



Project Management and Internal Division of Tasks

SEM

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01 Introduction

This document outlines the importance of the internal division of tasks in the context of EU funded projects. An overview of principles relating to the proper division of tasks among both participating organisations and project teams is provided. The document concludes with an explanation of the benefits of proper division of tasks and planning in EU funded projects.



The importance of proper division of tasks

02

Division of tasks entails breaking down project management activities into individual tasks e.g. management meetings, event organisation, promotion of project results, visibility of EU funding, etc. Secondly, each task needs to be assigned among the participating organisations.

Most project tasks will be shared i.e. one organisation takes a lead, but all participating organisations contribute. It is rare that tasks are carried out by one organisation on its own without effort or input from other participating organisations.

Once tasks have been assigned, it is then up to each participating organisation to delegate internally the tasks to the project team, depending on their role in the project. A project team is a group of individuals within each participating organisation with a clearly identified role e.g. Project Manager, Financial Controller, etc.

Division of tasks and roles is useful for a number of reasons including:

- Clearly establishing which entity will be responsible for which project-related activities and results.
- Allowing project team members to understand their role in the project and what is expected from them.
- Enabling easier monitoring of project progress and success.
- Making tasks easier to accomplish and enabling better scheduling/ time management as well as financial management within the project – contributing to implementing the project on time and within budget.



Division of tasks among participating organisations

03

In the context of EU funded projects, there are distinct roles for the lead applicant (the organisation which submits an application for EU funding on behalf of all participating organisations) and the participating organisations listed in the application form.

In most cases, beneficiaries are asked to describe the division of tasks at application stage. Therefore, the division of tasks and the contribution to the project by each participating organisation should have already been defined at application stage. During project implementation, the project management structure described at application stage needs to be implemented in practice.

All organisations participating in an EU funded project are expected to contribute to project implementation, although the lead applicant retains overall administrative and financial responsibility for project implementation. For this reason, the setting up of a project management team composed of representatives from each participating organisation is important. This project management team should be composed of at least a coordinator from the lead applicant organisation, and at least one representative from each other participating organisation.

The project management team will be the main group of people in communication about the project, who will be tasked with project management as well as monitoring of project results. The project management team, through a collaborative effort, keep the project running on time and within budget.

The lead applicant submits progress and final reports to the Fund Operator but the participating organisations should contribute information to fill in the reports e.g. number of participants in activities they are leading, amount of the EU grant used for the organisation of activities, etc.

Similarly, proof of proper project implementation through the retention of project-related documents is a collaborative effort by all participating organisations although the ultimate responsibility is of the lead applicant.

All promotional material produced as part of EU funded projects should (as a contractual obligation under the grant agreement) adhere to the visibility requirements – logos and text promoting the EU funding received for the project. Therefore all participating organisations should ensure that promotional material produced for the project adheres to the relevant visibility requirements.

TIP 01

The role assigned to each organisation should depend on its expertise and regular activities, as well as the size of the organisation and the human resources available to it. For example, tasks which will require a lot of working hours accomplished in a short period of time should be delegated to organisations that have sufficient human resources to carry out the tasks on time. Organisations should also have the necessary expertise to carry out the tasks assigned to them e.g. knowledge on the project target groups. This promotes project results which are of good quality, since the expertise of project team members is utilised to its full potential.



Internal division of tasks and roles within each organisation

(the project team)

04

Division of tasks is important not only among participating organisations but also internally within each participating organisation. The number of persons included in each project team should vary depending on the needs of the project itself (such as the number of planned activities as well as the duration of the project).

Aside from the representative(s) per organisation in the project management team, there should be a team of individuals who undertake project-related tasks. Project team members should have clear roles. The roles should be assigned depending on their expertise, past experience, their role within the organisation and their availability throughout the project duration.

Each project team will need a project leader who coordinates the team members' work. Depending on the size of the project, a project manager might also be needed for day to day monitoring of the project and ensuring that the tasks assigned to each team member are being implemented properly, on time and within budget. Below are examples of different roles which might be needed in a project team:



TIP 02

There can be an overlap in roles, but the legal representative and contact person roles should be fulfilled by two different persons. This ensures that there is more than one organisation representative who can be contacted by the Fund Operator to discuss project-related matters.



There can be additional roles within the project team, depending on the size and needs of a project e.g., a data protection officer, a communications officer, etc. Given the responsibilities of a project manager, they would be ideal candidates to be included in the project management team at project level. A project manager oversees project implementation, manages members of the project team and oversees results (including quality management).

The project team members within each participating organisation should have frequent communication among themselves as a team, as well as with the project teams in the other participating organisations. This enables more effective project management and ongoing monitoring of the project. It serves to ensure that the project is running smoothly and in accordance with what was described at application stage (when submitting a project proposal for EU funding), the grant agreement signed with the Fund Operator and any other applicable documentation.

Risk management is given importance by Fund Operators since all projects are susceptible to risks. A good risk management plan reassures Fund Operators that entities implementing EU funded projects are aware of risks which might materialise and have risk mitigation plans in place.

TIP 03

Frequent communication is useful to detect risks to correct project implementation as well as any issues which should be addressed e.g. conflict resolution, problems which might cause delays to project implementation or running over budget, etc.



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