

Improving Quality Assurance of EU-Project Management in VET Sector

www.leonardo-prove.eu

Guide

PRINCE2®

PMBOK®

ISO 10006

ISO 21500

IPMA®

PCM/LFA



Lifelong
Learning
Programme

This project has been funded with
support from the European Commission.*



Published as part of the project *PROVE (PROject - VET - Europe): Improving Quality Assurance of EU-Project Management in VET Sector* and available here <http://leonardo-prove.eu/>

© PROVE Copyright 2014

The content of this publication does not reflect the official opinion of the European Union nor of the authorising bodies holding the property and/or accreditation rights over the methods, standards or guidelines exposed in this guide. The responsibility for the information and views expressed lies entirely with the authors. However, the latter are not responsible for any inappropriate use of the contents.

Applications to reuse, reproduce or republish material in this publication should be sent to emcra GmbH, Hohenzollerndamm 152, 14199 Berlin, Germany. Tel. +49 30 31801330. E-Mail: info@emcra.eu.

Authoring team:

Coordination:

emcra GmbH, Pierre-Étienne Métais, EU-Project Manager, PRINCE2® Practitioner, Trainer in PCM/LFA.

EU-Fundraising Association e.V., Heike Kraack-Tichy, Chairwoman, Senior Moderator and Trainer in EU-Project Management and PCM/LFA.

Contribution:

CPMS, Pambos Pantziaros, Secretary of the IPMA affiliated Cyprus Project Management Society, PRINCE2® Foundation.

ECQ Ltd, Bianka Ivanova, Junior Expert EU Programmes, EU-Project Manager.

ECQ Ltd, Margarita Vassileva, Senior expert in EU programmes, EU-Project Manager.

emcra GmbH, Michael Kraack, Senior Moderator and Trainer in EU-Project Management and PCM/LFA.

emcra GmbH, Pierre-Étienne Métais, EU-Project Manager, PRINCE2® Practitioner, Trainer in PCM/LFA.

EU-Fundraising Association e.V., Heike Kraack-Tichy, Chairwoman, Senior Moderator and Trainer in EU-Project Management and PCM/LFA.

LPVA, Aurimas Pautienius, Executive Director of the IPMA affiliated Lithuanian Project Management Association, IPMA Certification Commission Chairman and Certification Body Manager in Lithuania.

LPVA, Vytautas Pugačevskis, Project Management Professional (PMP), LPVA Board Member, IPMA First Assessor of Lithuania.

PCM Group, Project Coaches & Moderators, Erik Kijne, Senior Moderator and Trainer in PCM/LFA.

PCM Group, Project Coaches & Moderators, Bureau Frank Little, Frank Little, Senior Facilitator and Trainer in PCM/LFA.

PCM Group, Project Coaches & Moderators, Management Plaza, Nader K. Rad, Project Management Author, Consultant, and Trainer.

PCM Group, Project Coaches & Moderators, Management Plaza, Frank Turley, PRINCE2® Practitioner and Trainer.

PROVE member organisations:



emcra GmbH is the leading German training and consulting company in the area of national and European fundraising. We set high quality standards in the fundraising process and show you the path through the maze of European Funds. Web: www.emcra.eu



The **EU-Fundraising Association e.V.** is a network of individuals and organisations involved in EU projects. The EU-Fundraising Association aims towards promoting the profession of certified EU-Fundraisers to secure the maintaining of high quality throughout different fields in EU-Project Management. Web: www.eu-fundraising.eu



The **European Center for Quality Ltd (ECQ)** is specialised in two spheres – development and management of projects under different EU programmes, as well as in development and implementation of international standards for quality management. Web: www.ecq-bg.com



Based in Zurich, **accelopment AG** is a competent service provider in the public funding sector. accelopment assists universities, companies and other organisations in the acquisition of and participation in publicly funded innovation projects. The company specialises in European research, development and innovation support programmes. Web: www.accelopment.com



The **Association for the Promotion of Human Resources in the South Great Plain of Hungary (HEEDA)** is involved in the promotion of the European union, the European integration process, the European citizenship as well as the integration of marginalised society groups. Web: <http://heeda.weboldala.net/>



The **German Romanian Foundation** in Timisoara is a Non-Governmental and non-profit Organisation, specialised in vocational adult training. The Foundation offers courses for skilled workers in the field of construction, installation, welding, commercial, etc. The certificates are recognised on national and international level. Web: www.frgtim.ro



The **Project Management Association of Lithuania (LPVA)** is a non-profit project management organisation representing Lithuanian project managers and institutions. The association also aims to stimulate progress in project management as a profession, the professional training in project management and facilitating formation of career development in Lithuania. Web: www.lpva.lt



The **Cyprus Project Management Society (CPMS)** is a non-profit professional organisation established with the objective to promote international project management standards and techniques in Cyprus and introduce the benefits of a project management culture. Web: www.cpms.org.cy



The **PCM Group, Project Coaches & Moderators** brings together highly experienced and qualified independent process consultants, trainers and moderators from different countries and regions and specialised in training and facilitating participatory analysis and planning workshops. Web: www.pcm-group.com

Acknowledgement:

KEY LINKS

The CNVO (Education Center for Non-Profit Organizations) www.cvno.sk, as Lead Partner of the Grundtvig Multilateral project "KEYLINKS" (134237-LLP-1-2007-1-SKGRUNTVIG-GMP) has kindly authorised the further exploitation of the results of this EU-funded project.

Table of Contents

Introduction.....	6
Definitions	7
Background.....	10
Purpose.....	12
Matrix “Difficult Tasks” <i>versus</i> “Project Management methodologies/standards”	13
Top 3 “Most difficult tasks” under the light of the Project Management methods/guidances/standards:	20
Rosetta Stone of EU-Project Management	27
References.....	31

Introduction

The present *Guide for EU-Project Managers* provides comparative information on six Project Management methodologies, standards or guidances (PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA) to professionals involved in projects funded by the European Union.

The first part of the Guide provides therefore definitions of the terms “EU-project”, “PRINCE2®”, “PMBOK®”, “ISO 10006:2003”, “ISO 21500:2012”, “IPMA®” and “PCM/LFA”.

The second part gives background information on the two projects which have led to the creation of this Guide, the “KEYLINKS” and the “PROVE” projects, both funded by the European Union under the Lifelong Learning Programme.

The third part, called “Purpose”, provides information on the motivations of the authors as well as advices to the readers on the appropriate use of the Guide.

The fourth part is the core part of the Guide. Entitled *Matrix “Difficult Tasks” versus “Project Management methodologies/standards”*, this part is a visualisation of the respective scopes of the six Project Management methodologies, standards or guidances. The authors have therefore chosen to present it in the form of a double entry table, crossing data obtained from “KEYLINKS” with data provided by “PROVE”.

In the fifth part, the PROVE experts have selected three exemplary lines of the Matrix which have obtained high scores of difficulty in KEYLINKS, and give commentaries on how to apply PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® or PCM/LFA in these three cases.

The sixth part, entitled “Rosetta Stone of EU-Project Management”, proposes another comparative analysis between the six Project Management methodologies, standards or guidances based on their vocabulary. The “Rosetta Stone of EU-Project Management” translates the most common terms of the language of EU projects into the jargons of PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA and vice versa.

Finally, the readers will find in the *References* a list of reference documents used by the experts in its comparative analysis.

Definitions

An “**EU-project**” is a project financed by a grant of the European Union. Practically, it does not differ from any other project except in the following characteristics: It pursues the objectives of the European Union’s policies; it is funded within the frame of an EU funding programme; it bears a European dimension in its scope; it requires generally a transnational project consortium; it implies further cofinancing sources and it must avoid duplication (in terms of objectives, results, activities, target groups, participating organisations, etc.) with previous EU-funded projects. All EU-projects are governed by the rules established in the Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of October 2012 on the financial rules applicable to the general budget of the Union and the Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of the aforementioned Regulation:

http://ec.europa.eu/budget/biblio/documents/regulations/regulations_en.cfm.

PRINCE2® (an acronym for PProjects IN Controlled Environments) is a de facto process-based method for Project Management. Used extensively by the UK Government, PRINCE2® is widely recognised and used in the private sector, both in the UK and internationally. Approximately 800,000 PRINCE2® certificates have been issued worldwide. The PRINCE2® method is in the public domain and offers non-proprietary best practice guidance on project management. The Reference Manual is called “*Managing Successful Projects with PRINCE2*” - 2009 Edition, OGC (Office of Government Commerce). The **APMG-International** is the examination institute which accredits and manages, amongst others, the certification scheme for the two credentials “**PRINCE2® Foundation**” and “**PRINCE2® Practitioner**”. More information: <http://www.prince2.com/what-is-prince2>

The guidelines “**Guide to the Project Management Body of Knowledge**” (**PMBOK® Guide**) is the reference manual of the Project Management Institute (PMI). **Project Management Professional (PMP)®** is a credential offered by the PMI. PMP is known to be the most important industry-recognised certification for project managers. PMP® demonstrates that the Project Manager has the experience, education and competency to lead and direct projects. Amongst other, it requires at least three years of project management experience, with 4,500 hours leading and directing projects and 35 hours of project management education. More information: <http://www.pmi.org/Certification/Project-Management-Professional-PMP.aspx>

ISO 10006:2003 is an international standard developed by the International Organization for Standardisation (ISO), the worldwide federation of national standards bodies (ISO member bodies). ISO 10006:2003 gives guidance on the application of quality management in projects. It is applicable to projects of varying complexity, small or large, of short or long duration, in different environments, and irrespective of the kind of product or process involved. ISO 10006:2003 is not a “guide to Project Management” itself. It provides guidance on quality management in projects and supplements the

guidance given in ISO 9004:2009. Since ISO 10006:2003 is a guidance document, it is not intended to be used for certification/registration purposes. More information: <http://www.iso.org>

ISO 21500:2012 is an international standard developed by the International Organization for Standardisation, starting in 2007 and released in 2012. ISO 21500:2012 provides guidance for Project Management and can be used by any type of organisation, including public, private or community organisations, and for any type of project, irrespective of complexity, size or duration. Since it is the most recent guidance, it incorporates many components of other Project Management guidelines (PMBOK, ICB version 3.0, PRINCE2, German DIN 69901, ISO 10006:2003, etc.). ISO 21500:2012 provides high-level description of concepts and processes that are considered to form good practice in Project Management. Projects are placed in the context of programmes and project portfolios. However, ISO 21500:2012 does not provide detailed guidance on the management of programmes and project portfolios. More information: <http://www.iso.org>

The **International Project Management Association (IPMA)** is a non-profit, Swiss-registered organisation for the promotion of Project, Programme and Portfolio Management internationally. It provides standards and establishes guidelines for the work of Project Management professionals through the **IPMA Competence Baselines**: the IPMA Competence Baseline (IPMA ICB®), the IPMA® Competence Baseline for Project Management Consultants (IPMA ICBC) and the IPMA Competence Baseline for Organisations (IPMA OCB®). The Certification Programme is delivered by the National Member Associations and/or Certification Bodies in various membership countries. As of 2013 there are 194,725 IPMA-certified competency-based certificates delivered worldwide, which are held by professionals from recognised businesses and organisations around the world. The IPMA Competence Baseline (ICB®) is the basis document for the certification bodies of the Member Associations, who use these competence elements in assessing candidates. The content and logic of the ICB Version 3 are designed to assess the total professional competence of individuals applying project management in practice. The competence elements are grouped in three categories:

- The technical competences covering: the whole project, programme or portfolio to meet interested parties' requirements; the integration of work in a temporary project, programme or portfolio organisation; the production of single project deliverables in the project organisation; the progress through all phases of the project, all stages of a programme, all periods of the portfolio considered.
- The behavioural competences describe elements that are merely related to the project manager him/herself; elements most related to his direct contacts in and around the project; elements most commonly used in relation to the whole project and parties involved including its context; and elements having their origins in the economy, society, culture, history.
- The contextual competences describe the role of project management in permanent organisations, and the inter-relations of project management and the organisation's business administration.


More information: <http://ipma.ch/>

Project / Programme Cycle Management (PCM) is a management method introduced by the European Commission (1992) for the identification, formulation (appraisal), implementation and evaluation of projects and programmes. It aims at assuring quality through a consistent approach to all phases of the intervention cycle, ensuring beneficiary-orientation (relevance), a comprehensive perspective on interventions (feasibility and sustainability) and effective monitoring and evaluation. The key instruments for PCM are the Terms of Reference (ToR) to launch specific phases and the Quality Appraisal or assessment techniques used after each phase. The fundamental tool of PCM is the **LFA method (Logical Framework Analysis)**. The LFA is step-by-step procedure applying specific techniques in a participatory workshop setting for creating ownership among stakeholders, better focus on beneficiaries, realistic and measurable result-oriented objectives, quick decision-making, transparency of proposals and reporting, and easier management, monitoring and evaluation during the implementation of projects and programmes. The LFA method is itself derived from the **GOPP method (Goal-oriented Project Planning)** which has been initiated by the German organisation *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ), today *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ). The LFA is non-proprietary and no organisation holds copyright on it. The first guidelines were called the “**Manual - Project Cycle Management, Integrated Approach and Logical Framework**”, of 1993 (European Commission) and has been revised several times until the last 2004 version: “**Project Cycle Management Guidelines**”. It has no credential, no accreditation body and cannot be called a “standard” either. Since PCM/LFA is not a brand, every organisation may adapt the method and name it PCM/LFA, with the consequence that many other guidelines have been issued and circulate under this name. More information: http://ec.europa.eu/europeaid/multimedia/publications/documents/tools/europeaid_adm_pcm_guidelines_2004_en.pdf

NB: With regard to the aforementioned definitions, it may appear to the reader that the so-called *Project Management methods or standards* are precisely not all of them “methods” or “standards”. By convention, the present guide uses the terms under which the respective methods or guidances are best known: PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA.

Background

The KEYLINKS Project

 KEYLINKS was a [Grundtvig Multilateral project](#) with the goal “to define new standards to increase the quality of project management education as well as training for managers who prepare, implement, monitor and evaluate projects funded by European Union”. The project was implemented between 2007 and 2009 by 7 organisations from 6 European countries: Slovakia, Austria, Belgium, Finland, Bulgaria and Lithuania. A survey conducted by the KEYLINKS work groups as part of the project has reached 169 EU-Project Managers, 30 managing authorities and administrators of EU funding programmes and 58 educational institutions offering courses for EU-Project Managers. They have been asked **to identify challenges EU-Project Managers face during different phases of the project cycles**. As a result, 72 typical tasks of EU-Project Management have been identified and gathered into 12 categories covering 2 phases of the project cycle (*project preparation* and *project implementation*). These tasks have been assessed on the basis of two criteria: the perceived **difficulty** of the task, and the perceived **importance**. Factors influencing the perception, such as the experience or the qualification of the Project Managers are taken into consideration. The results of this KEYLINKS survey can be found under the two reports “KEYLINKS Research Online Survey Data Analysis - Project Preparation Phase” and “KEYLINKS Research Online Survey Data Analysis - Project Implementation Phase”.

The following synergy between KEYLINKS and PROVE has been sought: KEYLINKS has delivered a list of typical EU-Project Management tasks and ranked them according to their perceived levels of difficulty. PROVE has integrated this list of 72 tasks into a matrix presented in this Guide, with the objective to feature the solutions offered by the Project Management methods and standards to these difficulties.

The PROVE Project



The PROVE project was a Leonardo da Vinci Partnership project with the goal to “contribute to the improvement of quality assurance of EU Project Management”, in particular in the Vocational Education and Training (VET) sector. PROVE has been supported by the [EU Programme for Lifelong Learning](#) from August 2012 to July 2014. The PROVE partners were VET organisations, consulting and training companies, associations of professionals, NGOs, working in the field of Project Management and experienced in the implementation of EU-funded projects. In 2012, the PROVE partners had noticed the absence of harmonised quality standards and certifications for EU-Project Managers. Assuming that this absence could be detrimental to the Project Managers themselves and their organisations, PROVE has intended to fill this gap by providing the stakeholders of this discipline with three ready-to-use tools: A [Code of Ethics for EU-Project Managers](#), a [Curriculum for EU-Project Managers](#) and the present [Guide for EU-Project Managers](#). The innovative approach of PROVE was to seek convergence between EU-projects and the existing Project Management quality standards, methods or guidances PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA. This approach is indeed

the cornerstone of the present *Guide for EU-Project Managers* whose objective is to enlighten the benefits of using these methods in EU-projects.

Between February and June 2014, an online *Survey for EU-Project Managers* has been conducted with the goal to analyse the needs of EU-Project Managers. 665 respondents from 35 European countries (and beyond Europe) have given their opinions on **the importance of Project Management methods and qualifications**, as well as on **the importance of behavioural, technical and contextual competences in EU-projects**. [The results of this survey](#) seem to confirm that most professionals of EU-projects ignore the existence of Project Management methods, guidelines or credentials, such as the ones developed by the [PMI](#), [IPMA](#), [APMG](#) or [ISO](#). 59% of the EU-Project Managers have never enrolled in a certifying Project Management training course; 52% do not use any Project Management method in their work and 76% admit not holding any certification for Project Management. But paradox! 67% of the respondents reckon the importance of such certifying Project Management training and 84% agree that *applying a Project Management methodology is important for the success of an EU-project*. Undeniably, the survey unveils the existence of a demand for such qualification. What's more, the results of the survey demonstrate that the *technical*¹ competencies associated to the profession of Project Management, are considered in average more important for the success of an EU-projects than the *behavioural*² competencies or the *contextual*³ competencies. Note that the Project Management methodologies [PRINCE2®](#), [PMBOK®](#), [ISO 10006:2003](#), [ISO 21500:2012](#), [Project Cycle Management/Logical Framework Approach](#) are *deeply, fundamentally and exclusively* focused on these technical competencies. If applied in an appropriate way, they can definitely help EU-Project Managers! And that is the purpose of this Guide.

¹ Such as *resources management, cost management, time management, communication management*, etc.

² Such as *Engagement & Motivation, Leadership, Conflict management*, etc.

³ Such as *Transnationality, Language Skills, EU Priorities, EU Reporting*, etc.

Purpose

The overall objective that this *Guide for EU-Project Managers* pursues is to help the 84% of EU-Project Managers who consider that *applying a Project Management methodology is important for the success of an EU-project* **effectively apply one or more Project Management methodologies** of their choice. This objective is assumed to be reached where it is expected that applying a methodology would bring a substantial improvement of the project implementation, and under the conditions that the methodologies are used appropriately, with the necessary tailoring to the context of the projects.

In particular, this Guide has the purpose to help the EU-Project Managers **compare between six methodologies/standards: PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA**. As such, the purpose of the Guide is above all *informative*, especially for the 52% of the EU-Project Managers who do not use any Project Management method in their work. The Guide is particularly convenient for those who are not (yet) familiar with Project Management as a discipline and/or who are confronted with *difficulties* in the management of their tasks.

This Guide could thus be an impetus for thousands of individuals to decide to upgrade their qualifications and enrol in certifying Project Management training courses, like 41% of the EU-Project Managers have already done.

On the contrary, the present Guide has neither for objective to provide a comprehensive comparison between the six Project Management methods nor to deliver a ready-to-use methodology which would combine the best of the six standards. Certified and experienced Project Managers who already use these methods on a regular basis will find here information *confirming* that they may draw the maximum benefit out of them.

In a nutshell, this Guide seeks to open the views of the EU-Project Managers, experienced or not and familiar or not with Project Management, on the potential benefits of using recognised and formalised methods. It should also give confidence, help make a choice or convince someone (e.g. an employer) for using one or another method.

Matrix “Difficult Tasks” *versus* “Project Management methodologies/standards”

How to read it this matrix:

The matrix offers a comparative analysis of the six methods/standards PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA in the context of EU-funded projects.

On the left-hand side, the 72 typical tasks of EU-Project Management as identified in KEYLINKS are listed according to their phases and categories. The ranking of difficulty is taken from the KEYLINKS data analyses, respectively from page 40 of the *KEYLINKS Research Online Survey Data Analysis - Project Preparation Phase* and from page 42 of the *KEYLINKS Research Online Survey Data Analysis - Project Implementation Phase*. For information, the ranking has been established on the basis of the answers of the respondents using a scale of 1 to 4 (from “the task is very easy” to “the task is very much difficult”). The averages obtained may sometimes be equal, leading to equivalent ranking values in the matrix.

On the right-hand side, the six Project Management methods or standards are “tested” against these 72 challenging tasks. The test consists in determining if the respective tasks fall **within the scope** of the method/standard, **at the edge** or **out-of-scope**:



Within the scope

When the task is marked with this symbol, the task is addressed by the method. It means that the task can be related to one or more principle(s), theme(s) or processe(s) of the given method. The manuals/guidances valid at the date of publication of the present *Guide* have been used as references. “Within the scope” means therefore that the concerned task is objectively related to one or more chapter(s), section(s), clause(s) or sub-clause(s) of these reference guidelines describing the methods⁴. Note that “Within the scope” does not necessary means that the Project Manager will find in the methods all the necessary information or solutions to perform the task: complementary sources should then be sought for an optimal performance of the task. For example, although all of methods/standards propose processes, principles, techniques or tools to achieve the task “*Communicate with different actors*”, none of them explain you how to draft a brochure!



At the edge

When the task is marked with this symbol, the task could be indirectly related to a chapter, section, clause or sub-clause of the reference guidelines, although no specific process(es), technique(s) or tool(s) to achieve the task can be found. For example, no one will find in PRINCE2®, PMBOK®, ISO 10006:2003 or ISO 21500:2012 elements describing how to “*Gather information about the local, regional, national, or European project environment*” during the preparation phase. But all of these

⁴ For the PCM/LFA, the “*Project Cycle Management Guidelines*” of the European Commission, version 2004 has been taken as reference.

methods have for principle to learn from previous experience⁵, which *necessarily* implies to collect data on the project environment.



Out-of-scope

When the task is marked with this symbol, the task does not fall within the scope of the concerned method. The task can neither be objectively related to a chapter, section, clause nor a sub-clause of the reference guidelines. Often, the reason is that the concerned task is too specific or is simply not a Project Management task. Another reason could be that the task is not handled by the "Project Management" system but rather by the "Programme" or "Portfolio Management" systems of the respective methods/standards. Indeed, Programme or Portfolio Managements are covered by specific methods/guidelines/standards.



Methodological warnings:

Warning No.1: Because the Project Management methods/guidelines/standards presented in this Guide have been developed to be used in their entirety, it would be a methodological misconception to invent a "best methodology" on the basis of a combination of all items labelled "Within the scope". On the contrary, this would lead to a confused and inefficient application of the Project Management standards. That being said, most of the Project Management standards admit that their methods can be used *in complementarity* with other Project Management methods or tools.

Warning No.2: The European Union does not prescribe or favour any of these methodologies/standards more than another. Elements of them are however sometimes required as parts of the project application packages, such as the Logical Framework Matrix i.e. the tangible output of the project elaboration following the Logical Framework Approach. This "LogFrame Matrix" is indeed a compulsory annex of the application package under the grant application procedures of DG DEVCO (Development and Cooperation).

Warning No.3: Reversely, nothing in the six Project Management methods/standards/guidelines is contraindicated for EU-projects. EU-Project Managers are free to use one or more methods of their choice to conduct their EU-projects. But always with adaptation! PRINCE2® names it "tailoring" and bears it as a principle of the method. *Tailoring* is defined as "*adapting the method to external factors (such as any corporate or programme standards that need to be applied) and to project factors (such as the scale of the project)*". The goal of tailoring "*is to apply a level of project management that does not overburden the project but provides an appropriate level of control given the external and project factors*". For example, whereas you may use a method to report the progress of the project, make sure nonetheless to always use and fill the valid template provided by the EU for that purpose. In other words, the documents, processes and tasks prescribed in the Project Management method should be embedded in the documents, processes and tasks prescribed by the EU programmes. And this should be ensured by the Project Manager.

⁵ See respective chapters, sections or clauses on Lessons Learnt or equivalent.

		 KEYLINKS identified typical tasks of EU-Project Management & Assessment of Difficulty		 PROVE identified Project Management standards or methods & Assessment of Scope					
Project Phases	Categories of tasks	Descriptions of the tasks	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Project Preparation	Project idea generation	Communicate with different actors (networks, business partner representatives, etc.).	10	😊	😊	😊	😊	😊	😊
		Generate a background analysis (formulation & verification of problems addressed by the project idea and other problems connected to it).	6	😐	😐	😞	😐	😐	😊
		Gather information about the local, regional, national, or European project environment.	43	😐	😐	😐	😐	😞	😊
		Collect and analyse information with explanations about challenges or issues encountered from similar projects.	26	😊	😊	😊	😊	😊	😊
		Collect and analyse information about the relevant socio-economic and cultural environment.	43	😐	😞	😐	😞	😊	😊
		Evaluate and decide whether the project fits the general strategy of the organisation.	66	😊	😊	😐	😊	😊	😊
	Selection of funding programme	Search for information relevant to the project idea at local and national authority level.	57	😐	😐	😞	😐	😞	😊
		Search for relevant funding programme documents and information.	57	😞	😞	😐	😞	😞	😞
		Analyse funding programme documents and strategies.	37	😞	😞	😐	😞	😞	😞
		Communicate with local, national, and/or European authorities and present the project idea briefly.	17	😊	😊	😞	😊	😊	😊
	Set up of project consortium	Search for consortium members appropriate for the project scope.	2	😞	😞	😞	😞	😞	😞
		Contact and invite potential consortium members.	66	😞	😞	😐	😞	😞	😞
		Determine credibility of project promoter if your organisation is invited to participate in a project (proposal).	23	😞	😞	😞	😞	😞	😞
		Define roles and responsibilities of consortium members.	37	😊	😊	😊	😊	😊	😊
		Appoint consortium members to defined roles and responsibilities.	40	😊	😊	😊	😊	😊	😊

Project Phases	Categories of tasks	Descriptions of the tasks	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Project Preparation	Proposal preparation	Establish the project planning team (within the organisation) or join the project planning team already established by existing partners.	30						
		Set project objectives and goals.	11						
		Identify target groups (Identification of relevant stakeholders and assessment of individual level of involvement and potential conflicts).	51						
		Define qualitative and quantitative indicators which allow a constant monitoring of project achievements.	3						
		Set up project work programme (tasks, activities, responsibilities, time plan, partners' involvement and roles).	14						
		Set up a project management structure.	42						
		Plan mechanisms for internal monitoring and evaluation of the project (monitoring and evaluation plan).	49						
		Define and describe project results, outputs, and outcomes.	28						
		Calculate project budget and allocate it according to the roles and tasks of consortium members.	12						
		Prepare and collect required annexes.	57						
	Proposal submission	Meet deadline.	31						
		Submit required documents (proposal, budget, additional documents i.e. LoIs, declaration of honour, etc.).	56						
		Send proposal to correct address and if required also submit electronically.	72						
	...related to the project planning phase	Be prepared for clarifications and additional inputs after the proposal submission.	64						
		Establish a clear picture through a project vision, plan, and subsequent distribution to involved parties.	21						
		Link the project idea into the framework of participating organisations' strategies as well as international dynamics.	13						
		Lead the planning process by taking into account different needs and expectations of project consortium members.	1						
		Apply different practices and tools to support different stages of the planning process.	34						

Project Phases	Categories of tasks	Descriptions of the tasks	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Project Preparation	General tasks and responsibilities...	Manage transparent communication practises through all preparation stages.	46	😊	😊	😊	😊	😊	😊
		Facilitate compromises when there is a conflict of interests among consortium members.	3	😊	😊	😊	😞	😊	😊
		Develop a methodical approach to implement the project with appropriate participation by consortium members.	21	😊	😊	😐	😊	😊	😊
		Know the principles of sound management, budgetary planning, and sound resource management.	3	😐	😊	😊	😊	😊	😞
Project Implementation	Project management and coordination	Close contracts with the funding authority.	66	😞	😞	😞	😞	😞	😞
		Manage the project consortium by facilitating communication and motivation.	21	😊	😊	😊	😊	😊	😊
		Oversee tasks and assure they are fulfilled and that deadlines are kept in accordance with the project proposal.	9	😊	😊	😊	😊	😊	😊
		Make sure activities are carried out in accordance with the administrative and financial regulations.	15	😊	😊	😊	😊	😊	😞
		Carry out project amendments (contract amendments) whenever necessary.	62	😊	😊	😐	😊	😊	😐
		Communicate regularly with the target group/s (i.e. end users, other beneficiaries and/or stakeholders).	41	😊	😊	😐	😊	😊	😊
		Foster sustainable long term co-operation with consortium members.	23	😐	😐	😞	😐	😐	😞
		Be available and well prepared for monitoring visits held by the funding authority.	50	😞	😞	😐	😞	😞	😊
		Compile project outputs and outcomes according to the project proposal.	32	😊	😊	😐	😞	😊	😊
	Financial Management	Make sure the financial rules are clear for all consortium members.	18	😞	😊	😐	😊	😊	😞
		Transfer payments to partners according to the partner contracts.	71	😞	😞	😞	😞	😐	😞
		Ask funding authorities for clarification if specific questions related to the financial management arise.	70	😞	😞	😞	😞	😞	😞

Project Phases	Categories of tasks	Descriptions of the tasks	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Project Implementation	Financ. Manag.	Adjust project budget if necessary, for the implementation of the proposal project activities.	60	😊	😊	😊	😊	😊	😊
		Carry out financial monitoring during the project implementation.	36	😐	😊	😊	😊	😊	😞
	Monitoring and evaluation	Perform internal project evaluation.	60	😊	😊	😊	😊	😊	😊
		Monitor the project results compilation.	51	😊	😊	😐	😞	😊	😊
		Monitor set qualitative and quantitative project indicators.	18	😊	😊	😊	😊	😊	😊
		Collect and process feedback from project team and beneficiaries.	46	😊	😊	😊	😊	😊	😐
		Analyse the information collected and propose changes if needed.	51	😊	😊	😐	😊	😊	😞
		Monitor financial issues: check if spending by consortium members is in accordance with the project proposal.	39	😊	😊	😐	😊	😊	😞
		Organise external project evaluation (for example: monitoring by external sub-contractor).	66	😊	😞	😐	😞	😊	😊
	Project completion and reporting	Complete project results.	15	😊	😊	😊	😊	😊	😐
		Prepare project reports (technical and financial).	18	😊	😐	😐	😐	😊	😐
		Submit reports in due time to the funding authority.	43	😞	😞	😐	😞	😞	😞
		React to additional claims by the funding authority and send necessary clarifications.	62	😞	😞	😐	😞	😞	😞
	...related to a successful project	Have a clear picture of project's objectives, desired results, and outcomes and deliver it to the consortium.	46	😊	😊	😊	😊	😊	😊
		Inspire the multicultural project team and encourage the ownership of the project.	8	😞	😐	😞	😐	😊	😊
		Give the framework for reporting and communication practises.	51	😊	😊	😐	😊	😊	😊
		Manage transnational partner networks and provide proper working structure for the project consortium.	26	😊	😊	😐	😊	😊	😐

Project Phases	Categories of tasks	Descriptions of the tasks	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Project Implementation	General tasks and responsibilities...	Empower the team, clearly delegate tasks and responsibilities by taking into account the team members' strengths and skills.	6						
		Set up sound human resource management practises for consortium management.	33						
		Introduce and use different working methods and tools in project implementation.	51						
		Disseminate information about the project and the results as a good practice example.	65						
		Observe situation changes and modify the project implementation in order to guarantee project's desired deliverables.	29						
		Know the financial obligations and assure that the whole project consortium understands.	23						

Top 3 “Most difficult tasks” under the light of the Project Management methods/guidances/standards:







In the following pages, three lines of the matrix are extracted and viewed in isolation the ones after the others. These three lines are the “most difficult tasks” according to the KEYLINKS analysis:

- Lead the planning process by taking into account different needs and expectations of project consortium members.
- Define qualitative and quantitative indicators which allow a constant monitoring of project achievements.
- Facilitate compromises when there is a conflict of interests among consortium members.

When the tasks fall “within the Scope” of PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® or PCM/LFA, a short text presents the reasons why, as well as the chapter/section/clause or sub-clause where information can be found in the reference documents.

The readers of the present Guide are encouraged to then read for more details the mentioned chapters/sections/clauses or sub-clauses of the respective reference documents.

The terms written in *italic*, such as “*Starting up a project*” are the official terms used by the respective Project Management standards, methods or guidances. When a term is underlined, e.g. Corporate/Programme, the reader can find its “translations” into the other Project Management languages inside the “Rosetta Stone” as from page 28 of this Guide.

Description of the task	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Lead the planning process by taking into account different needs and expectations of project consortium members.	1						

In **PRINCE2**, two *Processes* can be assimilated to the “planning” of a project although a strict chronological comparison is not feasible. In these two *Processes*: “*Starting up a project*” (Chapter 12) and “*Initiating a project*” (Chapter 14), all the necessary resources and methods to *lead the planning process taking into account different needs and expectations* are already in place. For example, a clear leadership is established in *Starting up a project* through the appointment of the *Executive* and the *Project Manager*. One of their first task is to collect *lessons learnt* from similar *projects* and from the *stakeholders*, which is a form of hearing of the expectations. Next, the *Executive* and *Project Manager* design and appoint the *project management team* in particular the *Senior Supplier* and *Team Managers* (in charge of the production), and the *Senior User* (who is responsible for specifying the needs of those who will use the project’s products). Finally, they prepare a *Business Case* where the expectations of the *Corporate/Programme* are also taken into account. In the next phase, *Initiating a Project*, the *Project Manager* creates and compiles the *Project Initiation Documentation* which is approved by all these *stakeholders*. Note: The appropriate *stakeholders* are invited to the planning meetings. So the correct user representatives, analysts, domain specialists, *Team Managers* are at these planning meetings/workshops. See also: Chapter 7 *Plan*.

PMBOK Guide describes this task in chapter 10 – *Project Communication Management*. It includes *processes* that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Effective communication creates a bridge between diverse *stakeholders* who may have different cultural and organisational backgrounds, different level of expertise, and different perspectives and interests, which *impact* or have an influence upon the *project* execution or *outcome*. Chapter 10 provides description of three processes:

- *Plan Communications Management*
- *Manage Communications*
- *Control Communications*.

ISO 21500:2012 covers this task in the following clauses:

- 4.3.38 *Plan Communications*: The purpose of this process is to determine the information and communication needs of the *stakeholders*. This *process* should begin early in the planning of the *project*, following a *stakeholder* identification and analysis, and should be







regularly reviewed and revised as needed, in order to ensure continued effectiveness throughout the *project*. The *communication plan* defines the information requirements and should be easily accessible by the appropriate *stakeholders* throughout the *project*.

- 4.3.39 *Distribute information*: The purpose of *Distribute information* is to make required information available to *project stakeholders*, as defined by the *communication plan*, and to respond to unexpected, specific requests for information.
- 4.3.40 *Manage communications*: This process should focus on the following:
 - o increasing the understanding and cooperation among the various *stakeholders* through good communications;
 - o providing timely, accurate and unbiased information;
 - o resolving communication issues to minimise the risk that the *project* is negatively affected by unknown or unresolved *stakeholder* issues or misunderstandings.

IPMA: Many technical and behavioural competence elements included in the *ICB – IPMA Competence Baseline* can assist EU-Project Managers in “leading the planning process by taking into account different needs and expectations of project consortium members”. In particular the following sections:

- 1.02 *Interested parties*: It is recommended that *Project managers* should be diligent in maintaining current information regarding *interested parties* and the people representing those parties.
- 1.19 *Start-up*: What the ICB recommends: A well-prepared and effectively managed start-up workshop and the recruitment of the right project team personnel can improve the chances of a successful project.
- 2.01 *Leadership*: It involves providing direction and motivating others in their role or task to fulfil the *project’s objectives*.
- 2.10 *Consultation*: It is the competence to reason, to present solid arguments, to listen to the other point of view, to negotiate and to find solutions.
- 2.11 *Negotiation*: Project negotiations should be conducted with due regard to each party’s interests and positions. A win-win situation is the desirable result, conducted in an open manner.
- 2.14 *Values appreciation*: It is the ability to perceive the intrinsic qualities in other people and understand their point of view. It also covers the ability to communicate with them and to be receptive to their opinions, value judgements, and ethical standards.

PCM/LFA: The **LFA** analysis and planning procedure build fundamentally on the *needs (problems)* of the *beneficiaries*. Following the determination of the ‘*Entity*’, the involved and affected *stakeholders* will be identified in terms of ‘*recipients*’ and ‘*suppliers*’ and their role will be assessed. On the basis of their relevance and available information and/or mandate they will be invited in a participatory consultation workshop where on an anonymous basis information and perceptions will be gathered and shared with the help of a facilitator to reach a common understanding of the situation (problems and their causal relationships) and approach for a possible *intervention*.

Description of the task	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Define qualitative and quantitative indicators which allow a constant monitoring of project achievements.	3						

PRINCE2 covers very well this issue. First of all, PRINCE2 states that the project's performance can be measured using six universal criteria: "*Time*", "*Cost*", "*Quality*", "*Scope*", "*Risk*" and "*Benefits*" (Chapter 2 *Principles*). The main strength of PRINCE2 concerning this issue is likely to be the *Principle* nb 5: "*Manage by exception*" (Chapter 7 *Plans*). The concept of "*exception*" is closely linked to the concept of "*tolerance*". A *project* must define "*tolerances*" for each of the six above mentioned criteria, meaning limits within which the defined performance objectives of the *project* can fluctuate and still remain acceptable. For example, for the "*Cost*": a plus or minus amount of planned *budget*. When it occurs that these limits are exceeded beyond the level of *tolerance*, then the *project management team* calls them "*exceptions*". PRINCE2 provide the necessary procedures to manage "*exceptions*".







PMBOK: See in Chapter 8.1 *Plan Quality Management*, under *Quality Metric*. It describes a *project* or product attribute and how the control quality process will measure it. A measurement is an actual value. *Quality metrics* are used in the perform quality assurance and control quality processes.

Under **ISO 10006:2003**, this task is covered in Sub-clause 7.2.2 *Project initiation and project management plan development* where it is required to define performance *indicators* and mention how to measure them, and make provision for regular assessment in order to monitor progress. These assessments should facilitate preventive and corrective actions, and confirm that the *project objectives* remain valid in a changing project environment.

IPMA: Section 3.03 *Portfolio Orientation* includes the following comment "*The organisation should break down its strategy into the definition and maintenance of the Key Performance Indicators (KPI's) and their assigned weightings, to reflect the strategy. Based on these indicators each project's and/or programme's business case is assessed to check its continuing relevance. When circumstances change, the projects are adjusted accordingly.*"

PCM/LFA: Under the **LFA**, all the *Results* and the *Project Purpose* in the matrix should have *Objectively Verifiable Indicators (OVI's)* attached. Sometimes *OVI's* are even attached to critical

Assumptions. However, as OVLs measure the disappearance of problems (factual and visual), it might be obvious that end-users know best which indicator (problem) to monitor and as it affects them most. Therefore they are often in the best possible position to actually monitor and report those changes.

Description of the task	Ranking of difficulty	PRINCE2®	PMBOK®	ISO 10006:2003	ISO 21500:2012	IPMA®	PCM/LFA
Facilitate compromises when there is a conflict of interests among consortium members.	3						

PRINCE2: Let's be clear: conflict solving requires strong behavioral competences, which is not the approach followed by PRINCE2. However, PRINCE2 is a Project Management method where the structure to facilitate compromises is established. This structure is necessary but likely not sufficient for an effective conflict solving. The structure is established during the first *Process* of the *project*: *Starting up a Project* (Chapter 12). In particular a *Project Board* gathering what would be the legal representatives of the respective project partners under an EU-project, has authority and responsibility for the *project*. One of the *Project Board*'s member is the *Executive*, a person ultimately accountable for the *project*'s success and a key decision maker. PRINCE2 says few about the internal modalities of functioning of the *Board*, except that the *Project Board* "is not a democracy controlled by votes".

PMBOK: Conflict resolution techniques are described in 9.4 chapter. There are five general techniques for resolving the conflict:

- *Withdraw/avoid.*
- *Smooth/accommodate.*
- *Compromise/reconcile.*
- *Force/direct.*
- *Collaborate/problem solve.*

Each one has its place and use.

ISO 10006:2003: This point is covered in sub-clause 5.2.2 *Customer focus of the standard*. Interfaces should be established with all the *interested parties* to facilitate the exchange of information, as appropriate, throughout the *project*. Any conflicts between *interested party* requirements should be resolved. Normally, when conflicts arise between the requirements of the *customer* and other *interested parties*, *customer* requirements take precedence, except in the case of statutory or regulatory requirements. Resolution of conflicts should be agreed to by the *customer*. *Interested party* agreements should be documented.

IPMA: Section 2.12 *Conflict & crisis* covers conflicts. It is an element of technical competences. It handles conflicts and crises that can arise between different individuals and parties involved in a project or programme. They can occur at all levels, largely because there are different parties working together with their own distinct aims. A process for handling conflicts and crises should be set the start of the project. Crisis management starts with good risk analysis and scenario planning on how to handle any foreseeable crises. Transparency and integrity shown by the project manager acting as a dispassionate intermediary between parties in conflict will help enormously in finding acceptable solutions. Potential means of resolving conflicts involve collaboration, compromise, prevention or use of power. Each depends on achieving a balance between one's own and others interests. The project manager can escalate the problem to higher level management and ask them to appoint a non-partisan individual to arbitrate or involve an independent body acceptable to all parties to mediate and to achieve a solution that will be accepted as binding. The possible process steps are:

- 1. Based on a risk analysis, describe and cover issues in the project contracts and plans on how to handle predictable types of conflicts or crises should they arise.
- 2. In the case of a conflict or crisis occurring in a project:
 - o 2.1 Be sure that the project manager isn't personally involved and part of the conflict or crisis. In that case it is wise to let the project owner/senior management know so that they can assign someone else to resolve the conflict or crisis.
 - o 2.2 Consider the conflict or crisis from all parties' viewpoints.
 - o 2.3 Consider what approach to use to resolve the situation or whether to seek mediation using a third party.
 - o 2.4 Consider options to resolve the situation, balancing the interests of all parties.
 - o 2.5 Discuss, decide and communicate the agreed solution.
 - o 2.6 Document lessons learnt and apply to future projects or phases of the same project.

See also sections 1.08 *Problem resolution*, 2.01 *Leadership* and 2.15 *Ethics*

PCM/LFA: The participatory management style that is a proponent of the facilitated Logical Framework Analysis methodology offers an adequate environment for resolving conflicts among partners and stakeholders. The facilitation, mediation and negotiation skills of the Project Manager are central to such a function.

Rosetta Stone of EU-Project Management

This Rosetta Stone is inspired by the original Rosetta Stone, the famous stele inscribed with a decree issued in 196 before Christ in three different languages (Ancient Egyptian hieroglyphs, Demotic script and Ancient Greek) providing the key to the modern understanding of Egyptian hieroglyphs that remained, until the discovery of the stone in 1799, undecipherable. We have assumed that many readers of this *Guide for EU-Project Management* know *the language of EU projects* but only few of them the other six *languages* of PRINCE2®, PMBOK®, ISO 10006:2003, ISO 21500:2012, IPMA® and PCM/LFA. And therefore we intend to give them the keys of understanding.

Methodological warnings:

This Rosetta Stone is purely indicative and does not guarantee one-on-one equivalences, especially for the terms marked with * and **. Variations of terms may be found in the reference documents themselves or between different versions of the same reference guidelines. For example, for the PCM/LFA column, variations can be found between the *“Manual - Project Cycle Management, Integrated Approach and Logical Framework”* of 1993 and the 2004 version of *“Project Cycle Management Guidelines”*, both however from the European Commission. Further variations can be found in the PCM/LFA guidelines developed and use by the implementing agencies themselves or by other donors than the EU.

The terms of the first column are the most frequent terms used by the European Commission. But again, variations may be found between Directorate Generals or between Programmes. The collection of the terms has been made on an empirical basis and therefore is not comprehensive. Readers may find further equivalences or further EU terms not included in it.

<i>The European Commission names it...</i>	<i>PRINCE2 names it...</i>	<i>PMBOK names it...</i>	<i>ISO 10006:2003 names it...</i>	<i>ISO 21500:2012 names it...</i>	<i>IPMA names it...</i>	<i>PCM/LFA names it...</i>
(EU-)Project	Project	Project	Project	Project	Project	Project or intervention
(EU-)Programme (or European Commission)	Corporate or Programme	Program	<i>No equivalent.</i>	Program	Programme	<i>No equivalent.</i>
Partner Organisation(s)	Project Management Team	Stakeholder	Project organization	Stakeholder	Project organization	Implementing agency
Coordinating Organisation (or Lead Partner)	<i>No distinction with Partner Organisation</i>	<i>No equivalent.</i>	Originating organization	<i>No equivalent.</i>	<i>No distinction with Partner Organisation</i>	<i>No distinction with Partner Organisation</i>
Legal Representative of the Coordinating organisation	Executive	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>
Steering Committee	Project Board	Steering Committee	<i>No equivalent.</i>	Steering Committee	Project Board	Steering Committee
Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager
Project Assistant	Project Support	Project management staff	<i>No equivalent.</i>	<i>No equivalent.</i>	Project Management Associate	<i>No equivalent.</i>
Work Package Manager	Team Manager	Team member	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>
Stakeholders	Stakeholders or Project Interests	Stakeholders	Interested party	Stakeholders	Interested parties	Stakeholders
Target groups	Users or Customers	User, customer	Customers	<i>No equivalent.</i>	Clients and Customers	Beneficiaries, Recipients, End-users
Rationale	Business Case*	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	Business Case*	Relevance, Justification
Concept Note <i>(used only in some EU-programmes)</i>	Project Brief*	Project Charter	Concept Note	Project Charter	Project Charter	Pre-feasibility
Project Proposal	Project Plan	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	Project Plan	<i>No equivalent.</i>
Application Package <i>(including the Project Proposal and all annexes)</i>	Project Initiation Documentation*	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent. (Some elements are included in the Project Management Plan)</i>	<i>No equivalent.</i>

Deliverables, Outputs	Project Products, Deliverables, Outputs	Deliverables, Outputs	Deliverables, Outputs	Deliverables	Outputs	Outputs, Deliverables
Outcomes	Outcomes	Deliverables, Outputs	Outcomes	Deliverables	Outcomes	Results, Outcomes (sometimes 'services' to be received by end-users)
Impacts	Benefits	Impacts	Impacts	<i>No equivalent.</i>	Impacts	Impacts, Overall Objectives
Objective of the project	Objective	Objective	Objective of the project	Objective	Objective	Project Purpose
Objective(s) of the programme	Corporate or Programme objective(s)	Objective	Objective(s) of the programme	Objective	Objective(s) of the programme	Overall Objectives
Indicators	Baseline measures	Quality Metrics	Indicators	Quality Metrics	Performance indicators, Key performance indicators (KPIs)	OVI (Objectively Verifiable Indicators)
Activities	Activities	Activities	Activities	Activities	Activities	Activities
Tasks	Tasks	Tasks	Tasks	Tasks	Tasks	<i>No equivalent.</i>
Work Breakdown Structure	Product Breakdown Structure	Work Breakdown Structure	Work Breakdown Structure	Work Breakdown Structure	Work Breakdown Structure	<i>No equivalent.</i>
Work Package	Work Package	Work Package	Work Package	Work Package	Work Package	Work Package
Activity Plan (or Work Plan, Time Plan)	Schedule	Schedule	Activity Plan/Time plan	Schedule	Schedule	<i>No equivalent.</i>
Milestone	Milestone	Milestone	Milestone/ key event	Milestone	Milestone	Milestone
Budget	Budget	Budget	Budget	Budget	Budget	Budget
Costs	Costs	Costs	Costs	Costs	Costs	Costs
Budget plan / Budget planning	Estimate / Estimating	Cost management	Cost estimation	Cost management	Cost management	<i>No equivalent.</i>
Monitoring	Monitoring	Monitoring	Monitoring	Monitoring	Monitoring	Monitoring
Evaluation Plan	Benefits Review Plan	<i>No equivalent.</i>	Quality plan**	<i>No equivalent.</i>	Evaluation Plan	<i>No equivalent.</i>

Dissemination Plan	Communication Management Strategy	Communication Plan	Communication Plan	Communication Plan	Communication Plan	<i>No equivalent.</i>
Exploitation Plan	Follow-on action recommendations*	<i>No equivalent.</i>	Communication Plan*	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>
Risks	Risks	Risks	Risks	Risks	Risks	Risks
Risk Mitigation Plan	Risk Management Strategy	Risk responses	Risk management plan	Risk responses	Risk and opportunity response plan	<i>No equivalent.</i>
Assumptions	Assumptions	Assumptions	Assumptions	Assumptions	<i>No equivalent.</i>	Assumptions
Work Package Report	Checkpoint Report	<i>No equivalent.</i>	Progress report*	<i>No equivalent.</i>	Stage end (review, preview) report	<i>No equivalent.</i>
Interim Narrative Report	End Stage Report	<i>No equivalent.</i>	Project progress report	<i>No equivalent.</i>	<i>No equivalent.</i>	<i>No equivalent.</i>
Final Narrative Report	End Project Report	Project Report	Project closure report	<i>No equivalent.</i>	Project end report	<i>No equivalent.</i>
Lessons learnt	Lessons learnt	Lessons learned	Experience gained / lessons learned	Lessons learned	Lessons learnt	<i>No equivalent.</i>

* *not strictly equivalent*

***as part of it*

References

Financial Regulation: Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of October 2012 on the financial rules applicable to the general budget of the Union. 2012. Brussels

Managing Successful Projects with PRINCE2. 2009 Edition. Office of Government Commerce. 2009. Norwich.

A Guide to the Project Management Body of Knowledge" (PMBOK® Guide). Fifth Edition. 2013. Project Management Institute. Newtown Square.

International Standard ISO 10006, Quality management systems – Guidelines for quality management in Projects. Second edition. 2003. ISO. Geneva.

International Standard ISO 21500:2012, Guidance on project management. 2012. ISO. Geneva.

ICB – IPMA Competence Baseline. Version 3.0. 2006. IPMA. Nijkerk.

Project Cycle Management Guidelines. 2004. European Commission. Brussels.