

SRN Workshop in Tampere

September 7, 2006

Kai Hintsanen

Good practices in using different funds

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- Former incumbent at Ministries of Labour and Social Affairs and Health, IOM International Organization of Migration, The Baltic Institute of Finland
- Project management and organization development consultant
- External evaluator of e.g. ESF Projects and project proposals

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A Few Generalizations (in the spirit of problem based learning):

- Major deficits in project management skills, capacity building efforts required →
- Notion applicable both on the organizational and individual level
- Development projects are often aloof from the surrounding society



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A Few Generalizations:

- Transparency faint, mostly due to minor interest among external stakeholders or interlocutors
- Goals and objectives are often too indefinite (SMART objectives!) →
- Materializes in lack of palpable outcomes

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Why these shortcomings?

- Project/programme work requires a blend of skills, not just expertise in the substance. Our project culture is still fairly young and immature (not even adolescent)
- It seems to be difficult to integrate project endeavours to other functions (of an organization, a municipality etc.)

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Major challenges include

- Genuine sustainability of project results must be ensured
- Verifiable added value must be achieved
- Intensified liaison with relevant (non-participating) stakeholders will be needed
- Comprehensive dissemination of project results must be attended to
- ! Thorough collaborative project planning !
(without which none of the above mentioned will occur)

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Using different funds

- Development efforts outside normal activities (of the municipality, region, organization or cluster) →
- Development efforts that otherwise could not receive financing
- “Because it is available” → project success prediction slumps



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Using different funds, focal areas:

- Employment enhancement
- Entrepreneurship
- Occupational training
- Support to individuals/groups in jeopardy of impending social exclusion

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Using different funds, focal areas:

- Gender equality
- Boosting involvement
- Information society
- Social networking

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Using different funds, manifested problems:

- Thematic overlapping
- Overwhelming admin. requirements
- Low awareness of various grant opportunities; only 'professional' applicants succeed
- Cultural disparities (among participants), language issues, level of commitment and participation differs...



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Identified good practices

- Use of programme management tools and techniques → enables substantial and more effective development efforts (such as the Hervanta project)
- Participation of local people and SME's

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Identified good practices

- Use of self evaluation tools
- Use of project folders to ensure tenable grip of project administration
- Project professional networks; opportunities to exchange ideas
- Use of project/programme portfolios