



ECGFA NET II – Work Plan

WP1 Administration, coordination and reporting

Content

<i>1. Work package objectives</i>	<i>1</i>
<i>2. Project Management of the ECGFA NET II Project.....</i>	<i>1</i>
<i>2.1 Organization and Decision Making of the Project</i>	<i>1</i>
<i>2.2 Organization and responsibilities of WP 1</i>	<i>2</i>
<i>2.3 Tasks for other Contributors</i>	<i>2</i>
<i>3. Timetable</i>	<i>3</i>
<i>4. Project Budget and Financial Management</i>	<i>3</i>
<i>5. Communication</i>	<i>4</i>
<i>6. Reporting.....</i>	<i>4</i>
<i>7. Risk Management</i>	<i>5</i>

Approved by the Executive Group

17.1.2017

1. Work package objectives

Work Package 1 (WP 1) is responsible for the overall project coordination, including financial management, and the overall achieving of the objectives on schedule. The aim of the WP 1 is to support the overall project work by coordinating and managing the participation of contributors, organising project activities and meetings, coordinating communication, timetables, budget and managing risks of the project. To meet the general objective and the specific objectives of the project, WP 1 has set up the following goals:

1. Work Plan and related risk management table produced
2. Project meetings organised
3. Meeting minutes written, circulated and distributed
4. Technical and Financial reports submitted
5. Communication and visibility actions produced and published

The project's progress will be followed by monthly reporting from all the work packages. As a part of risk mitigation the monthly reports shall include identified risks and proposed responses. WP leaders are also obliged to keep the WP 1 leader aware of any possible delays involved with the work of their WP. The Project Management will report to the Steering Committee (SC), Executive Group (EG) and EASME. A Communication plan will be established, covering both internal and external communication.

WP 1 controls the risk management process by establishing a risk management table for the WP's, which is included in this work plan.

WP 1 follows up the costs of the ECGFA NET project. The administrative financial management is handled by the Project Assistant under the supervision of the Project Manager.

2. Project Management of the ECGFA NET II Project

2.1 Organization and Decision Making of the Project

The project organization consists of the Project Manager, Steering Committee, Executive Group, Work Packages, other Contributors (which are not responsible for any WP) and Observers.

The Project Manager:

- is responsible for the project implementation and that the overall objectives are achieved on schedule
- is responsible for WPs 1-3
- leads the project personnel and Work Package leaders
- chairs the Executive Group
- keeps in contact with the ECGFF Secretariat and European Commission (DG Mare)

The day-to-day management of the Project is conducted by the Deputy Project Manager and the Project Assistant.

The European Coast Guard Functions Forum (ECGFF) Secretariat will act as the project's Steering Committee, which will supervise the project activities and provide guidance if necessary. The chair of the ECGFF is responsible for organising meetings and for the writing of the minutes, and the Project Manager will present the agenda for the Steering Committee.

The Executive Group will be chaired by the Project Manager and it will approve plans, follow up the progress of the project, oversee reporting and decide on questions regarding the implementation of the project. The Executive Group consists of:

- Chair: Ms. Kati Heiska, Project Manager, Finnish Border Guard
- Work Package 1-3 co-leader: Ms. Johanna Terva, Deputy Project Manager, Finnish Border Guard
- Work Package 4 leader: Captain Giovanni Gravina, Italian Coast Guard
- Representative from European Commission/DG Mare: Mr. Marco Nobile
- Secretary: Mr. Aleks Mallea, Finnish Border Guard
- Other necessary experts as observers if requested

The Executive Group meetings will be arranged in connection with the general project meetings.

2.2 Organization and responsibilities of WP 1

WP 1 is led by The Finnish Border Guard. Persons participating are:

- Ms. Kati Heiska, Project Manager, The Finnish Border Guard
- Ms. Johanna Terva, Deputy Project Manager, The Finnish Border Guard
- Mr. Aleks Mallea, Project Assistant, The Finnish Border Guard

The duties of WP 1 consist of achieving the overall objectives of the project through the following actions:

- daily coordination of the project
- coordination and managing of communication
- coordinating the participation of all contributors and observers
- organizing joint working meetings for the WP's
- the preparation of Steering Committee and Executive Group meeting agendas
- organizing practical issues for the lead partner
- taking care of the economic and financial management of the project
- risk management and timetable follow-up
- reporting

The first of the specific objectives of the project is to provide support for the European Coast Guard Functions Training Network (ECGF Training Network) and the ECGF Training Portal during their start-up phase in order to increase the number of members and to enable the Network to function in an active and autonomous manner, taking ownership on the Network, its activities and future development. In order to meet this objective, the project facilitates the activities of the Governing Board (i.e. through organization of board meetings, drafting of working documents, establishment of the Secretariat), actively advocates the membership of the Network and the use of the ECGF Training Portal (i.e. through contacting of stakeholders, participation at stakeholder events and use of media) and runs the ECGF Training Portal (i.e. through technical maintenance and by functioning as the Portal Coordinator).

In order to simplify the information flow WP 1 is the direct contact point for all Contributors on financial and administrative matters. In addition, the other Work Packages must report monthly to WP 1 following the separate instruction document.

2.3 Tasks for other Contributors

The Italian Border Guard is in charge of WP 4, which works on the finalization of the final structure of the Coast Guard Functions Sectoral Qualifications Framework. WP 4 is headed by Captain (ITCG) Giovanni Gravina.

WP 4 is required to report to WP 1 of its progress and will prepare detailed Work Plan within one month from the beginning of the project.

3. Timetable

The Grant Agreement was signed on 20th of October 2016. The project's starting date was October 1st 2016 and it will continue until the end of 2017, the last day of the project action being 31.12.2017. An interim progress report that covers the first seven months (October-April) of the project will be submitted within 15 days after the end of the period. A final report will be submitted within 60 days of the end of the project.

There will be organized 4 working meetings during the project. The kick-off session and 1st working meeting will be held in Helsinki, Finland on January 17th and 18th 2017. The kick-off session is intended for all contributors, observers and other interested parties and stakeholders.

Three other working meetings will be arranged subsequently for the Contributors and Observers. The preliminary schedule for the Working Meetings is as follows:

1. Kick-off and 1st working meeting, Helsinki, January 17th-18th 2017
2. Second working meeting, Italy, April 20th-21th
3. Third working meeting, Italy, July 12th-13th
4. Working meeting and closing seminar, Helsinki, November 14th-15th or 28-29th (TBC) 2017

As with the kick-off session, the closing seminar will be open to all interested stakeholders. The Executive Group meetings will be held at the same time as the working meetings. Additional Executive Group meetings can be organized can be arranged if deemed necessary.

The project will take part in the meetings of the ECGFF Secretariat (which functions as the Steering Committee for the project). As the project does not chair the Steering Committee, nor organize its meetings, the timetable for the meetings is yet unknown.

4. Project Budget and Financial Management

WP 1 is responsible for the financial management of the project. The project budget is enclosed to the Grant Agreement as Annex III. All WP's must respect the project budget, and are responsible for the good management of their budgets. Any budget transfers between budget categories must be discussed with WP 1. As the main Beneficiary and Coordinator the Finnish Border Guard has the overall responsibility of the financial management. All administrative management of the project finances is taken care by WP 1.

Based on the positive experiences of the ECGFA NET project, the same principles of financial management will be implemented in the project:

Principle 1. Ensuring to the best of the abilities the good follow-up by the Coordinator of the project expenses, in checking that the incurred expenses are eligible and in line with the project activities implementation, and in line with the grant agreement obligations.

Principle 2. Ensuring to the best of the abilities the good follow-up by the Coordinator of the project sources of funding, in checking that the foreseen valorisation in human resources of all partners is done at the level initially forecast or at least at an acceptable level for the project's good implementation and budget balance, and in line with the grant agreement obligations.

Principle 3. Ensuring to the best of the abilities the respect of the financial rules and good administration to be applied by all contributors in their accountability and archiving system, in line with the grant agreement obligations.

The Project Assistant will perform the following tasks in order to ensure the smooth running of the financial management:

- Communicate regularly with the contributors to answer their questions before and after incurring expenses
- Check the contributors' timesheets



- Fill the financial follow-up form regularly according to the contributors' bi-monthly reports
- Providing the Contributors with the templates to be used during the project implementation will be presented (e.g. timesheets, model financial statement etc.)
- Check of the Contributors' supporting evidences in relation to the incurred expenses; archiving of these evidences in electronic format in order to guarantee to the Coordinator an access to the global archive of the project
- Warning the Project Manager in case of a suspicion of mismanagement by a Contributor

WP 1 is in charge of the preparation of the financial reports and the request for payment to the funding authorities. The draft of the financial report is constructed through financial follow-up and frequent communication between WP 1 and the other contributors. The draft of the financial report is to be validated by the Project Manager. Furthermore, WP 1 calculates the amounts in the claim for payment for the intermediary and final installments to be paid to the contributors in line with the Cooperation / Grant agreement rules. **(N.B. Unlike in the ECGFA NET project terms, in the General Conditions of the Agreement concerning the ECGFA NET II project, in Article II.19.4, it is stated that deductible VAT is an ineligible indirect cost).**

5. Communication

The Project Manager with the assistance of WP 1 has the lead of the internal and external communication of the project. WP 1 also has the responsibility to manage the day-to-day communication between the Coordinator and Contributors, Observers, and other participants. A detailed communication action plan will be established separately.

The project communication activities seek to improve exchange of ideas, information, and visibility of the ECGFA NET II Project. Through efficient communication the Coordinator tries to secure the exchange of information and ideas inside the project and to improve the external visibility of the project among the target groups.

The main objective of the communication activities is to raise awareness about the ECGFA Training Network and the ECFG Expert Exchange programme amongst European academies providing training for coast guard functions.

Internal communication in ECGFA NET project between the Coordinator and Contributors, and Observers is handled mainly by e-mails. The shared e-mail address ecgfanet@raja.fi is used by members of WP 1. In addition, a project section under ECGFF Training Network website ecgff-trainportal.eu allows, among others, informing the contributors on actions and events to be taken and sharing project material.

The Training Network portal is also used for external communication purposes. In addition, more traditional means of communication (i.e. press releases, leaflets) will be used to carry out the external communication. Social media will also be used as a communication channel for the project.

All publicity produced by the project must acknowledge the financial support provided by the European Union. This includes all forms of media publications or events such as conferences and seminars, but also reports etc.

6. Reporting

All the Contributors are required to submit a financial report to WP 1 every two months, except for the beginning of the project, when the reporting period is three months (October-December). The report should be sent to the shared e-mail address ecgfanet@raja.fi. The report is to be filled in to a template provided by the Project Assistant within 7 days after the end of each reporting period.

WP 1 will prepare and submit (electronically) an Interim Report to the Funding Authorities for the first reporting period of the project action until 30.04.2017. The Interim Report shall include all the actions taken, outputs delivered and preliminary results, as well as presenting the ones foreseen for the next reporting period. The report shall also include elements of risk management, time management, cost, communication management. All Contributors will

submit relevant content for the Interim Report to WP 1 not later than one week after the reporting period ended on 30.04.2017. Deadline for submission: 07.05.2015 (ecgfanet@raja.fi).

The Final Report shall include all issues mentioned above, and additionally also outputs delivered, the final results achieved, conclusions and recommendations for next steps, lessons learned and details on cost. All Contributors will submit relevant content for the Final Report to WP 1 not later than the last day of the project action: 31.12.2017 (ecgfanet@raja.fi).

In order to ensure timely progress reporting, the Project Manager monitors the work of the work packages and activities by monthly reports. These reports shall summarize implemented activities, delivered outputs and preliminary results as well present planned activities for the next reporting period. Monthly reports shall also include major risks identified and proposed risks responses. Supervision of project implementation will be done through the aforementioned reports and continuous communication if needed. The Executive Group will be the forum for consolidation of different opinions in the project.

7. Risk Management

The main risks of the project are related on timing and budgetary issues. All the risks are controllable and can be mitigated by strong leadership and management by the Project Manager and WP 1.

The risk management table (Table 1) shows the perceived risk for successfully implementing the project. In addition to the identified risks, the Risk management table includes the time limits considering WPs work and estimation of limits for results and reports which should be achieved.

The Executive Group will follow the risk management and suggest actions to be taken if needed.

Table 1: Risk management table

Risk	Mitigation Strategy	Probability	Impact	Significance
		(1-5)	(1-5)	(1-25)
General Risks				
1. Timetable is too tight for the execution of the project	<ul style="list-style-type: none"> ➤ Careful advance planning and preparation of a realistic work plan ➤ Implementing the activities according to the work plan. 	4	4	16
2. Exceeding the travel budget due to the contributors' strong interest to participate in WP meetings.	<ul style="list-style-type: none"> ➤ Setting strict limitations for the number representatives per contributor and stating clearly that the exceeding number of travel costs cannot be reimbursed from the project budget. 	3	5	15
3. The Governing Board	<ul style="list-style-type: none"> ➤ Identifying and discussing critical 	2	5	10



Risk	Mitigation Strategy	Probability (1-5)	Impact (1-5)	Significance (1-25)
<p>doesn't agree on the ToR or the Annual Plan of the Governing Board, or any other decisions.</p>	<p>issues at the GB early enough to find a compromise solution.</p> <ul style="list-style-type: none"> ➤ Ensuring adequate communication by regular conference calls if needed. 			
<p>4. The project consortium doesn't find a consensus on major issues</p>	<ul style="list-style-type: none"> ➤ Identifying and discussing critical issues at the working meetings early enough to find a compromise solution. N.B. The Executive Group and also the Committee may propose solutions on how to proceed in cases lacking consensus. 	2	5	10
Risks related to WP 1				
<p>5. Delays in the monthly budget follow-up which have an effect on the financial reporting of the project</p>	<ul style="list-style-type: none"> ➤ Advising and supporting the Contributors in their budget follow-up tasks ➤ Clear and unambiguous communication of time tables and deadlines 	4	3	12
<p>6. Delays in the financial control process which has an effect to the final report.</p>	<ul style="list-style-type: none"> ➤ Supporting the Contributors in their control task. ➤ Clear and unambiguous communication of time tables and deadlines 	4	3	12
<p>7. Risk of expenditures that are not eligible for reimbursement</p>	<ul style="list-style-type: none"> ➤ Clear and unambiguous communication of financial conditions 	3	4	12
<p>8. Inefficient exchange of information and/or lack of communication amongst the ECGFA NET II project personnel, ECGF Training Network members, contributors, observers, external experts, WP leaders or other</p>	<ul style="list-style-type: none"> ➤ Engaging in an open and transparent communication that ensures a common understanding of the goals and activities. 	2	5	10



Risk	Mitigation Strategy	Probability (1-5)	Impact (1-5)	Significance (1-25)
stakeholders.				
Risks related to WP 2				
9. Training academies of ECGFF member states are not willing to join ECGF Training Network	<ul style="list-style-type: none"> ➤ Active information about the benefits of the membership to potential members. ➤ Ensuring that the ECGFF is kept informed in order to have high level support from the participating agencies 	3	5	15
10. The ECGF Training Network members are not active in publishing available training courses in the ECGF Training Portal	<ul style="list-style-type: none"> ➤ Active promotion and communication with training centres. ➤ Provision of instructions for the staff responsible for course publications. ➤ Increased negotiation attempts ➤ Demonstrating the advantages of the portal 	3	5	15
11. Technical problems of the ECGF Training Portal	<ul style="list-style-type: none"> ➤ Involving an external expert to take care of the technical development and maintenance of the ECGF Training Portal. 	4	5	20
12. Incomplete data on courses	<ul style="list-style-type: none"> ➤ Communication with training centres/academies 	4	4	16
13. Portal's surface not user-friendly	<ul style="list-style-type: none"> ➤ Testing and adjustments 	2	4	8
14. Communication risks among contributors, external experts, WP leader	<ul style="list-style-type: none"> ➤ Clear communication plan ➤ PoC at all stakeholders 	3	4	12
15. Missing or weak participation of training centres/academies	<ul style="list-style-type: none"> ➤ Increased negotiation attempts ➤ Demonstrating the advantages of the portal 	3	5	15
16. Governing Board doesn't agree on the Terms of Reference or the Annual Plan of the Governing	<ul style="list-style-type: none"> ➤ Reflecting the different views of GB Members and discussing critical issues at the meetings 	2	4	8



Risk	Mitigation Strategy	Probability (1-5)	Impact (1-5)	Significance (1-25)
Board, or any other decisions	early enough to arrive to a compromise solution. Regular conference calls if needed to ensure adequate communication			
Risks related to WP 3				
17. Too strong interest from ECGF Training Network members to participate in the ECGF Exchange programme pilot	➤ Limiting the number of participants per member country if needed	3	4	12
18. Lack of exchange Hosts within the ECGF Exchange Programme pilot	➤ All ECGF Training Network members are invited to commit to host exchanges.	3	4	12
Risks related to WP 4				
19. The coast guard SQF drafting process is too complex for 11 recognized coast guard functions	➤ Composing a working group of experts coming from different countries - and supported by an external expert – in order to draft the SQF. The experts cover all the coast guard functions.	4	4	16