



Bosnia and Herzegovina



Republic of Croatia



Montenegro



Republic of Serbia



Regional Housing Programme

## RHP MANAGEMENT TOOLS



Construction of buildings at Konik Camp, Podgorica, Montenegro

### Introduction

The Regional Housing Programme (RHP) consists of four separate projects – one per Partner Country. **The Partner Countries implement these projects through their existing national structures;** a de-centralised management model ensures that the RHP is in line with national priorities.

However, some common management tools have been established to **improve project planning, monitoring and risk management.**

### Strengthening Partner Countries' operating standards

Since the beginning of the RHP, the Partner Countries have continued to strengthen their operating standards. These efforts are underpinned by two main goals: to speed up implementation and ensure that all projects are undertaken in accordance with good international practice.

The CEB and the Partner Countries have put considerable effort into establishing project management tools aimed at reducing implementation risks. The tools, which include Gantt Charts, the Procurement Tracker, Risk Maps and the Monitoring Management Information System (MMIS) have proved to be indispensable, vastly improving efficiency by introducing more structured and coordinated project management across all four Partner Countries.

For example, close monitoring of key milestones during procurement, coupled with the identification and earlier mitigation of risks, have enabled the Partner Countries to avoid significant delays when implementing tender procedures.

A strong CEB presence in the Partner Countries, together with continuous Technical Assistance funded by the European Union, has also proved crucial to the successful introduction and maintenance of these management tools.

## GANTT CHARTS

### What is a Gantt Chart?

Gantt Charts allow progress tracking by comparing the 'planned' to the 'actual' implementation schedule of a project. This enables project managers to regularly review project plans and quickly identify any potential conflicts or delays.

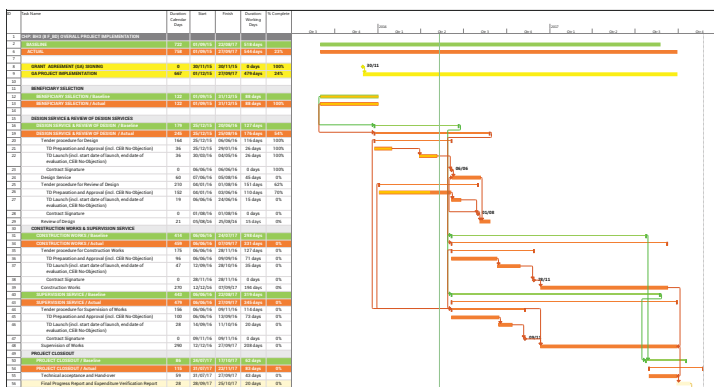
RHP projects vary from a single housing modality (i.e. construction of a building) in one location, to multiple housing modalities with different components delivered across the country. Gantt Charts work efficiently irrespective of the complexity of the project, allowing the Partner Countries and the CEB to effectively manage projects by closely observing the different milestones.

### How does it work?

The design and structure of each Gantt Chart is defined at the outset when a Partner Country presents a project proposal for approval to the RHP Fund Donors. The Gantt Chart shows different activities (tasks or events) displayed against time. Once the grant is approved, the baseline Gantt Chart is regularly updated with the latest information by project managers within the Partner Country implementing structures.

The Gantt Charts are closely coordinated with the Procurement Tracker (see next page), hence permitting day-to-day monitoring of approaching key dates and milestones.

### SAMPLE OF RHP GANTT CHARTS



# RHP MANAGEMENT TOOLS

## PROCUREMENT TRACKER

### What is a Procurement Tracker (PT)?

A PT offers a complete schedule of procurement planning, tendering, bid evaluation and contracting activities. The system includes all integral tasks, deliverables and respective ex-ante and ex-post controls performed by the CEB. It is maintained by procurement experts within the Partner Countries, with support from Technical Assistance. It contains an overview of all approved projects, components and contracts, in a clear and concise format.

The PT is particularly useful for Bosnia and Herzegovina and Serbia, where many projects run in parallel. Each RHP project, depending on location and housing modality, includes a number of tenders (works, services, supplies), grant schemes or purchasing processes.

The PT provides a general overview, which:

- Facilitates careful procurement planning to avoid overlaps.
- Assists in estimating the necessary resources to meet demands or remain operational during peak contracting periods.
- Helps to keep track of approvals or non-objections received from the CEB.

PT data processing allows performance statistics to be obtained at country level, such as the number of tender dossiers prepared, evaluation activities performed, contracts signed or housing units contracted. The PT offers inputs for all other RHP management tools.

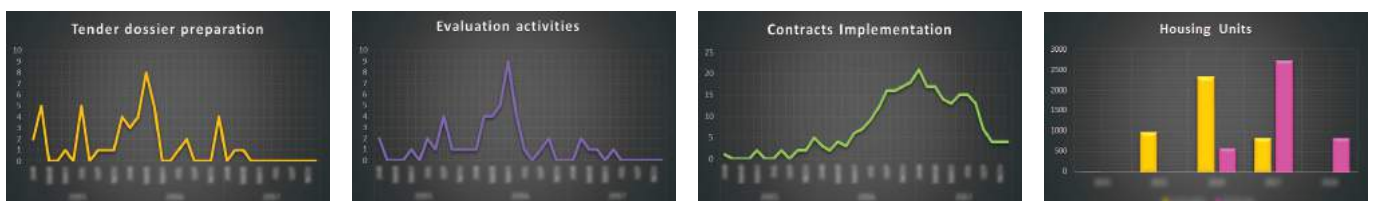
### How does it work?

The PT captures all key dates and data for each planned and ongoing tender process, hence providing instant, real-time tender status. It also gives indications as to the future utilisation of RHP Fund resources by providing an estimate - once a contract has been signed - of the upcoming schedule of payments.

SAMPLE OF RHP PROCUREMENT TRACKING TOOL

FRAMEWORK AGREEMENT IN FORCE	SUB-PROJECT	Description of components	CHP REF. NO.	DESCRIPTION OF CONTRACTS	TENDER OCCURS submitted to CEB (T0)	CEB TD No-objection (T0+6)	TENDER LAUNCH (T1)	Tender SUBMISSION DEADLINE (T2)	Evaluation Report submitted to CEB (T3)	CEB Exit No-objection (T3+6)	CONTRACTS SIGNED (C)	START DATE OF CONTRACT (C+3)	Contract Value (EUR)	PROJECT DURATION (days)	ESTIMATED COMPLETION DATE		
LD9401	1	C1 - Provision of pre-fabricated houses for 66 households.	NA		insert date	28/02/2015	18/03/2015	15/04/2015	21/05/2015	25/05/2015					395		
			NA		insert date	18/09/2015	29/10/2015	08/12/2015	16/12/2015	23/12/2015					235		
	2	C2 - Supply of building material to 104 households.	NA		18.04.2016	27/04/2016	28/04/2016	09/05/2016	16/05/2016	20/05/2016					60		
			NA		insert date	28/10/2016	03/12/2016	13/12/2016	14/01/2017	19/01/2017					365		
	3	C1 - Construction of 200 apartments in multi-apartment buildings	NA		21/04/2016	03/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					130		
			NA		13/05/2015	18/05/2015	19/05/2015	22/06/2015	24/07/2015	30/07/2015					231		
			NA		06/07/2015	07/07/2015	09/07/2015	09/08/2015	09/11/2015	27/11/2015	30/12/2015					122	
			NA		23/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					130		
	4	C2 - Provision of 120 pre-fabricated houses	NA		25/03/2017	05/04/2017	04/04/2017	14/04/2017	21/04/2017	03/05/2017					62		
			NA		14/02/2016	23/02/2016	26/02/2016	07/03/2016	01/04/2016	10/04/2016					390		
			NA		21/12/2015	05/01/2016	06/01/2016	15/02/2016	13/03/2016	16/03/2016	16/03/2016					390	
			NA		07/02/2017	21/02/2017	23/02/2017	03/03/2017	03/04/2017	07/04/2017					60		
5	C3 - Supply of 100 building material packages	NA		04/02/2015	18/02/2015	18/02/2015	26/03/2015	23/04/2015	03/05/2015					362			
		NA		07/07/2015	10/07/2015	10/07/2015	14/08/2015	16/09/2015	18/09/2015					374			
6	C4 - Purchase of 230 vht	NA		06/02/2016	18/02/2016	20/02/2016	26/03/2016	17/04/2016	20/07/2016					374			
		NA		22/12/2015	06/01/2016	05/01/2016	05/04/2016	04/05/2016	16/05/2016	04/05/2016					420		
LD9403	1	C1 - Construction of 235 apartments in multi-apartment buildings	NA		15/02/2016	11/02/2016	12/02/2016	01/04/2016	26/04/2016	26/04/2016					80		
			NA		14/01/2016	23/01/2016	25/01/2016	08/02/2016	23/02/2016	23/02/2016					80		
	2	C2 - Provision of 80 pre-fabricated houses	NA		21/04/2016	05/05/2016	04/05/2016	15/06/2016	05/07/2016	10/07/2016					110		
			NA		24/04/2016	05/05/2016	04/05/2016	15/06/2016	05/07/2016	10/07/2016					110		
	3	C3 - Supply of 350 building material packages	NA		23/02/2017	09/03/2017	08/03/2017	20/03/2017	21/03/2017	03/04/2017					240		
			NA		07/07/2015	09/07/2015	10/07/2015	16/08/2015	16/09/2015	18/09/2015					240		
LD9404	1	C1 - Construction of 261 apartments in multi-apartment buildings	NA		21/04/2016	05/05/2016	04/05/2016	17/06/2016	10/07/2016	26/07/2016					130		
			NA		08/07/2015	10/07/2015	10/07/2015	12/08/2015	09/09/2015	20/10/2015					192		
			NA		06/07/2015	07/07/2015	09/07/2015	15/01/2016	11/01/2016	11/01/2016	21/01/2016					96	
			NA		22/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					130		
	2	C2 - Provision of 30 pre-fabricated houses	NA		26/03/2017	04/04/2017	04/04/2017	14/04/2017	21/04/2017	03/05/2017					60		
			NA		05/11/2015	09/11/2015	10/11/2015	18/01/2016	16/02/2016	16/02/2016					365		
			NA		23/12/2015	20/12/2015	21/12/2015	25/01/2016	26/01/2016	06/02/2016	06/02/2016					365	
			NA		16/10/2015	20/11/2015	18/11/2015	26/02/2016	26/02/2016	04/04/2016	16/04/2016					240	
	3	C3 - Supply of 100 + 200 building material packages	NA		16/12/2015	11/01/2016	10/01/2016	29/01/2016	08/02/2016	06/02/2016					240		
			NA		27/02/2015	07/03/2015	06/03/2015	08/04/2015	14/05/2015	17/05/2015					360		
			NA		18/12/2015	13/01/2016	12/01/2016	11/02/2016	14/02/2016	11/03/2016	11/03/2016					91	
			NA		27/02/2015	07/03/2015	06/03/2015	08/04/2015	14/05/2015	17/05/2015					360		
4	C4 - Purchase of 20 vht	NA		04/01/2017	09/01/2017	10/01/2017	19/01/2017	19/01/2017	24/03/2017					300			
		NA		22/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					300			
		NA		17/02/2016	20/02/2016	18/02/2016	05/03/2016	23/03/2016	26/03/2016	26/03/2016					180		
		NA		22/04/2016	05/05/2016	04/05/2016	13/06/2016	23/06/2016	20/06/2016					150			
5	C1 - Construction of 952 apartments in multi-apartment buildings Construction of 310 apartments in multi-apartment buildings	NA		14/12/2016	19/12/2016	20/12/2016	10/02/2017	26/02/2017	06/03/2017					300			
		NA		22/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					300			
		NA		27/03/2017	10/04/2017	17/04/2017	29/05/2017	08/06/2017	14/06/2017					60			
		NA		22/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016					300			

SAMPLE OF STATISTICS THAT CAN BE EXTRACTED FROM PT



# RHP MANAGEMENT TOOLS

## MONITORING MANAGEMENT INFORMATION SYSTEM

### What is a Monitoring Management Information System (MMIS)?

The MMIS is a web-based application hosted within the cloud for the duration of the RHP. Devised around a set of agreed indicators, it provides individual country information and allows data retrieval at an aggregate RHP level.

Furthermore, it is able to compile ad-hoc reports on a virtually limitless range of data and information queries, including implementation procedures and results, financial processes (such as payments and expenditure), as well as beneficiary demographics and related housing deliveries.

With the MMIS, each Partner Country has a monitoring tool that collates detailed data and information for more efficient and accurate project reporting.

The MMIS also enables the requirements of the European Commission for financial reporting to be met. A special module was designed to record "incurred costs", which is a new accounting practice for the Partner Countries.

### How does it work?

The MMIS follows the development of each RHP Fund-financed project from submission of a grant application through project implementation to completion. It is based on a standard RHP grant application form, the "Project Application Form" (PAF), and generates 4-monthly progress reports as per CEB's requirements.

The PAF and the 4-Monthly Progress Reports are linked, ensuring that the Partner Countries, the CEB and the Donors have a clear picture of 'projected' and 'actual' results from each approved project.

### SAMPLE OF RHP MMIS APPLICATION

The screenshot displays the RHP MMIS application interface. At the top, there are navigation tabs: Project Data, Finance, Beneficiary Data, Master Data, and Manual. Below this, there are sub-tabs for Project Application Form - List, Project Application Form - Details, and DMS. The main content area is titled 'Project Application Form - Detail' and includes sections for 'Paf subproject', 'General Data', 'Documents', and 'Time Schedule Data'.

**General Data:**

- Sub-project Number: MNE 2
- RHP Partner Country: MONTENEGRO
- CHP: CHP-MNE
- CEB's internal reference number: 9402

**Documents:**

- Date of PAF Submittal: 28.06.2013
- Date of Assembly of Donors approval: 11.10.2013
- Date of Grant Agreement signature (Start date): 09.09.2014

**Time Schedule Data:**

- Completion date - PAF: 09.12.2016
- Completion date - grant agreement: 09.12.2011

Below the main form, there is a table with columns: PAF Code, Contract Number, Title, Objective, Evidence (PAF Number), Date of Contract Signature, Start date, Status, Contract Subsystem, and Action. Two rows of data are visible, showing project details and their respective statuses.





# RHP MANAGEMENT TOOLS

## RISK MANAGEMENT

### What is risk management?

Risk management is an everyday management tool that aims to promote project success by creating an efficient control environment.

It uses a structured, systematic approach to identify, assess and prioritise risk, thus triggering the allocation of resources to monitor risk frequency and limit impact.

By identifying, assessing and controlling factors that may have bearing on a project, it significantly improves an organisation's performance. It assists the Partner Countries by systematically exploring potential problems within the various processes, systems and human activities and offers ways for them to fulfil responsibilities and achieve objectives.

Risk management should be understood as a continuous, proactive approach present in every project phase. The methodology applied in the context of the RHP is in line with industry standards, best practices and internal controls.

### How does it work?

Risks are identified in each Partner Country through a comprehensive process, with the participation of the Partner Countries' experts working in the national structures in charge of the RHP, the CEB, the UNHCR, the OSCE and the Technical Assistance experts.

The assessment focusses on 5 thematic groups: beneficiary selection, implementation capacity, procurement process, technical implementation and financial management. The assessment is performed against the criteria of frequency, financial and reputational impact. Risk mitigation measures

are then identified and implemented, with clear roles and responsibilities allocated to the institutions that are implementing the risk management framework and continuously monitoring its performance.

### SAMPLE OF RHP RISK ASSESSMENT - WEIGHTING FACTORS

	Level 1	Level 2	Level 3	Level 4
<b>Frequency</b>	1	4	16	64
<b>Financial impact</b>	1	4	16	64
<b>Reputational impact</b>	1	4	16	64
<b>Formula for total impact</b>	X= Frequency + Financial Impact + Reputational Impact			
<b>Total impact</b>	<b>Minor</b>	<b>Moderate</b>	<b>Significant</b>	<b>Serious</b>
Scale	X ≤ 6	7 ≤ X ≤ 24	25 ≤ X ≤ 63	64 ≤ X

### Result – establishment of Risk Maps

The RHP Risk Management framework was set up in 2014 with strong support from the CEB. As the next step, the Partner Countries established their risk management policies and completed the Risk Maps.

Subsequently, several workshops were conducted to encourage the effective use of the Risk Maps in the implementing institutions and each Partner Country was asked to appoint a Risk Manager to follow up on progress.

CEB continues to closely monitor the preventive and curative measures as well as the actions taken by the risk owners.

The Regional Housing Programme is financed and supported by the International Community



The Regional Housing Programme (RHP) was set up to offer durable housing to vulnerable individuals who became refugees or displaced persons following the 1991-1995 conflicts on the territory of former Yugoslavia. RHP is implemented by Croatia, Bosnia and Herzegovina, Montenegro and Serbia and mostly financed by the international donor community. The main donor is the European Union. The other donors are the USA, Germany, Italy, Norway, Switzerland, Denmark, Turkey, Luxembourg, Cyprus, Romania, Czech Republic, Slovak Republic and Hungary.