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
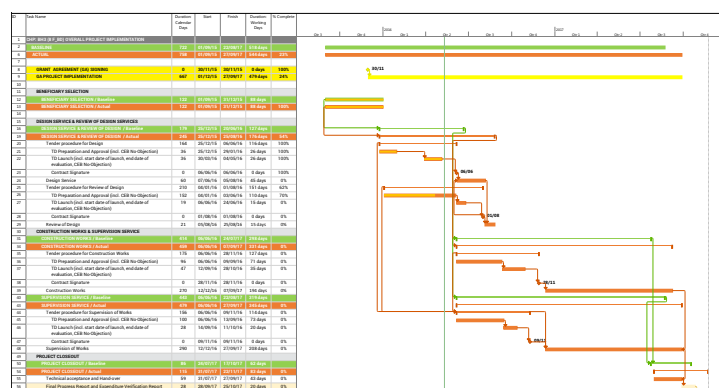
RHP MANAGEMENT TOOLS

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.
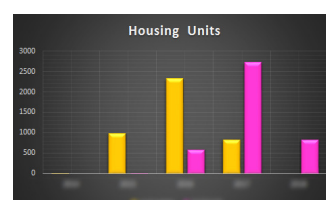
How does it work?

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 DOSSIER submitted to CEB (TD)	CEB TD No-objection (TDNo)	TENDER LAUNCH (TL)	Tender SUBMISSION DEADLINE (SD)	Evaluation Report submitted to CEB (EvR)	CEB EvR No-objection (EvRNo)	CONTRACTS SIGNED (CS)	START DATE OF CONTRACT (SDC)	Contract Value (EUR)	PROJECT DURATION (days)	ESTIMATED COMPLETION DATE
	1 LD9401	C1 - Provision of pre-fabricated houses for 66 households	NA		insert date	28/01/2015	18/02/2015	15/04/2015	21/05/2015	29/05/2015				395	
			NA		insert date	18/09/2015	29/10/2015	08/12/2015	16/12/2015	23/12/2015				235	
			NA		18.04.2016.	27/04/2016	28/04/2016	09/05/2016	16/05/2016	26/05/2016				60	
		C2 - Supply of building material to 104 households.	NA		insert date	28/10/2014	05/11/2014	15/12/2014	14/01/2015	16/01/2015				365	
			NA		NA	02/02/2015	17/11/2014	01/12/2014	16/12/2014	30/12/2014				254	
	2 LD9402	C1 - Construction of 200 apartments in multi-apartment buildings			22/04/2016	05/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016				330	
					15/05/2015	18/05/2015	19/05/2015	22/06/2015	24/07/2015	30/07/2015				231	
					06/07/2015	07/07/2015	29/10/2015	09/11/2015	27/11/2015	16/12/2015				122	
					22/04/2016	03/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016				330	
					20/03/2017	03/04/2017	04/04/2017	14/04/2017	21/04/2017	03/05/2017				62	
		C2 - Provision of 120 pre-fabricated houses			14/01/2016	23/01/2016	26/01/2016	07/03/2016	01/04/2016	10/04/2016				390	
					25/12/2015	05/01/2016	08/01/2016	19/02/2016	15/03/2016	16/03/2016				390	
					07/02/2017	21/02/2017	23/02/2017	03/03/2017	01/04/2017	07/04/2017				60	
		C3 - Supply of 300 building material packages			06/02/2015	18/02/2015	24/02/2015	26/03/2015	23/04/2015	03/08/2015				362	
					07/07/2015	10/07/2015	10/07/2015	14/08/2015	16/09/2015	18/09/2015				362	
		C4 - Purchase of 250 VH			06/02/2015	18/02/2015	24/02/2015	26/03/2015	17/07/2015	23/07/2015				371	
	3 LD9403	C1 - Construction of 235 apartments in multi-apartment buildings			22/12/2015	06/01/2016	21/01/2016	05/04/2016	04/05/2016	16/05/2016				420	
					10/02/2016	11/02/2016	12/02/2016	01/04/2016	26/04/2016	04/05/2016				420	
					14/01/2016	22/01/2016	25/01/2016	08/02/2016	22/02/2016	23/02/2016				60	
		C2 - Provision of 80 pre-fabricated houses			25/04/2016	05/05/2016	06/05/2016	15/06/2016	05/07/2016	10/07/2016				310	
					25/04/2016	05/05/2016	06/05/2016	15/06/2016	05/07/2016	10/07/2016				310	
					25/02/2017	09/03/2017	10/03/2017	20/03/2017	27/03/2017	03/04/2017				60	
		C3 - Supply of 350 building material packages			25/04/2016	05/05/2016	06/05/2016	27/06/2016	17/07/2016	22/07/2016				240	
					07/07/2015	09/07/2015	10/07/2015	10/08/2015	16/09/2015	18/09/2015				240	
	4 LD9404	C1 - Construction of 261 apartments in multi-apartment buildings			22/04/2016	03/05/2016	04/05/2016	27/06/2016	18/07/2016	28/07/2016				330	
					08/07/2015	10/07/2015	10/07/2015	12/08/2015	09/10/2015	20/10/2015				192	
					06/07/2015	07/07/2015	07/07/2015	04/12/2015	15/01/2016	21/01/2016				95	
					22/04/2016	03/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016				330	
					20/03/2017	03/04/2017	04/04/2017	14/04/2017	21/04/2017	03/05/2017				60	
		C2 - Provision of 30 pre-fabricated houses			05/11/2015	25/11/2015	30/11/2015	18/01/2016	10/02/2016	10/02/2016				365	
					25/12/2015	28/12/2015	12/01/2016	25/01/2016	08/02/2016	09/02/2016				365	
					20/02/2017	04/03/2017	05/03/2017	15/03/2017	20/03/2017	27/03/2017				60	
		C3 - Supply of 100 + 200 building material packages			16/10/2015	20/11/2015	24/11/2015	26/02/2016	04/04/2016	18/04/2016				240	
					30/12/2015	11/01/2016	18/01/2016	29/01/2016	08/02/2016	09/02/2016				240	
					27/02/2015	07/05/2015	08/05/2015	14/09/2015	14/09/2015	17/09/2015				360	
					30/12/2015	11/01/2016	19/01/2016	1.3.2016-cancelation	07/03/2016	10/03/2016				91	
		C4 - Purchase of 70 VH			27/02/2015	08/05/2015		08/06/2015	14/09/2015	17/09/2015				365	
					04/01/2017	09/01/2017	10/01/2017	03/03/2017	19/03/2017	24/03/2017				300	
	5 LD9405	C1 - Construction of 992 apartments in multi-apartment buildings			22/04/2016	03/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016				300	
					17/02/2016	29/02/2016	16/03/2016	09/05/2016	23/05/2016	28/05/2016				180	
					22/04/2016	03/05/2016	04/05/2016	13/06/2016	23/06/2016	28/06/2016				150	
		Construction of 165 apartments in multi-apartment buildings			14/12/2016	19/12/2016	20/12/2016	10/02/2017	26/02/2017	03/03/2017				300	
					22/04/2016	03/05/2016	04/05/2016	13/06/2016	03/07/2016	13/07/2016				300	
					27/03/2017	10/04/2017	17/04/2017	29/05/2017	08/06/2017	14/06/2017				60	

SAMPLE OF STATISTICS THAT CAN BE EXTRACTED FROM PT

Tender dossier preparation

Evaluation activities

Contracts Implementation

Housing Units

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

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
Frequency	1	4	16	64
Financial impact	1	4	16	64
Reputational impact	1	4	16	64
Formula for total impact	X= Frequency + Financial Impact + Reputational Impact			
Total impact	Minor	Moderate	Significant	Serious
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

www.regionalhousingprogramme.org