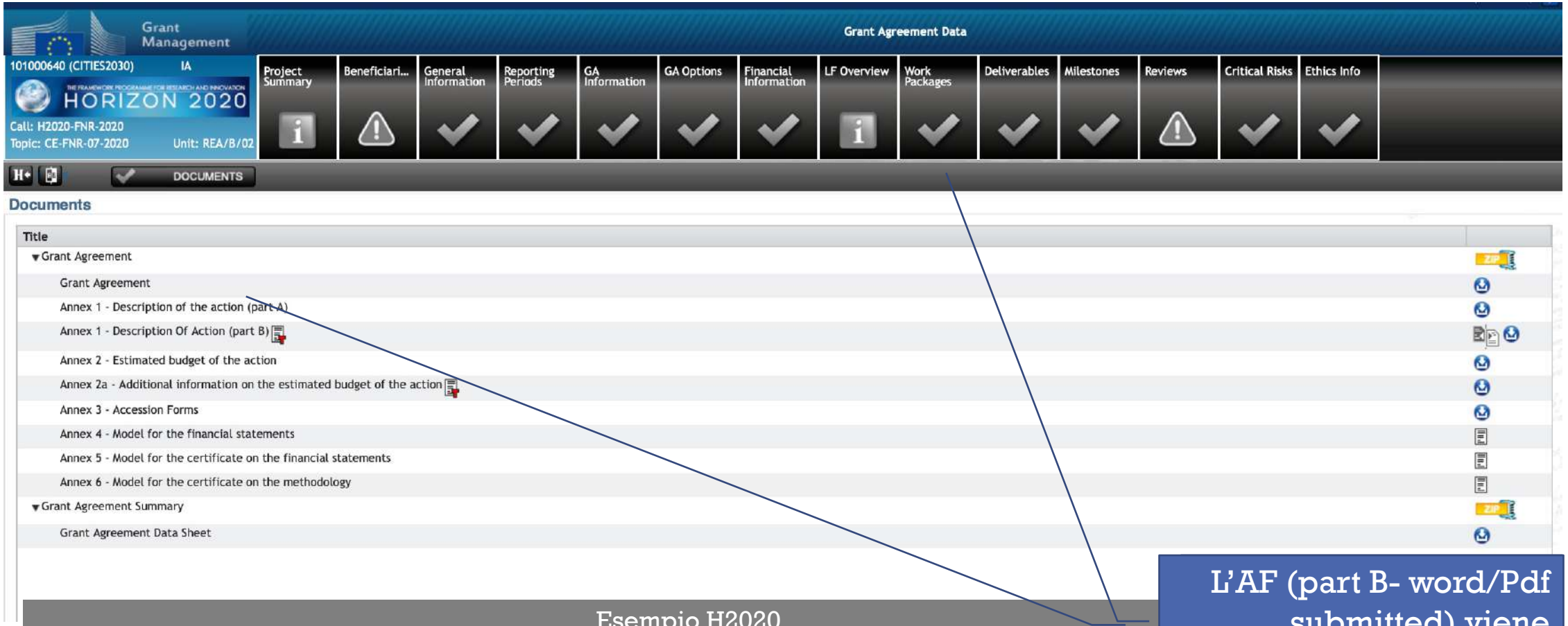
# GOOD NEWS!

# LA FUNDING AND TENDER PLATFORM ACCESSO AI PROGETTI FINANZIATI

1) log in
2) my projects
3) messaggi






Esempio H2020

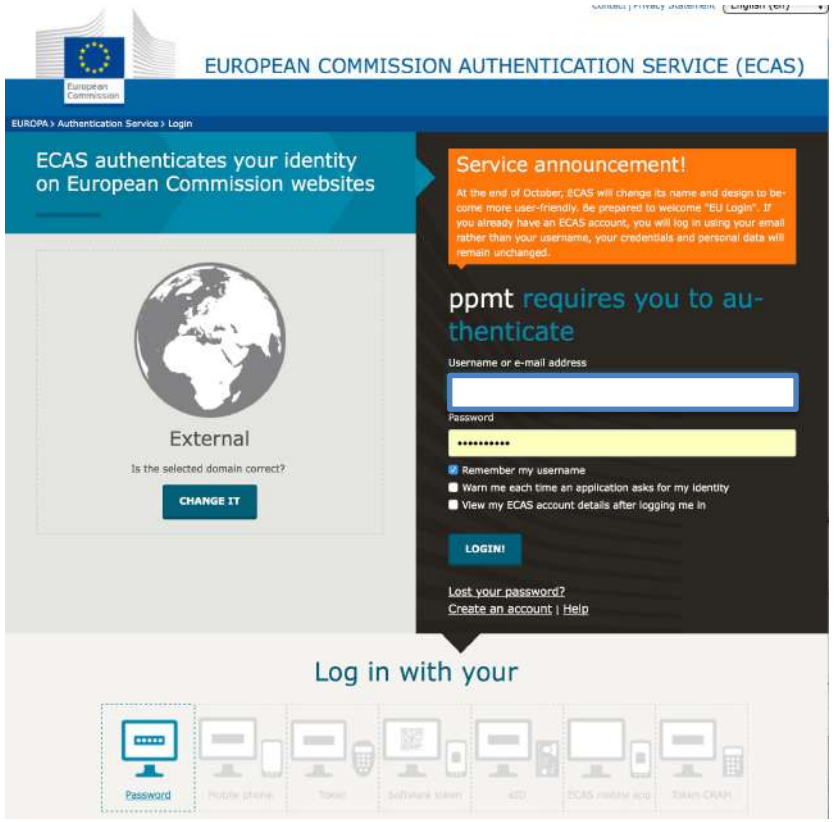
L'AF (part B- word/Pdf submitted) viene parzialmente caricata nella piattaforma
Le parti non caricate prendono il nome di DOA Description of Action e caricate nuovamente in PDF

# CONSOLIDAMENTO APPLICATION SULLA FUNDING AND TENDER PLATFORM

# CONSOLIDATION

- Possibili richieste di modifica all'AF, esempi:
  - Taglio del budget, ma non di attività
  - Dettagliare meglio xxx…. (es. risk management)
  - Anticipare alcune date di rilascio dei deliverables
  - Un partner non è eleggibile
  - ….
- Validazione dei PIC

# Validazione del PIC




- Se il beneficiario o i co beneficiari partecipano per la prima volta a programmi europei prima di giungere alla firma del Grant agreement devono essere VALIDARE IL PIC attraverso la piattaforma adei partecipanti ECAS caricando statuto , bilanci, dichiarazioni + legal entity form + financial capability form+ nomina del LEAR (legal entity appointed representative)

  - *"We would like to proceed with the verification of your organisations legal existence and status. To that effect, we kindly ask you to provide us the documents listed hereafter within the next 7 working days from the reception of this message: FEL Form private entity Statutes VAT Extract .*
  - *Submission of documents: The requested documents can be submitted in all official EU languages. However to facilitate the work of the Validation Services, applicants may be requested to submit a free translation of these documents. Documents submitted in a non-official language may be refused if not accompanied by a certified/official/legal translation by an accredited body or translator. A free translation made and signed by the applicant itself is not sufficient. Thank you for your collaboration"*

# CONVALIDAZIONE MODIFICHE AL PROGETTO E RICHIESTA DI FIRMA

## Europa / Funding & Tenders Portal notification

Dear Legal Signatory,

The Grant Agreement for the above project is ready for your signature. Please sign the Grant Agreement online. Log on to the Funding & Tenders Portal > My Project(s) (<a href="https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects">https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects</a>) and click on Actions > Manage Project.
<br/>Regards,<br/>Grant Management Services<br/><br/><i>Please do not reply to this message<br/>This message has been ement Services of the European Commission.<br/

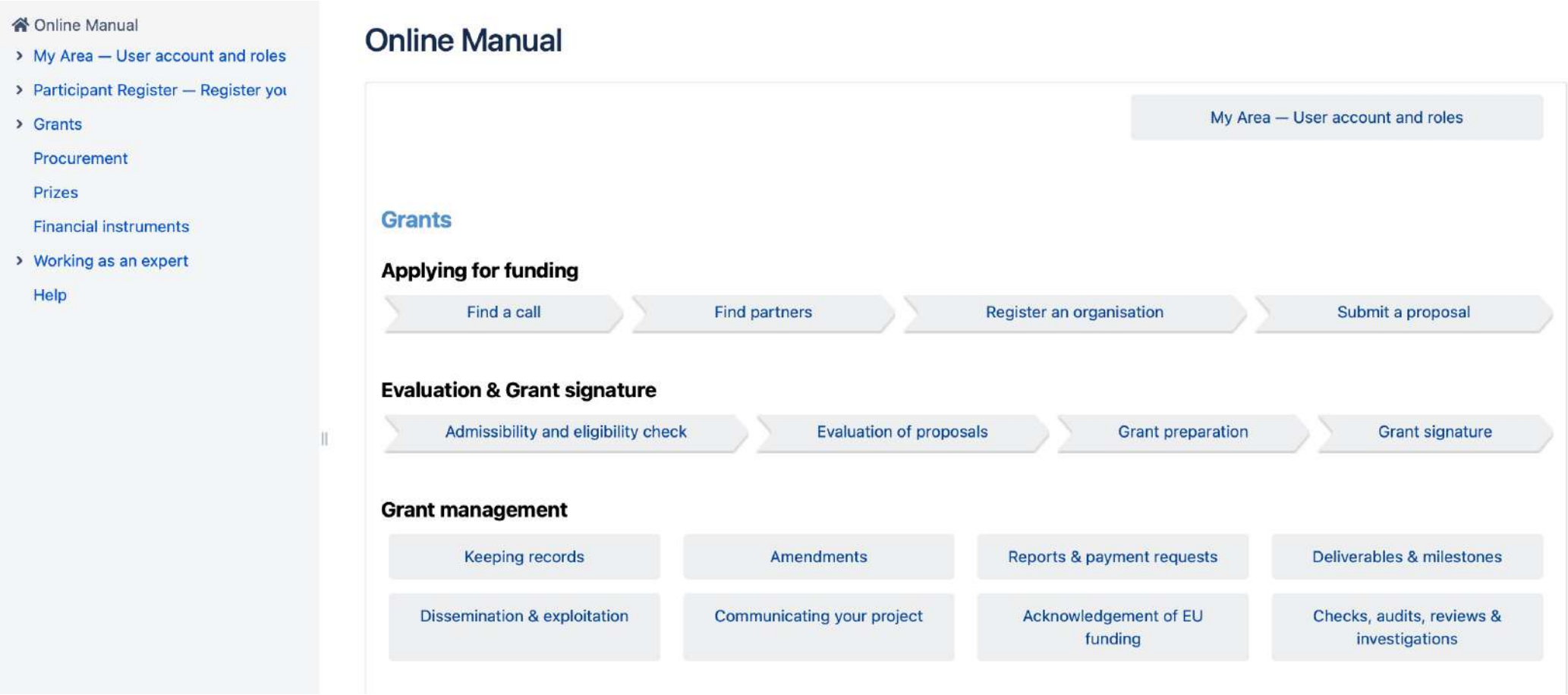
https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects

# NB

- La gestione di tutti i progetti diretti nel periodo 2021-27 avverrà attraverso la F&T platform
  - Dalla comunicazione dell'approvazione
  - Al consolidamento del application
  - Alla rendicontazione continua
  - Alla gestione degli amendment
  - Alla gestione degli interim report and interim review
  - Alla rendicontazione finale

- La contrattazione e la gestione dei programmi INTERREG URBACT UIA (ERDF) sono gestiti attraverso piattaforme specifiche predisposte dall'autorità di gestione del programma con il segretariato

# MANUALE DI GESTIONE - ES. HORIZON EUROPE




https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

# MANUALE GESTIONE ALTRI PROGRAMMI

- Link nella funding and tender platform
- Vedi anche siti delle Agenzie
- Vedi (se ci sono) website del programma >>>

# GRANT SIGNATURE

- La firma della convenzione di sovvenzione è l'ultima fase della fase di preparazione della sovvenzione.
- Viene effettuato direttamente nel sistema di gestione delle sovvenzioni del portale (firma elettronica) e dimostra che entrambe le parti contraenti approvano formalmente l'accordo e i suoi allegati.
- La convenzione di sovvenzione entra in vigore con l'ultima firma (normalmente l'UE perché di solito il coordinatore firma per primo).
  - Dove? L'accesso al sistema di gestione delle sovvenzioni è disponibile tramite I miei progetti > Azioni > Gestisci progetto > Gestione delle proposte e preparazione delle sovvenzioni > Firma .
  - Chi ? La convenzione di sovvenzione è firmata dall'UE e dal coordinatore. Gli altri beneficiari non firmano la convenzione di sovvenzione stessa, ma aderiscono alla convenzione di sovvenzione tramite i moduli di adesione. Le entità affiliate o i partner associati non firmano e non diventano parti formali dell'accordo.
  - Come? Riceverai notifiche e-mail che richiedono le attività necessarie per la firma della concessione.

https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

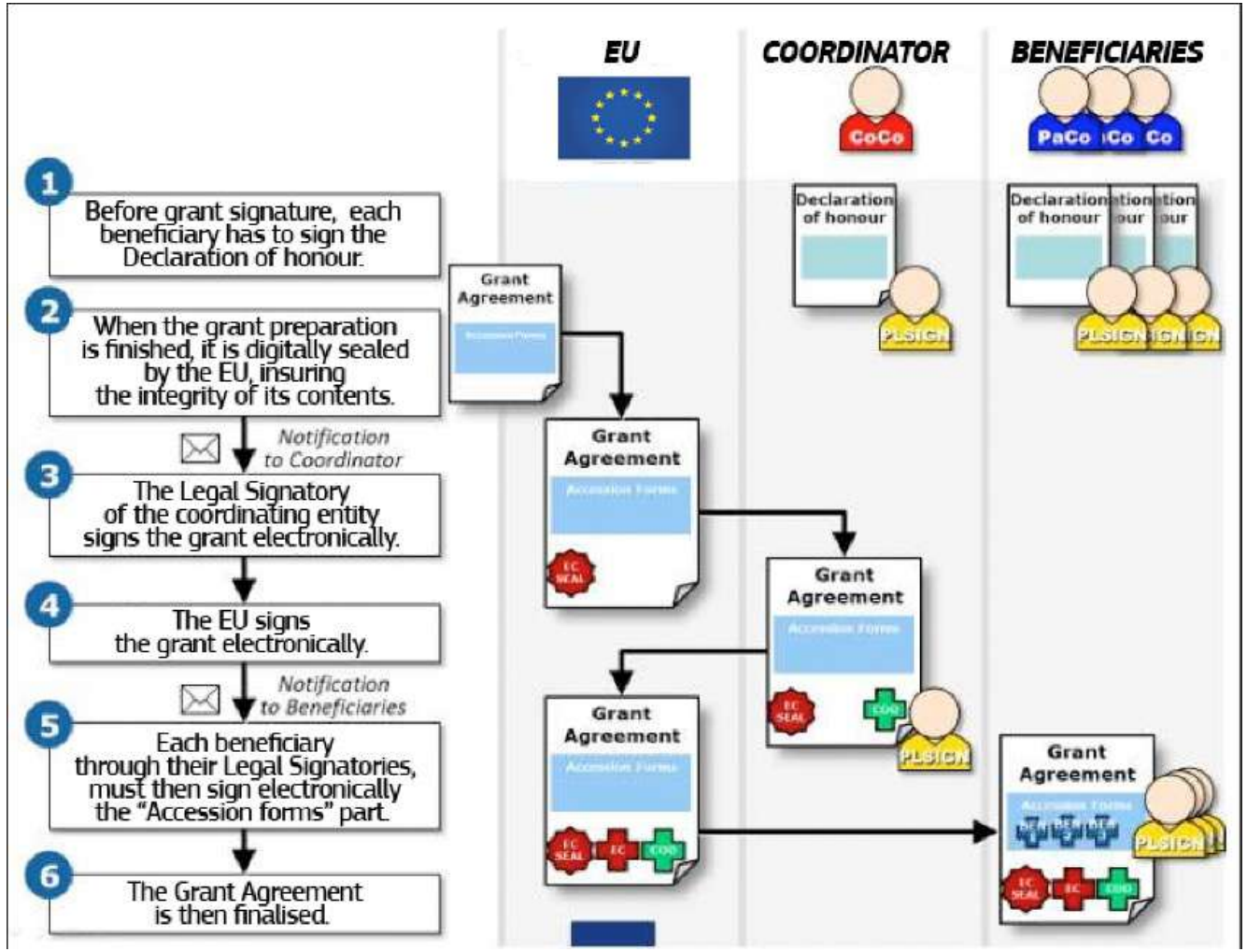
# SIGNING EU GRANT AGREEMENTS ELECTRONICALLY — WHAT'S INVOLVED?

- La firma elettronica nel Portale richiede:
  - una catena di fiducia con i Beneficiari — per garantire l'identità dei firmatari
  - un sistema di firme digitali protetto da molteplici funzionalità di sicurezza — per garantire l'affidabilità e l'autenticità dei documenti
- Questo tipo di firma elettronica viene utilizzato per la firma di contratti, modifiche, dichiarazioni di spesa e  cost claims

SEE AN EXPLANATORY VIDEO https://ec.europa.eu/research/participants/data/support/videos/electronic-signature-PP.mp4

# THE CHAIN OF TRUST

- LEAR
  - **The Legal Entity Appointed Representative** (LEAR) nominato dal rappresentante legale del Beneficiario (firma con inchiostro blu; documenti LEAR caricati nel Registro dei partecipanti) è il fulcro della catena di fiducia. Maggiori informazioni nella sezione Appuntamento e convalida LEAR.
  - LEAR nomina tutti i SEGNI e DISEGNI per l'organizzazione
  - Il LEAR garantisce i dati dell'organizzazione inseriti nel sistema e le persone nominate.
  - Nominano i soggetti abilitati alla firma:
    - Grant Agreements and amendments **(Legal Signatories, known as LSIGNs)**
    - Financial Statements (**Financial Signatories, known as FSIGNs**).
    - The LEAR è responsabile del mantenimento di tali elenchi costantemente aggiornati
- PaCO selects LSIGN and FSIGN for project
  - **Participant Contacts (PaCo) or Coordinator Contacts (CoCos)** devono selezionare i Firmatari legali del progetto (PLSIGN) e i Firmatari finanziari (PFSIGN) dalle liste LSIGN e FSIGN nominate dal LEAR. Per ulteriori informazioni, controlla la sezione Ruoli e diritti di accesso.
  - Chiudere il Sistema in cui i diritti di accesso sono rigorosamente controllati.
  - La **catena della fiducia** è costruita in un sistema di scambio elettronico chiuso. Ogni individuo deve identificarsi con il proprio account EU Login personale e l'accesso è rigorosamente controllato.




# THE CHAIN OF SINGATURES

# THE AGREEMENT IS COMPOSED OF:

- Terms and Conditions
  - Annex 1 Description of the action
  - Annex 2 Estimated budget for the action
  - Annex 2a Additional information on unit costs and contributions (if applicable)
  - Annex 3 Accession forms (if applicable)
  - Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)
  - Annex 4 Model for the financial statements
  - Annex 5 Specific rules (if applicable)

**TERMS AND CONDITIONS**

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# GRANT AGREEMENT MODEL

# STEPS, LIVELLI DI GESTIONE E RUOLI DELLA FASE DI IMPLEMENTAZIONE DEL PROGETTO

# LA GESTIONE DI UN PROGETTO SI ARTICOLA IN DIVERSI LIVELLI DI AZIONE

Gestione tecnica,
**Project management / Quality management**

Gestione finanziaria,
**Financial management**

Gestione amministrativa,
**Amministrative management**

Gestione della comunicazione,
**Communication management**

# CARATTERISTICHE DEI LIVELLI DI GESIONE

**Gestione TECNICA:** Insieme di metodi e direttive fondamentalmente logiche per raggiungere gli obiettivi del progetto, ovvero per gestire con efficacia un progetto complesso

**Gestione della COMUNICAZIONE** Insieme di attività necessarie a garantire il coordinato flusso di informazioni e di comunicazioni verso l'esterno, ovvero verso i target groups Communication plan,

**Gestione FINAZIARIA** Insieme di attività necessarie a gestire i flussi finanziari interni al partner (atti. impegni, liquidazione, pagamenti, …) e al parternariato (rimborsi); le budget reallocation

**Gestione AMMINISTRATIVA** Procedure di gestione tipiche dell ente: selezione staff, affidamenti esperti esterni, appalti di servizi e forniture, gestione atti amministrativi (delibere, decreti, nullaosta, bilancio….);

# GOVERNANCE (EXAMPLE)

- STEERING COMMITTEE: Responsabili del progetto Decision maker
- EXECUTIVE COMMITTEE: (es…) WP leaders + Partners con ruoli chiave nell'implementazione
- PROJECT MANAGEMENT UNIT: Coordinator + Project manager + Quality Manager + Local Manager
- FINANCIAL UNIT : financial manager, financial officer,
- ADMINISTRATIVE UNIT: adminitrative officers
- COMMUNICATION AND DISSEMINATION UNIT: Communication manager + Communication officer

# RUOLO ALTRE STRUTTURE DI MANAGEMENT

- *fonte Interreg Central Europe 14-20*

| MANAGEMENT POSITION | RESPONSIBILITIES / TASKS |
|---|---|
| PROJECT MANAGER (PM) | > Coordinates and manages the project implementation<br>> Drives the partnership<br>> Monitors project progresses towards the set objectives and work plan as in the latest version of the approved application form<br>> Ensures internal information flow and knowledge management<br>> Performs quality control of deliverables and outputs<br>> Prepares the activity parts of the six-monthly progress reports and timely submits these<br>> Regularly communicates with the JS<br>> Coordinates closely with the finance and communication managers |
| FINANCE MANAGER (FM) | > Ensures a sound financial management of the project<br>> Passes on relevant financial programme information (e.g. on rules and requirements regarding eligibility of costs, financial reporting, audits etc.) to all PPs<br>> Monitors financial project progress (including expenditure of partners and payments)<br>> Prepares the financial part of the six-monthly progress reports<br>> Communicates with the JS upon needs<br>> Works in close contact with the project manager |
| COMMUNICATION MANAGER (CM) | > Develops and implements the project communication strategy<br>> Coordinates all communication activities in the project among all PPs in close coordination with the project manager<br>> Builds the capacity of PPs to effectively communicate project achievements<br>> Communicates with the JS upon needs |

# COMPETENZE

| | |
|---|---|
| **A GOOD PROJECT MANAGER SHOULD:** | > Be goal oriented<br>> Be able to lead teams (including the ability to moderate, mediate, motivate and solve conflicts)<br>> Have a good understanding of the project content<br>> Demonstrate good organisation skills and communication skills as well as cultural empathy<br>> Have good English language skills<br>> Be active and participate in all partner meetings and follow-up closely what partners do<br>> Have flexibility in order to overcome unforeseen difficulties<br>> Have experience in project management, preferably in international cooperation and European territorial cooperation<br>> Stay in close cooperation with the responsible JS desk officer |
| **A GOOD FINANCE MANAGER SHOULD:** | > Have a sound knowledge of the EU and programme rules, as well as national rules in her/his country, applicable to the project<br>> Have sufficient analytical capacities<br>> Demonstrate good organisation skills (completion of tasks within deadlines, follow - up etc.)<br>> Have good understanding of the links between project content and budget<br>> Have good English language skills<br>> Participate in partner meetings according to needs and follow-up closely what partners do<br>> Be flexible and prepared to deal with new factors, unforeseen events or problems having influence on the project budget<br>> Have experience in financial project management, preferably in international cooperation and European territorial cooperation<br>> Stay in close cooperation with the responsible JS desk officer |
| **A GOOD COMMUNICATION MANAGER SHOULD:** | > Be goal-oriented<br>> Have very good English language skills<br>> Be able to lead teams as primus inter pares<br>> Have a good understanding of the project content<br>> Demonstrate good organisation skills and communication skills as well as cultural empathy<br>> Be active and participate in all partner meetings and follow-up closely what partners do<br>> Have flexibility in order to overcome unforeseen difficulties<br>> Have experience in communication management |

- *fonte  Interreg Central Europe 14-20*
- *NB nell'assegnare i ruoli è bene tenere in considerazione le specificità e le competenze richieste alle 3 principali figure di gestione*
-

# GESTIRE UN PROGETTO SIGNIFICA

- Gestione dell'**AMBITO** di progetto
- Gestione dei **TEMPI** di progetto
- Gestione dei **COSTI** di progetto
- Gestione della **QUALITA'** di progetto
- Gestione delle **RISORSE UMANE**
- Gestione della **COMUNICAZIONE**
- Gestione dei **RISCHI** di progetto
- Gestione degli **APPROVVIGIONAMENTI**

Gestione dell'**INTEGRAZIONE**

# «IT IS A COMMON MISUNDERSTANDING

«It is a common misunderstanding that project planning is something to be done exclusively in the preparation phase of a project. Some co-ordinators of EU FUNDED  Projects are surprised to hear that, after having developed and successfully submitted a fully-fledged project proposal even more planning is necessary once the project has been selected for funding.»

However burdensome writing the application may have been, planning does not end with the selection decision, planning  activities remain an essential task of project management throughout the project's lifetime.

In the start up phase of the project, the initial project plan needs to be reviewed and adjusted, since much time has elapsed since it was written. The time frames and the people involved might have changed. Producing a successful application is one thing, having to implement the project plan is another thing entirely!

In the implementation phase the original plan needs to be constantly refined and adapted according to the results of monitoring project implementation. Planning in any phase is an essential element of a recurring process known as the Quality Cycle

| | |
|---|---|
| Set up | Set up of the PROJECT STEERING COMMITTEE/General ASSEMBLY |
| Set up | Set up the MANAGEMENT BOARD/Executive COMM |
| Set up | Set up the FINANCIAL and ADMINISTRATIVE OFFICE |
| Set up | Set up the COMMUNICATION OFFICE |
| Set up | Set up the Scienetific Committee (if) |
| Define | DEFINE decisional procedures |
| ARRANGE | ARRANGE THE MANAGEMENT AND IMPLEMENTATION PLAN /QUALITY PLAN and RELATED PROCEDURES/ARRANGE THE COMM and DISS PLAN …. |

# UNA RIFLESSIONE

Una delle principali sfide per i partner di progetto è garantire la sequenza, i tempi e l'articolazione di tutte le attività di un progetto.

Una disfunzione in questa sequenza (preparazione inadeguata dei compiti, mezzi impropri, ritardi amministrativi imprevisti...) rischia di interrompere il progetto o ostacolare l'attuazione delle attività

Una buona gestione della sequenza delle attività è essenziale per l'avanzamento di qualsiasi progetto.

Nell'ingegneria di progetto, la pianificazione delle attività (tempi, sequenza e responsabilità) può essere ottenuta utilizzando diversi **WBS, WDW MATRIX, "GANTT diagram" models.**

# WORK PLAN ES ASP

- Implementation

| WP Nr | WP title | WP start date | WP end date | WP budget |
|---|---|---|---|---|
| T1 - 5 | WP implementation | Automatically inserted from activities | Automatically inserted from activities | Automatically filled in from part D or E |

| Partners' involvement | |
|---|---|
| WP responsible partner | Drop-down list |
| Partners involvement selection | Please tick the partners involved in this WP. |

**Objective of the work package and link with the other work packages**

Please describe the objectives of the work package and how the below activities contribute to them.
If an output is planned in this work package, please explain how it will be developed.
Please describe also the relation of this work package to the other work packages.
[maximum 2000 characters]

**Please describe the project outputs that will be delivered based on the activities carried out in this work package. For each project output, a programme output indicator should be chosen. Please note that they need to have the same measurement unit.**

| Project output | | Describe your project output and its contribution to project specific objectives | Choose a programme output indicator to which the project output will contribute | Quantify your contribution | Delivery date |
|---|---|---|---|---|---|
| Output T.1 (automatic numbering) | Output 1 | The output is the outcome of the activities co-financed, which is crucial for the fulfilment of project objectives. It is resulting from a work package and usually not from a single activity.<br>It is **not** mandatory to have an output in each WP. There should not be more than 3 outputs per WP. Please only mention the output in this section and do not list them again as deliverables.<br>[maximum 255 characters] | Drop-down list | Number | MM.YYYY |
| Output T.N+ (automatic numbering) | Output 2 | | Drop-down list | Number | MM.YYYY |

| Target group involvement | |
|---|---|
| Who will use the outputs delivered in this work package? | Drop-down list of pre-defined target groups in annex 1 (multiple selection possible) |
| How will you involve the target groups (and other stakeholders) in the development of the project outputs? | Please remember to countercheck the coherence with the sections target groups in C.2.3.<br>[maximum 500 characters] |
| **Durability and transferability of outputs delivered in this work package** | |
| How will the project outputs be further used once the project has been finalised?<br>Please describe concrete measures (including e.g. institutional structures, financial sources etc.) taken during and/or after project implementation to ensure the durability of the project outputs.<br>If relevant, please explain which project partner will be responsible and/or the owner of the output. | Please list here concrete measures and if relevant towards which precise target group.<br>[500 characters]<br>Please make sure to base your approach on the communication strategy outlined in the communication WP. |
| How will the project ensure that the project outputs are applicable and replicable by other organisations/regions/countries outside of the current partnership?<br>Please describe to what extent it will be possible to transfer the outputs to other organisations/regions/countries outside of the current partnership. | Please explain here shortly how the output can be transferred and re-used.<br>[500 characters]<br>Please make sure to base your approach on the communication strategy outlined in the communication WP. |

**Please describe activities and deliverables within the work package.**

| Activity T.1 | Activity title [maximum 120 characters]<br>The number of activities per implementation work package is limited to 5. | | Start date (MM.YYYY) | End date (MM.YYYY) |
|---|---|---|---|---|
| | Activity description<br>[maximum 500 characters]<br>Outline your activities and mention the partners involved. | | | |
| D 3.1.1 | Deliverable title<br>Deliverables are **tangible** products (and major project events) delivered by the project; they are intermediate steps that lead to the output. List only the most important deliverables. It is not the quantity of deliverables, but quality, effectiveness and their usability by the target groups that counts.<br>[maximum 120 characters] | Deliverable description<br>[maximum 255 characters] | Target value | |
| Activity T.N+ | Activity title<br>[maximum 120 characters] | | Start date (MM.YYYY) | End date (MM.YYYY) |
| | Activity description<br>[maximum 500 characters] | | | |
| D T.N+.N+ | Deliverable title<br>[maximum 120 characters] | Deliverable description<br>[maximum 255 characters] | Target value | |

# WORKPLAN ES HE

Call: [insert call identifier] – [insert call name]

EU Grants: Application form (HE RIA/IA): V1.2 – 15.05.2021

**Table 3.1b: Work package description**

**For each work package:**

| Work package number | | Lead beneficiary | | | | | |
|---|---|---|---|---|---|---|---|
| Work package title | | | | | | | |
| Participant number | | | | | | | |
| Short name of participant | | | | | | | |
| Person months per participant: | | | | | | | |
| Start month | | | | End month | | | |

| Objectives |
|---|

| Description of work (where appropriate, broken down into tasks), lead partner and role of participants |
|---|

| Deliverables (brief description and month of delivery) |
|---|

Instructions, please remove



Call: [insert call identifier] – [insert call name]

EU Grants: Application form (HE RIA/IA): V1.2 – 15.05.2021

**Table 3.1c: List of Deliverables**[2]

Only include deliverables that you consider essential for effective project monitoring.

| Deliverable (number) | Deliverable name | Work package number | Short name of lead participant | Type | Dissemination level | Delivery date (in months) |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

**KEY**
Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>.
For example, deliverable 4.2 would be the second deliverable from work package 4.

**Type:**
Use one of the following codes:
- R: Document, report (excluding the periodic and final reports)
- DEM: Demonstrator, pilot, prototype, plan designs
- DEC: Websites, patents filing, press & media actions, videos, etc.
- DATA: Data sets, microdata, etc.
- DMP: Data management plan
- ETHICS: Deliverables related to ethics issues.
- SECURITY: Deliverables related to security issues
- OTHER: Software, technical diagram, algorithms, models, etc.

**Dissemination level:**
Use one of the following codes:
- PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page).
- SEN – Sensitive, limited under the conditions of the Grant Agreement
- Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444
- Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444
- Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

**Delivery date**
Measured in months from the project start date (month 1)

Instructions, please remove

[2] You must include a data management plan (DMP) and a 'plan for dissemination and exploitation including communication activities as distinct deliverables within the first 6 months of the project. The DMP will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available in the Online Manual on the Funding & Tenders Portal.



Call: [insert call identifier] – [insert call name]

EU Grants: Application form (HE RIA/IA): V1.2 – 15.05.2021

**Table 3.1d: List of milestones**

| Milestone number | Milestone name | Related work package(s) | Due date (in month) | Means of verification |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

**KEY**
**Due date**
Measured in months from the project start date (month 1)

**Means of verification**
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated.

**Table 3.1e: Critical risks for implementation**

| Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High) | Work package(s) involved | Proposed risk-mitigation measures |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

**Definition critical risk:**
A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

**Level of likelihood to occur: Low/medium/high**
The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.

**Level of severity: Low/medium/high**
The relative seriousness of the risk and the significance of its effect.

Instructions, please remove



Call: [insert call identifier] – [insert call name]

EU Grants: Application form (HE RIA/IA): V1.2 – 15.05.2021

**Table 3.1f: Summary of staff effort**

*Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.*

| | WPn | WPn+1 | WPn+2 | Total Person-Months per Participant |
|---|---|---|---|---|
| Participant Number/Short Name | | | | |
| Participant Number/ Short Name | | | | |
| Participant Number/ Short Name | | | | |
| Total Person Months | | | | |

**Table 3.1g: 'Subcontracting costs' items**

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

| Participant Number/Short Name | | |
|---|---|---|
| | Cost (€) | Description of tasks and justification |
| Subcontracting | | |

**Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)**

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services') exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs are below 15% of personnel costs.

| Participant Number/Short Name | | |
|---|---|---|
| | Cost (€) | Justification |
| Travel and subsistence | | |
| Equipment | | |
| Other goods, works and services | | |
| Remaining purchase costs (<15% of pers. Costs) | | |
| Total | | |

Instructions, please remove

# WORKPLAN ES CREATIVE EUROPE (COOPERATION PROJECT)

## 5. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

### 5.1 Work plan

**Work plan**

*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

Insert text

### 5.2 Work packages and activities

**WORK PACKAGES**

*This section concerns a detailed description of the project activities.*

*Group your activities into work packages. **A work package means a major sub-division of the project**. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.*

*Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not by splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1.*

*Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).*

⚠ *Enter each activity/milestone/output/outcome/deliverable only once (under one work package).*

**Work Package 1: [Name, e.g. Project management and coordination]**

| Duration: | M1 - M24 | Lead Beneficiary: | 1-Short name |
|---|---|---|---|

**Objectives**

*List the specific objectives to which this work package is linked.*

•

**Activities (what, how, where) and division of work**

*Provide a concise overview of the work (planned tasks). There should be a limited number of tasks per work package: the definition of tasks should enable the lead beneficiary to monitor the overall progress of the work package. Be specific and give a short name and number for each task.*

*Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader. In monobeneficiary projects the 'COO' and 'BEN' are the same.*

*Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.*

***Note:***

*In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.*

*The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.*

*If there is subcontracting, please also complete the table below.*

| Task No (continuous numbering linked to WP) | Task Name | Description | Participants | | In-kind Contributions and Subcontracting (Yes/No and which) |
|---|---|---|---|---|---|
| | | | Name | Role (COO, BEN, AE, AP, OTHER) | |
| T1.1 | | | | | |
| T1.2 | | | | | |
| | | | | | |

**Milestones and deliverables (outputs/outcomes)**

***Milestones** are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave this section on milestones empty.*

*Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.*

***Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*

*For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: Invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.*

*For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).*

*For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.*

*The labels used mean:*

*Public — fully open (⚠ automatically posted online on the Project Results platform)*

*Sensitive — limited under the conditions of the Grant Agreement*

*EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015444*

| Milestone No (continuous numbering not linked to WP) | Milestone Name | Work Package No | Lead Beneficiary | Description | Due Date (month number) | Means of Verification |
|---|---|---|---|---|---|---|
| MS1 | | 1 | | | | |
| MS2 | | 1 | | | | |

| Deliverable No (continuous numbering linked to WP) | Deliverable Name | Work Package No | Lead Beneficiary | Type | Dissemination Level | Due Date (month number) | Description (including format and language) |
|---|---|---|---|---|---|---|---|
| D1.1 | | 1 | | /R — Document, report/ /DEM — Demonstrator, pilot, prototype/ /DEC —Websites, patent filings, videos, etc/ /DATA — data sets, microdata, etc/ /DMP — Data Management Plan/ /ETHICS/ /SECURITY/ /OTHER/ | /PU — Public/ /SEN — Sensitive/ /R-UE/EU-R — EU Classified/ /C-UE/EU-C — EU Classified/ /S-UE/EU-S — EU Classified/ | | |
| D1.2 | | 1 | | /R — Document, report/ /DEM — Demonstrator, pilot, prototype/ /DEC —Websites, patent filings, videos, etc/ /DATA — data sets, microdata, etc/ /DMP — Data Management Plan/ /ETHICS/ /SECURITY/ /OTHER/ | /PU — Public/ /SEN — Sensitive/ /R-UE/EU-R — EU Classified/ /C-UE/EU-C — EU Classified/ /S-UE/EU-S — EU Classified/ | | |

**Events and trainings (including performances, residencies, exhibitions, workshops, conferences, etc. both face to face and virtual events are to be included).**

*This table is to be completed for events that have been mentioned as part of the activities in the work packages above.*

*Complete the table below with **realistic** estimates in terms of the number of attendees / participants / audience size. This data will be used in part to assess the success of the implementation of the project. Use your risk assessment to explain your mitigating measures.*

| Event No (continuous numbering linked to WP) | Participant | Description | | | | | Attendees |
|---|---|---|---|---|---|---|---|
| | | Name | Type | Area | Location | Duration (days) | Number |
| E1.1 | name | name | insert type, e.g. training, workshop, conference, event, etc. | insert topics addressed, types of skills/knowledge acquired, etc | city/country | number | number |
| E1.2 | name | name | insert type, e.g. training, workshop, conference, event, etc. | insert topics addressed, types of skills/knowledge acquired, etc | city/country | number | number |

### 5.3 Timetable

**Timetable (projects up to 2 years)**

*Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.*

***Note:** Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.*

| ACTIVITY | MONTHS | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | M 1 | M 2 | M 3 | M 4 | M 5 | M 6 | M 7 | M 8 | M 9 | M 10 | M 11 | M 12 | M 13 | M 14 | M 15 | M 16 | M 17 | M 18 | M 19 | M 20 | M 21 | M 22 | M 23 | M 24 |
| Task 1.1 - ... | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 1.2 - ... | | | | | | | | | | | | | | | | | | | | | | | | |
| Task ... | | | | | | | | | | | | | | | | | | | | | | | | |

# WORKPLAN ES CERV

## 4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

### 4.1 Work plan

**Work plan**

*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

Insert text

### 4.2 Work packages and activities

**WORK PACKAGES**

*This section concerns a detailed description of the project activities.*

*Group your activities into work packages. **A work package means a major sub-division of the project**. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.*

*Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1.*

*For very simple projects, it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name). For Lump Sum Grants, each event should be one work package.*

*Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).*

*⚠ Please limit the number of work packages and reduce the number of deliverables (max 10 to 15 for the entire project). (n/a for Lump Sum Grants)*

*⚠ Enter each activity/milestone/output/outcome/deliverable only once (under one work package).*

**Work Package 1: [Name, e.g. Project management and coordination]**

| Duration: | M[X] - M[X] | Lead Beneficiary: | 1-Short name |
|---|---|---|---|

**Objectives**

*List the specific objectives to which this work package is linked.*

*

**Activities (what, how, where) and division of work**

*Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.*

*Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.*

*Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.*

***Note:***

*In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package. The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted (see Model Grant Agreement).*

*If there is subcontracting, please also complete the table below.*

| Task No (continuous numbering linked to WP) | Task Name | Description | Participants | | In-kind Contributions and Subcontracting (Yes/No and which) |
|---|---|---|---|---|---|
| | | | Name | Role (COO, BEN, AE, AP, OTHER) | |
| T1.1 | | | | | |
| T1.2 | | | | | |
| | | | | | |

**Milestones and deliverables (outputs/outcomes)**

| Milestone No (continuous numbering not linked to WP) | Milestone Name | Work Package No | Lead Beneficiary | Description | | Due Date (month number) | Means of Verification |
|---|---|---|---|---|---|---|---|
| MS1 | | 1 | | | | | |
| MS2 | | 1 | | | | | |
| **Deliverable No (continuous numbering linked to WP)** | **Deliverable Name** | **Work Package No** | **Lead Beneficiary** | **Type** | **Dissemination Level** | **Due Date (month number)** | **Description (including format and language)** |
| D1.1 | | 1 | | /R — Document, report/ /DEM — Demonstrator, pilot, prototype/ /DEC —Websites, patent filings, videos, etc/ /DATA — data sets, microdata, etc/ /DMP — Data Management Plan/ /ETHICS/ | /PU — Public/ /SEN — Sensitive/ /Classified R-UE/EU-R/ /Classified C-UE/EU-C/ /Classified S-UE/EU-S/ | | |

**Staff effort per participant**

*Fill in the effort per work package and Beneficiary/Affiliated Entity.*

*Please indicate the number of person/months over the whole duration of the planned work. Make sure the figures are consistent with the section estimated budget from each work package (if applicable). There is no automatic reconciliation function across the different tables within this document.*

*Identify the work-package leader for each work package by showing the relevant person/month figure in **bold**.*

| Participant | WP1 | WP2 | WP… | Total Person-Months |
|---|---|---|---|---|
| [name] | | | | |
| [name] | | | | |
| Total Person-Months | | | | |

**Estimated budget — Resources**

| Participant | Costs | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | A. Personnel | | B. Subcontracting | C.1a Travel | | | C.1b Accommodation | C.1c Subsistences | C.2 Equipment | C.3 Other goods, works and services | D.1 Financial support to third parties | | E. Indirect costs | Total costs |
| [name] | X person months | X EUR | X EUR | X travels | X persons travelling | X EUR | X EUR | X EUR | X EUR | X EUR | X grants | X EUR | X EUR | X EUR |
| [name] | X person months | X EUR | X EUR | X travels | X persons travelling | X EUR | X EUR | X EUR | X EUR | X EUR | X prizes | X EUR | X EUR | X EUR |

### 4.3 Timetable

**Timetable (projects up to 2 years)**

*Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.*

***Note:** Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.*

| ACTIVITY | MONTHS | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | M 1 | M 2 | M 3 | M 4 | M 5 | M 6 | M 7 | M 8 | M 9 | M 10 | M 11 | M 12 | M 13 | M 14 | M 15 | M 16 | M 17 | M 18 | M 19 | M 20 | M 21 | M 22 | M 23 | M 24 |
| Task 1.1 - … | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 1.2 - … | | | | | | | | | | | | | | | | | | | | | | | | |
| Task … | | | | | | | | | | | | | | | | | | | | | | | | |

# WORK PLAN ES. ERASMUS+ KA2 (AGENZIA NAZIONALE)

Erasmus+

Call 2021 Round 1
Cooperation partnerships in vocational education and training
Formid KA220-VET-7F818198 Deadline (Brussels Time) 20 May 2021 12:00:00

**Project Results Details (3)**

| | |
|---|---|
| Result Id | 3 |
| Result Title | |
| Result Leading Organisation | |
| Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential) | |
| Result Type | |
| Please describe the division of work, the tasks leading to the production of the result and the applied methodology | |
| Result Production Start Date (dd-mm-yyyy) | 01-11-2021 |
| Result Production End Date (dd-mm-yyyy) | 01-11-2021 |
| Result Languages | |
| Result Media | |
| Result Participating Organisations | |

Erasmus+

Call 2021 Round 1
Cooperation partnerships in vocational education and training
Formid KA220-VET-7F818198 Deadline (Brussels Time) 20 May 2021 12:00:00

**Multiplier Events**

Do you plan to include multiplier events in your project?
Yes

**Multiplier Events Summary**

| Event Id | Leading organisation | Event Title | Starting period | Ending period | Grant |
|---|---|---|---|---|---|
| 1 | | | 2021-11-01 | 2021-11-01 | |
| 2 | | | 2021-11-01 | 2021-11-01 | |

Grant support for multiplier events can only be asked for if the project intends to produce substantial project results. Other sharing and promotion activities will be supported via the Project Management and Implementation grant.

**Multiplier Events Details**

| | |
|---|---|
| Event Id | 1 |
| Event Title | |
| Event Leading Organisation | |
| Country of Venue | |
| Event Description (including: Targets groups and objectives) | |
| Event Start Date (dd-mm-yyyy) | 2021-11-01 |
| Event End Date (dd-mm-yyyy) | 2021-11-01 |
| Project Results Covered | |
| Event other Participating Organisations | |

**Multiplier Events Budget**

| | |
|---|---|
| Event Id | 1 |
| Organisation | |
| Country of the Organisation | |
| Local Participants | |
| Foreign Participants | |
| Participants in virtual events | |
| Grant per Local Participant | |
| Grant per Foreign Participant | |
| Grant per Participant in virtual events | |
| Grant | |

**Multiplier Events Details**

| | |
|---|---|
| Event Id | 2 |
| Event Title | |

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Cooperation partnerships in vocational education and training
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| | |
|---|---|
| Event Leading Organisation | |
| Country of Venue | |
| Event Description (including: Targets groups and objectives) | |
| Event Start Date (dd-mm-yyyy) | 2021-11-01 |
| Event End Date (dd-mm-yyyy) | 2021-11-01 |
| Project Results Covered | |
| Event other Participating Organisations | |

**Multiplier Events Budget**

| | |
|---|---|
| Event Id | 2 |
| Organisation | |
| Country of the Organisation | |
| Local Participants | |
| Foreign Participants | |
| Participants in virtual events | |
| Grant per Local Participant | |
| Grant per Foreign Participant | |
| Grant per Participant in virtual events | |
| Grant | |

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**Learning, Teaching, Training Activities**

| | |
|---|---|
| Do you plan to include transnational learning, teaching or training activities in your project? | Yes |

**Activities Summary**

In case you plan to include learning, teaching or training activities please encode them here.

| Id | Activity Title | Leading Organisation | Country of venue | Start period | N° of Participants | N° of Accompanying Persons | Total Grant |
|---|---|---|---|---|---|---|---|
| C1 | | | | 2021-11 | 0 | 0 | 0 |
| C2 | | | | 2021-11 | 0 | 0 | 0 |

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**Background Information**

How will these learning, teaching or training activities help achieving your project objectives?

How will you select, prepare and support participants and ensure their safety? Please describe the practical arrangements including training, teaching or learning agreements, if applicable.

Please also describe the arrangements for recognition or validation of the learning outcomes of the participants in learning, teaching or training activities. Will your project make use of European instruments like Europass, ECVET, Youthpass, ECTS etc. or any national instruments/certificates?

**Activity Details**

In this section, you are asked to provide details about this specific activity. The section consists of two parts: Activity Details and Groups of Participants.

In the first part (Activity Details) you are asked to provide information about the planned activity as a whole, to define the activity's lead organisation, and to list the other participating organisations. The lead organisation is typically the one hosting the activity in its premises. In case you decide to organise the activity outside of the lead organisation's premises, you must respect the detailed rules provided in the Programme Guide and you need to provide an explanation for this choice as part of the activity description. The other participating organisations are all project partners who will send their participants to take part in the activity. Adding a partner organisation to the list of participating organisations will allow you to ask funding for their participants in the second part of this section.

In the second part (Groups of Participants) you are asked to provide some details about the participants who will take part in this activity. The main purpose of this section is to calculate the budget that the project will receive for the participants' travel, individual support and other expenses. The participants are organised in groups for easier calculation. Each group and its budget are linked to their sending organisation.

| | |
|---|---|
| LTT Id | C1 |
| Activity Title | |
| Activity Description (including profile of participants per organisation, goals and results of the activity) | |
| Country of Venue | |
| Start period | 2021-11 |
| End period | |
| Duration (days) | |
| Participating Organisations | |

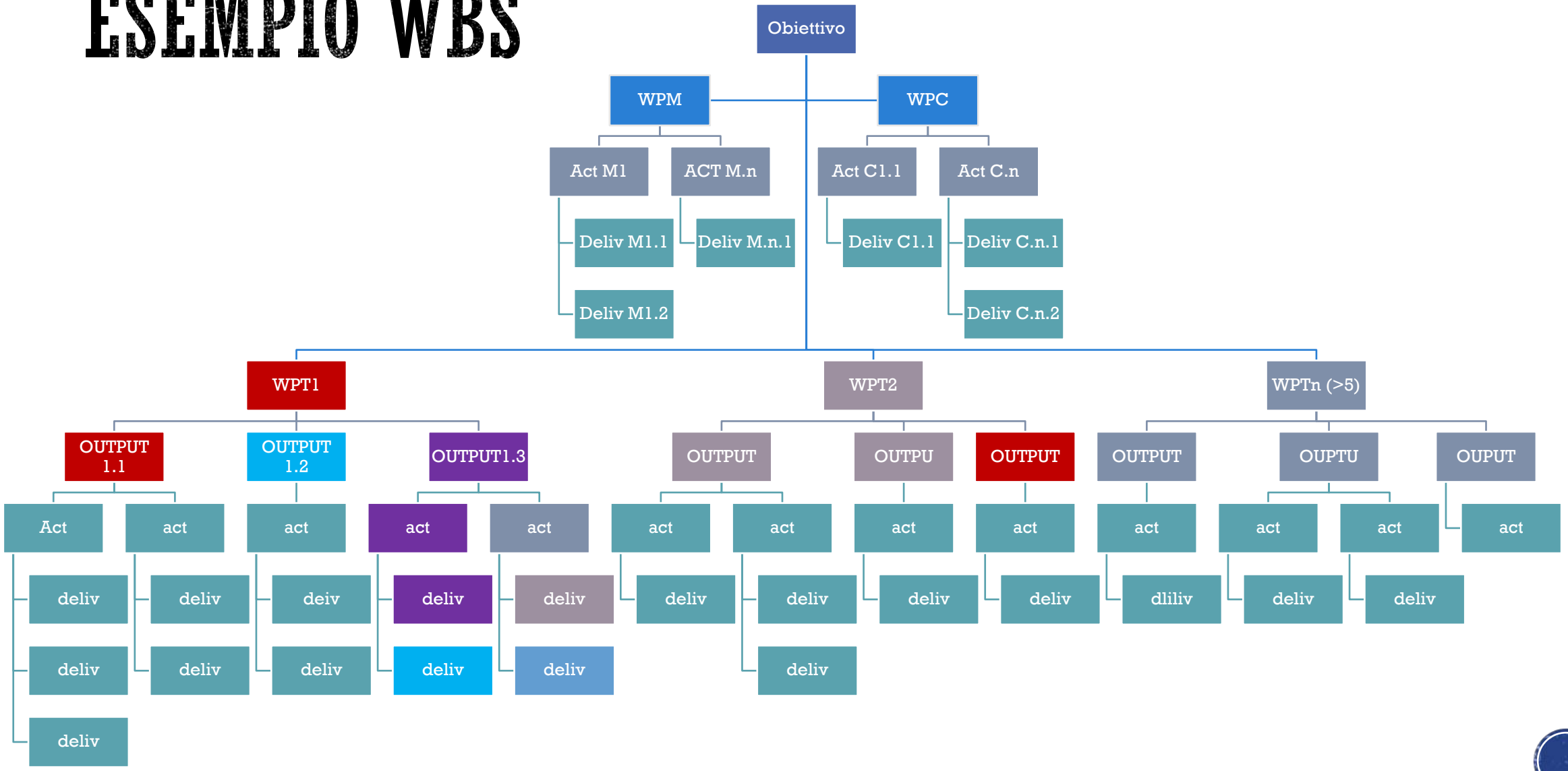
**Activity Budget**

| Budget Items | Grant |
|---|---|
| Travel Support | 0 |
| Green Travel Support | 0 |
| Exceptional Costs for Expensive Travel | 0 |
| Individual Support | 0 |
| Inclusion Support | 0 |

# IL MANAGEMENT PLAN

- Richiamare il PROJECT SCOPE
- Sviluppare nel dettaglio la WBS + prima colonna e ultima riga del Quadro Logico a partire dal WORK PLAN di cui all AF
- Elaborare una  Matrice Chi Fa Che Cosa fino al livello di Task/Deliverables attribuibili al singolo PP
- Esaminare  il Gantt di progetto complessivo ed Elaborare un GANTT di dettaglio se necessario fino al livello di sub tasks e di deliverables e con focus per i primi X mesi
- Redigere (se opportuno) dei worksheets per ogni partner con riferimento ad un periodo di X mesi
- Costruire una contact list del team di progetto e definire procedure di comunicazione interna e gestione condivisa dell'archivio di progetto
- Elaborare il DATA management plan

# ESEMPIO WBS


Obiettivo
WPM
WPC
Act M1
ACT M.n
Act C1.1
Act C.n
Deliv M1.1
Deliv M.n.1
Deliv C1.1
Deliv C.n.1
Deliv M1.2
Deliv C.n.2
WPT1
WPT2
WPTn (>5)
OUTPUT 1.1
OUTPUT 1.2
OUTPUT1.3
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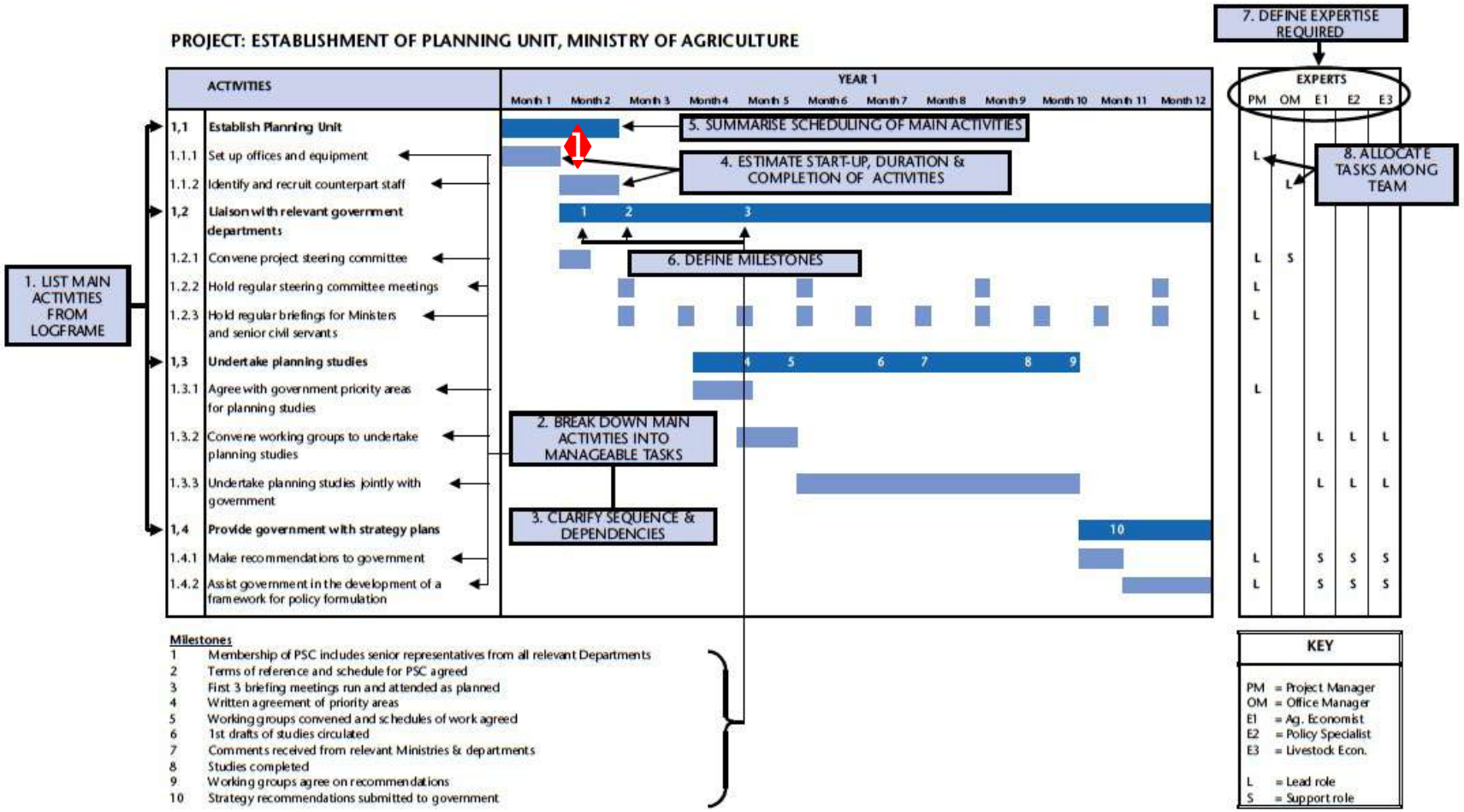
# ES. MATRICE CHI FA CHE COSA

| | | Parnter 1 | Parnter 2 | Parnter 3 | Parnter 4 | Parnter 5 |
|---|---|---|---|---|---|---|
| • WP 1 | • Attività 1.1 | X | x | x | | |
| | • Attività 1.2 | | x | | X | x |
| | • Attività 1.n | x | x | | | x |
| • WP N | • Attività N.1 | | x | X | x | |
| | • Attività N.n | x | X | x | | |

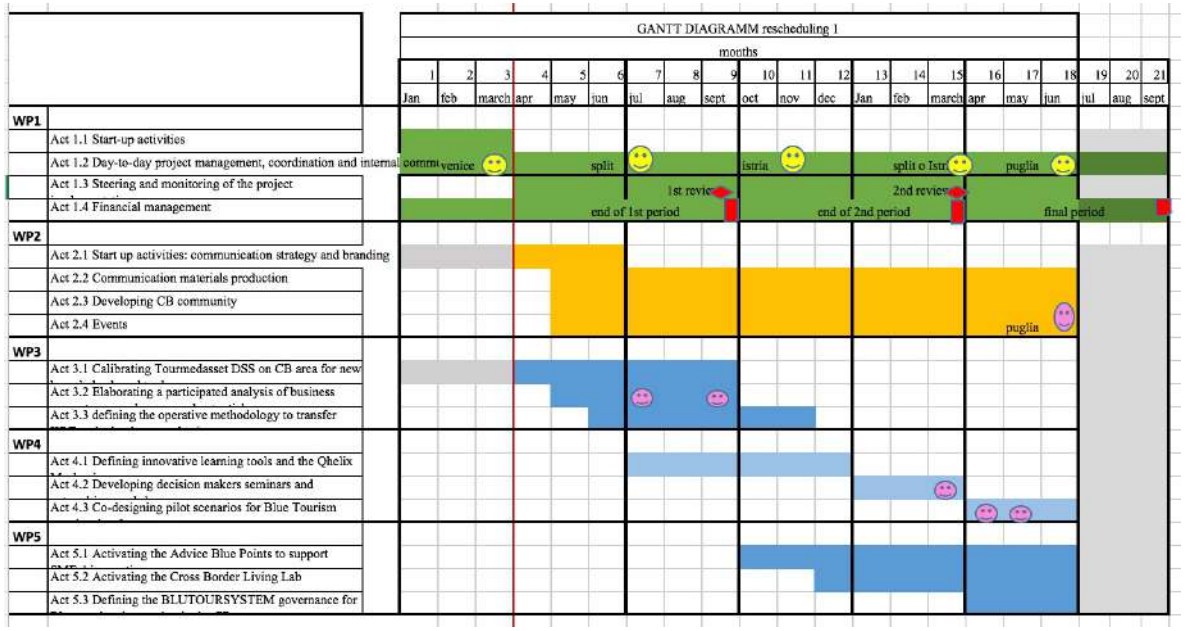
# ES. DIAGRAMMA GANTT

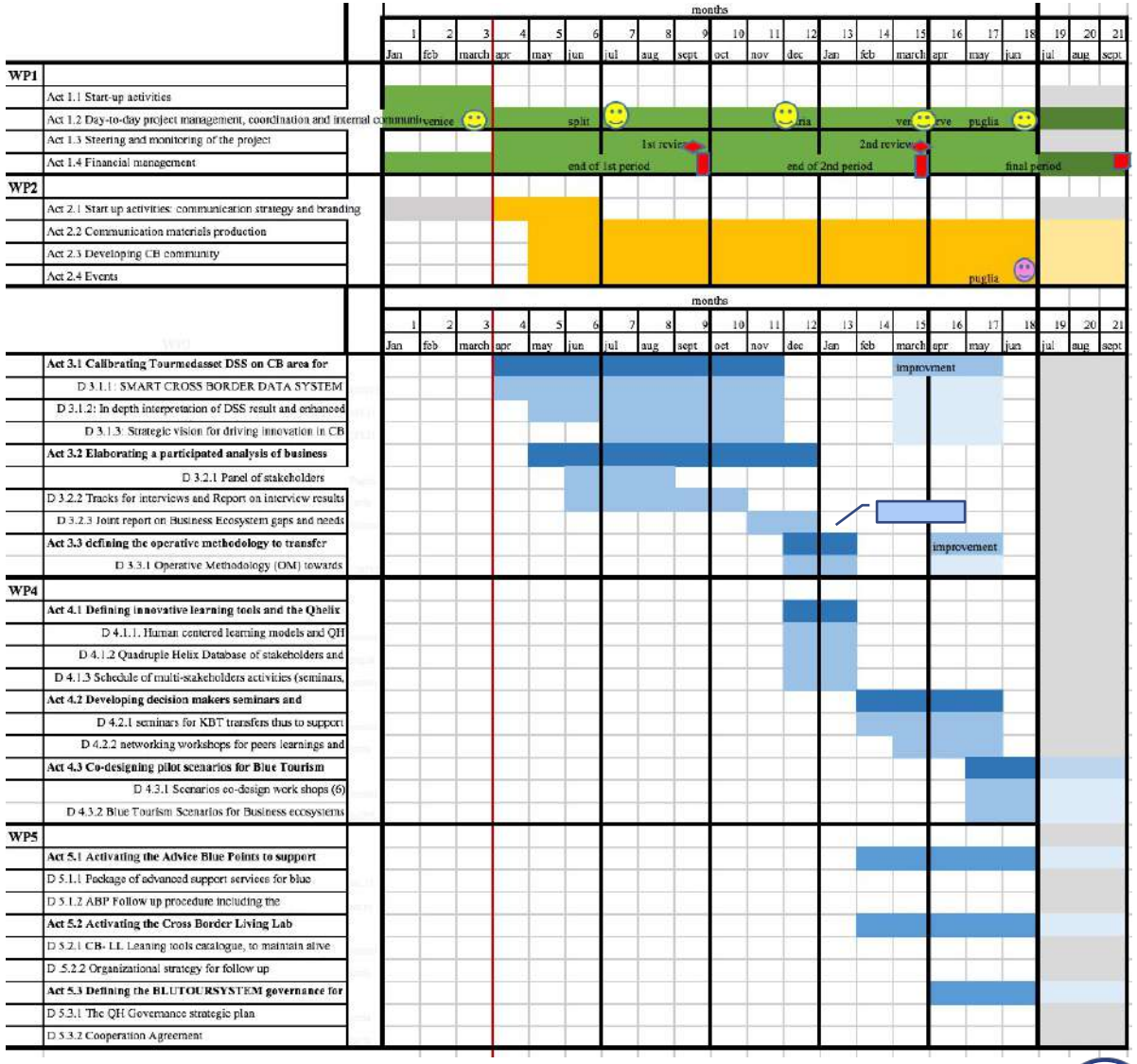
Figure 37 – Example of detailed activity schedule format for Operational Planning (During implementation phase)




EuropeAID's Unit O3 European Aid - Cooperation Office Project Cycle Management guideline

# DETTAGLIARE IL GANTT PER DELIVERABLES



# MILESTONES

Control points in the project that help to chart progress.

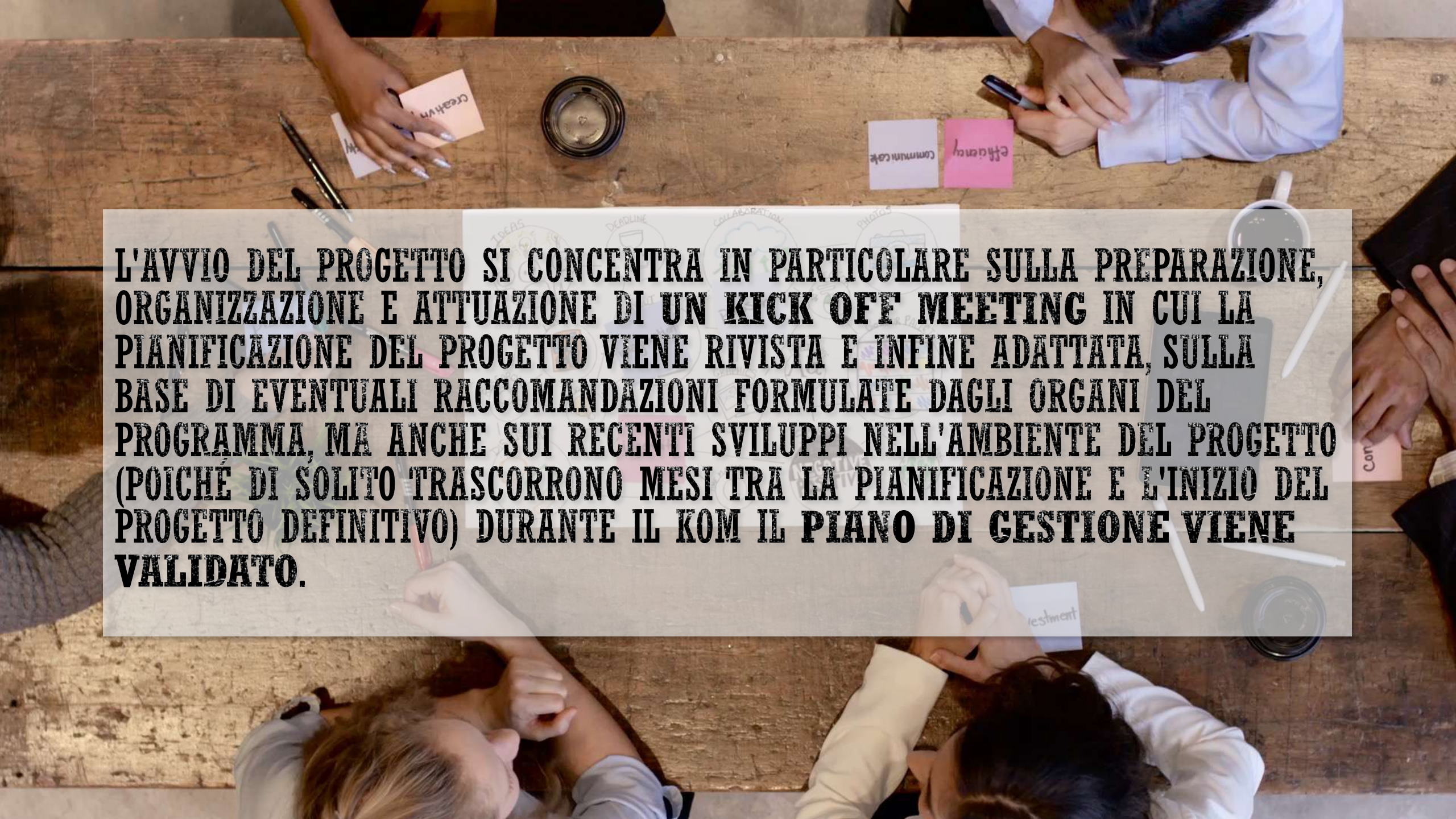
Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin.

They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken.

A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development.

# MANAGEMENT PLAN

- Procedure per la gestione amministrativa e Procedure di rendicontazione
- Procedure per la comunicazione interna
- Procedure per il monitoraggio delle attività del progetto
- Materiale di formazione interno
- Istruzioni pratiche per condurre uno studio
- Istruzioni pratiche per condurre un'azione pilota
- Protocollo per testare uno strumento, un servizio
- Criteri di Valutazione dei risultati del progetto
- TEMPLATES



L'AVVIO DEL PROGETTO SI CONCENTRA IN PARTICOLARE SULLA PREPARAZIONE, ORGANIZZAZIONE E ATTUAZIONE DI UN **KICK OFF MEETING** IN CUI LA PIANIFICAZIONE DEL PROGETTO VIENE RIVISTA E INFINE ADATTATA, SULLA BASE DI EVENTUALI RACCOMANDAZIONI FORMULATE DAGLI ORGANI DEL PROGRAMMA, MA ANCHE SUI RECENTI SVILUPPI NELL'AMBIENTE DEL PROGETTO (POICHÉ DI SOLITO TRASCORRONO MESI TRA LA PIANIFICAZIONE E L'INIZIO DEL PROGETTO DEFINITIVO) DURANTE IL KOM IL **PIANO DI GESTIONE VIENE VALIDATO**.

# KICK OFF

Agenda : condivisa in anticipo

- Includere informazioni logistiche e supporto (codice di abbigliamento);
- Allegare una lista di cose da fare;
- Esplicitare lingua di lavoro
- Esplicitare elenco delle presentazioni richieste
- Definire il partner responsabile della minutes
  - Se opportuno pianificare un team building: shared on advance

- Attenzione:… meetings che seguono tenderanno a seguire lo stesso stile del KOM
- In parternariati smart e performanti l'agenda può essere sostituita da OBIETTIVO Del MEETING
- Prevedere meetings operativi online si specifici deliverbles/outputs

# QUESTIONS?

# THANK YOU FOR LISTENING

# ANY QUESTIONS?

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