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AGRICULTURE & INNOVATION

## CAP Network Ireland

### *Project Management Workshop*

11<sup>th</sup> November 2024

 @capnetworkire  capnetworkireland.eu  CAP Network Ireland



An Roinn Talmhaíochta,  
Bia agus Mara  
Department of Agriculture,  
Food and the Marine



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Co-funded by the European-Union and the Department of Agriculture,  
Food and the Marine under Ireland's CAP Strategic Plan 2023-2027.



# What are the Project Management requirements for an EIP Project?



Ensure continuous monitoring of project performance and quality of services delivered

Deal with disputes, complaints, and concerns

**Line management of the Project Team**

Incl. provision of skilled personnel at the appropriate level for all tasks

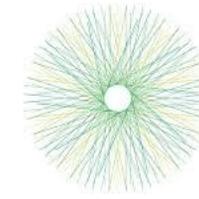
Represent the OG at local, national and European events as required.

**Management of relationships**  
DAFM, participant farmers, other stakeholders & other relevant projects

Problem solving & solution finding

**Early identification of deviations from plans**

# Challenges Identified in the past



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In 2024 CAP Network Ireland carried out a review of EIP-Agri projects in Ireland funded under the RDP 2014-20

Time, participant farmers were often too busy for meetings, site visits etc.

Large geographic spread of participant farmers proved difficult

COVID

Recruitment

Advisors too busy

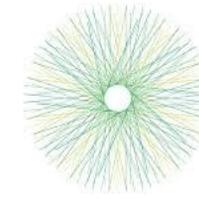
Personal issues between participant farmers

Lack of childcare facilities a barrier to participation for women

25% identified OGs Technical knowledge

Requirement for organisational permission to participate

# Project Management Workshop



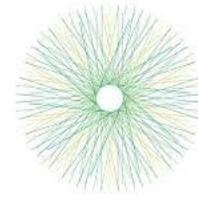
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## Here is what the OGs suggested to improve EIP-Agri administration

<i>Training - Project management, communications and financial reporting</i>	<i>More support from NRN / CAP NETWORK as we only had one interaction with them</i>
<i>More assistance with media promotion of projects</i>	<i>Repository where project links and reports can be found</i>
<i>Support in running a project from DAFM, especially on reporting</i>	<i>More hands-on engagement with DAFM staff</i>
<i>One point of contact in DAFM for project (DAFM &amp; EIP )</i>	<i>More time for projects to respond to DAFM calls and requests for information.</i>
<i>More upfront training and assistance to facilitate new entities to come forward</i>	<i>Better support and guidance specifically at project initiation stage</i>
<i>Common Reporting templates</i>	<i>Give more praise &amp; encouragement to OGs.</i>
<i>Final reporting to be more streamlined and approved earlier</i>	<i>Guidelines and procedures for governance of operational groups</i>

# Problems or conflicts they encountered during their projects



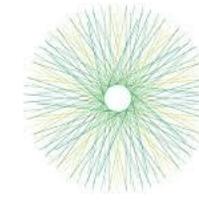
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**25% of EIPs encountered no problems or conflict administering their projects, while 12.5% reported they avoided contentious issues to maintain unity**

- Farmers not carrying out actions
  - Issue warnings and remove from project if persistent
  - highlighting the need for conflict resolution to be addressed in application process
  - Operational agreement with built in project assurance and assessments
- Problems with consultant contracts
  - Importance of contracts for suppliers/contractors/staff
- Members who disagreed with the direction of the project
- Conflict regarding who was eligible to enter the project as a participant
  - Highlight need for a transparent and robust selection system

# What is a Project?



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A project is a temporary organisational structure set up to create a unique product or service (output) within certain constraints such as time, cost, and quality.

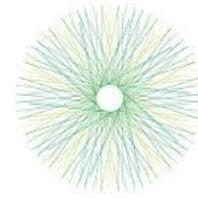
- **Temporary** means that the project has a well-defined start and end.
- **Unique** output means that your project work has not been carried out before. It may be similar to another project, but there will always be a degree of uniqueness.
- An EIP project's **output** may be a product, a service, or an innovation

# What is Project Management?

Project Management can be described as the activities of **planning, organising, securing, monitoring and managing** the resources and work necessary to deliver specific project goals and objectives in an effective and efficient way.



# Project Lifecycle

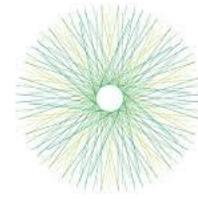


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Project Phase	Description
Initiating	Putting together the information required to gain funding – the EOI & Phase II application
Planning	Your objectives are developed into a workable plan, specify the project scope and appropriate approach, decides on a schedule for the tasks involved, estimates the necessary resources and develops the detail of the project plans
Executing	Produce the project deliverables (outputs) as outlined in the Project Work Plan. This is typically the stage of the project lifecycle that involves the most resources and requires the most monitoring
Closing	Your deliverables are officially transferred into the care, custody and control of the Project Owner (DAFM) and the project is administratively closed, final report, document lessons learned and identify best practices for future projects
Monitor & Control	Monitoring is about measuring ongoing activities and assessing project performance against project plans. Controlling is about identifying and taking corrective action to address deviations from plans and to address issues and risks.

# Initiating Phase

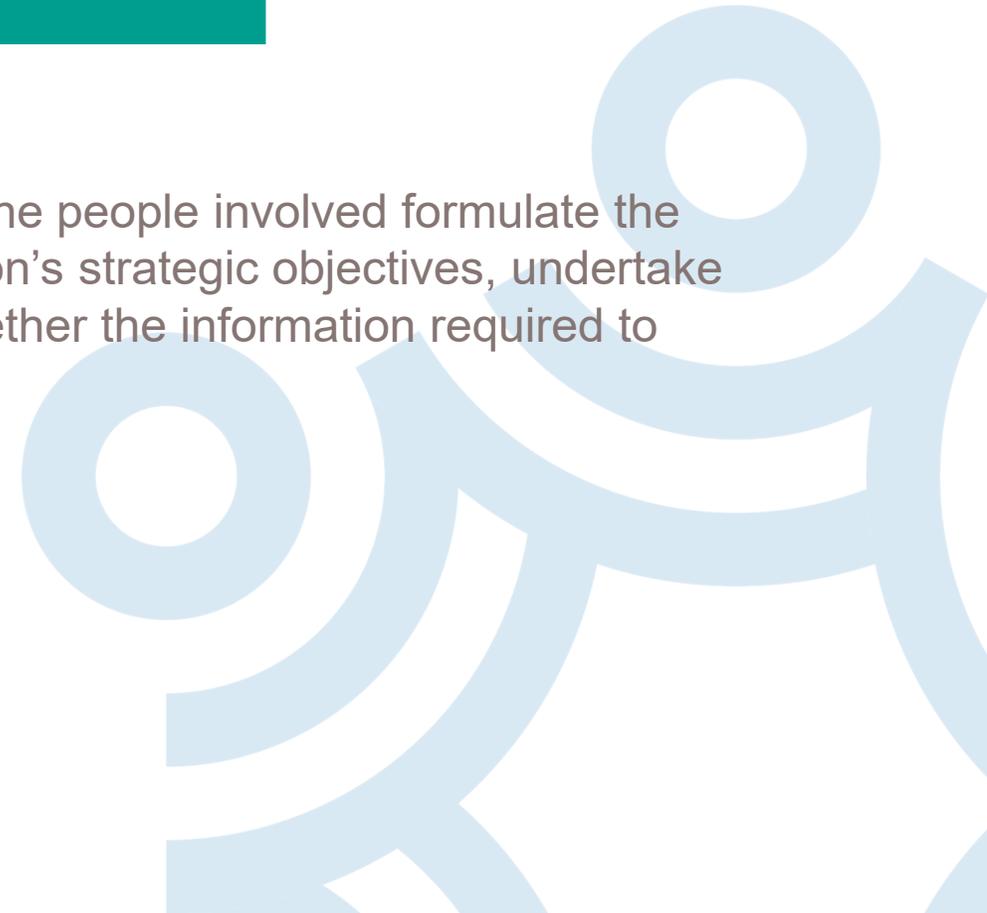


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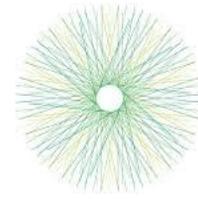


The first phase of a project is the Initiating Phase, during this phase, the people involved formulate the project's objective(s), ensure the project's alignment to the organisation's strategic objectives, undertake some initial planning to get the project off to a good start, and put together the information required to apply for funding and continue to the Planning Phase.

Everyone here today successfully navigated through this phase



# Planning Phase



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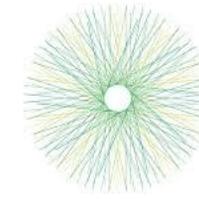
During the Planning Phase, the project's objective are developed into a specific and workable plan ready to be executed. This plan should specify the project scope, approach, decide on a schedule for the tasks, estimate the necessary resources and develop detailed project plans.

The following activities are part of the Planning Phase:

- Planning Kick-off Meeting to officially start the EIP.
- Activate the project Steering group
- Develop the Project Work Plan (Work Breakdown, Effort and Costs, Schedule) in 6-month segments.
- Updating the Project Stakeholder Matrix, identify all project stakeholders.
- Creating other project plans; the communications plan, the data management plan, risk register, human resources plan, ethics in research plan, etc.

For a 4-year project *The Planning Phase* is generally **M1 – M3**

# Steering Group



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**Strategic body that coordinates and guides the project activities, ensuring they align with the overarching goals as set out in the project application**

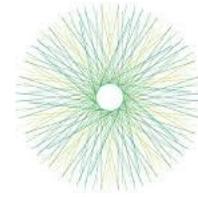
## Role and functions

- Ensures that the activities of the EIP are coordinated, coherent, and complementary to each other.
- Help to shape the strategic framework for the network's activities.
- Activity oversight: Prepares and follows up on the project activities and assesses their effectiveness and efficiency.
- Coordination with other bodies and relevant expert groups and committees.
- Report activities back to the main OG.

## Membership

- Members are typically a panel of experts in the thematic area with complementary skills.
- This can include representatives from managing authorities, paying agencies, national networks, local action groups, farm advisory services, and research performing organisations (Universities).
- NGOs and organizations representing regional or local authorities and farmer representation organisations

# Data Protection



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**Data Management Plan (DMP)** - To guide the project team on how to handle and manage data throughout its lifecycle.

- Data description
- Storage and security
- Data sharing and preservation
- Legal and ethical requirements

**Privacy Policy** - Provide transparency and comply with data protection laws by informing individuals about their data. Audience External

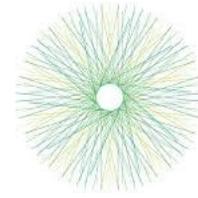
- What data is collected
- How data is used and shared
- Data subject rights
- How to exercise those rights

## Informed Consent

INFORMATION LEAFLET FOR PARTICIPANTS



# Human Resources



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## Recruitment

- Ensure the provision of skilled personnel at the appropriate level
- Ensure Open Competition
- Maintain Records

## Health & Safety Policy including Working Alone Policy if relevant

Plan to manage the risks associated with project team who work alone. Key components include;

- Performing a risk assessment
  - Implementing control measures like communication systems and buddy systems
  - Providing training
  - Establishing emergency procedures

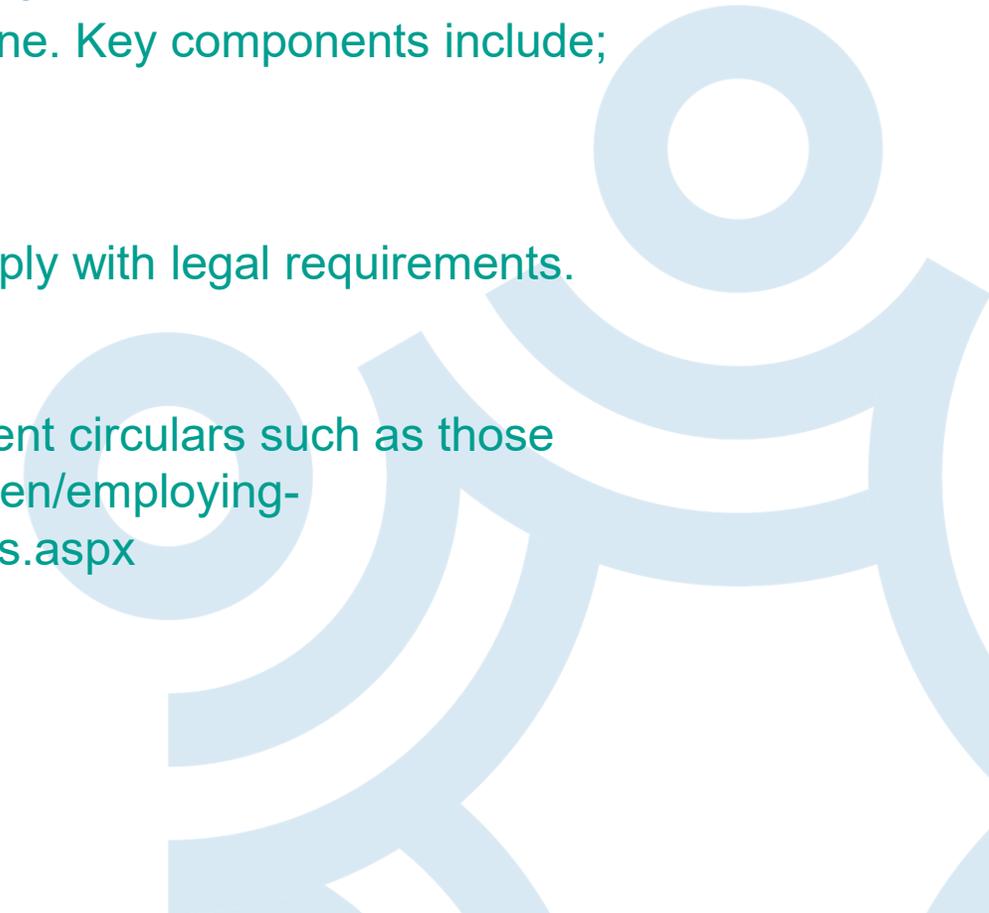
The goal is to ensure the safety and health of lone workers and comply with legal requirements.

## Travel & Subsistence

Expense policies and rates for project staff must align with government circulars such as those from the Department of Public Expenditure - <https://www.revenue.ie/en/employing-people/employee-expenses/travel-and-subsistence/civil-service-rates.aspx>

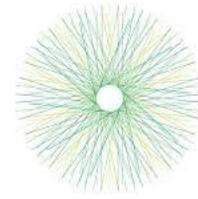
## Time management

Have some method to capture and store time management records





# Executing Phase



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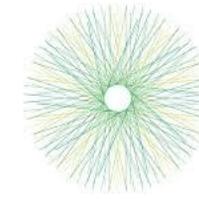
During the Executing Phase the project team produces the project deliverables (outputs) as outlined in the Project Work Plan. This is typically the stage of the project lifecycle that involves the most resources and requires the most monitoring.

The following activities are part of the Executing Phase:

- Running the Kick-off Meeting to officially start the EIP.
- Launch and maintain activity with your project communications
- Coordinating project, work people and resources, and resolving conflicts and issues.
- Producing the project deliverables in accordance with the project work plan.
- Submitting the deliverables as described in the project plan on schedule

Once the project deliverables have been accepted by the Project Owner (DAFM), the Project can move on to the Closing Phase.

# The Project Plan



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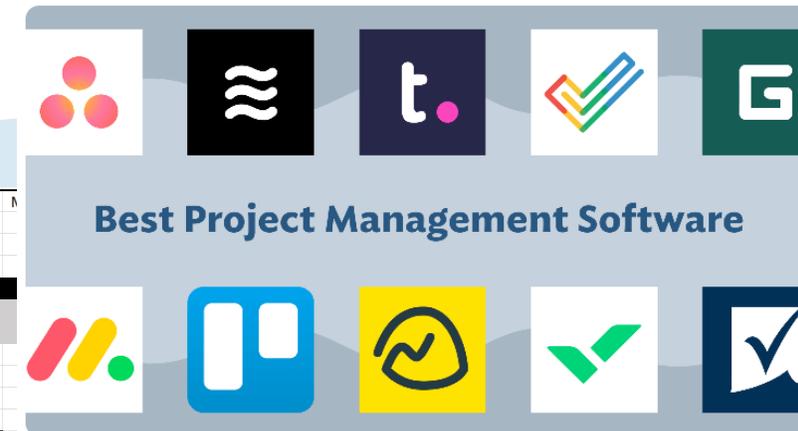


A good project plan will allow for early identification of deviations, identify issues and allow you to act

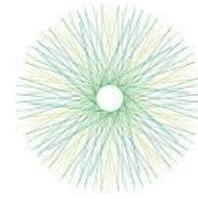
Task	Sub-Task	Period	Progress	Comments
Knowledge Collection	Develop templates for knowledge collection	M1-M3	Green	Completed
	Knowledge categorising Methodology	M1-M3	Green	Completed
	Carry out knowledge collection	M4-M6	Yellow	On-going
Knowledge management	Design and maintain knowledge repository	M1-M3	Green	Completed
	Link knowledge to expertise	M7-M9	Red	N/A



		M1 - M6	M7 - M12	M13 - M18	M19 - M24	N
Task 2	Determine the capacity and readiness of Irish RPOs to offer RI services in industrial biotechnology	█				
Task 2.1	Audit the physical infrastructure that is available for industrial biotechnology	█				
Task 2.2	Assess the capacity of Irish facilities to provide research infrastructure (RI) services	█				
Task 3	Establish an all-island network of RPOs in the industrial biotechnology area	█				
Task 3.1	Create a network of RPOs in the industrial biotechnology sector	█				
Task 3.2	Establish IBISBA-IE, the Irish national node in IBISBA-ERIC	█				
Task 4	Analysis to identify specific proteins and biobased products with highest ROI	█				
Task 4.1	Identification of high potential biobased product development opportunities	█				
Task 4.2	Analysis of results and preparation of a catalogue of protein and biobased products	█				
Task 4.3	Building the Business Case - Return on Investment calculation	█				
Task 5	Develop a strategic investment and skills roadmap aimed for investors		█			
Task 5.1	Strategic investment		█			
Task 5.2	Financing		█			
Task 5.3	Skills Roadmap		█			
Task 5.4	Case studies and international collaboration		█			
Task 6	Using high-throughput parallel methods to develop optimum yeast – feedstock combinations	█				
Task 6.1:	Optimise growth of the yeast <i>Kluyveromyces marxianus</i> on defined sustainable feedstocks	█				
Task 6.2:	Develop screening methodology to match feedstocks with yeast	█				
Task 7:	Refine pipelines and workflows for the development of yeast-based production of aromatics		█			



# Closing Phase



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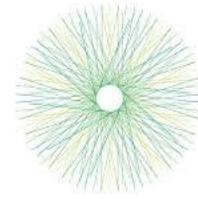


During a project's Closing Phase, the finished deliverables are officially transferred into the care, custody and control of the Project Owner (DAFM) and the project is administratively closed. Information on overall project performance and Lessons Learned are captured in the Project Final Report. The Project Manager (PM) ensures that the deliverables produced are accepted, all project documents are correctly filed and archived, and that all resources used by the project are formally released.

The following activities are part of the Closing Phase:

- Finalising all activities to formally close the project.
- Final opportunity to demonstrate the projects work
- Discussing the overall project experience and Lessons Learned with the project team.
- Documenting Lessons Learned and best practices for future projects.
- Closing the project administratively and archiving all project documents

# Monitoring & Control



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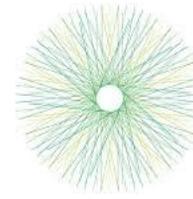


Monitor & Control activities run throughout the project's lifecycle. During Monitor & Control, all work is observed from the point of view of project management. **Monitoring** is about measuring ongoing activities and assessing project performance against project plans. **Controlling** is about identifying and taking corrective action to address deviations from plans and to address issues and risks..

Monitoring & Control activities include:

- Manage Stakeholders
- Manage Issues and Decisions
- Manage Transition
- Control Costs
- Manage Quality
- Manage Project Change
- Ensure Deliverables Acceptable
- Monitor Performance
- Control Schedule
- Manage Risks

# Initiating Phase II



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Northern Ireland - Ireland

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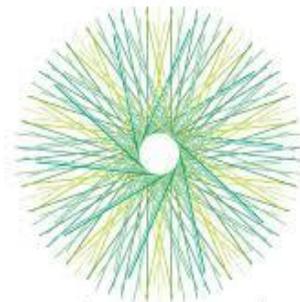
UK Government

Maybe you are back here, preparing an application



**Circular  
Bio-based  
Europe**

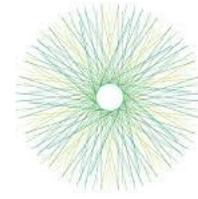
Joint Undertaking



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# Internal Project Management



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At least once a year the project team should ask themselves

- Do we know what we are doing?
- Do we know why we are doing it?
- Does anyone really care?
- Are the right people involved?
- Do we know who is doing what?
- Deliver at any cost or risk?
- Is this task important? CSC & CSFs
- Should I be involved?
- If I don't do it who will?
- Have we improved?
- Is there life after the project?





# Thank you

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