



## Key features of the project development process

## EU funding programmes for cities

- INTERREG A – Cross-border cooperation
- INTERREG B – Transnational cooperation
- INTERREG EUROPE
- URBACT
- Urban Innovative Actions ...

Interreg  
Vlaanderen-Nederland

Interreg  
2 Seas Mers Zeeën

Interreg  
North-West Europe  
2014 - 2020

Interreg  
Europe

URB  
ACT  
Connecting cities  
Building successes

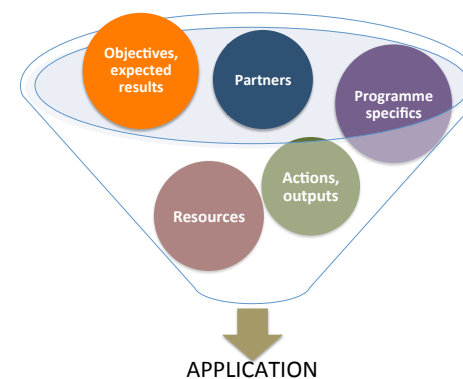
UIA  
URBAN  
INNOVATIVE  
ACTIONS

## Where to start ?

- Opportunity or strategy?
- A strategy for EU funding:
  - What is your motivation for EU cooperation?
  - Identification of funding opportunities
  - Match with your mid-term and long-term plans
  - Setting priorities for your organisation
  - Identifying partners and allies
  - Dedicate resources and commitment



## Developing a project



## An initial project idea

1. Your starting point – *context, challenge, opportunity*
2. What do you want to achieve?
3. How are you going to get there?
4. What kind of partners need to be involved?
5. What resources do you need?



## Programme specifics

- Make sure you really understand the programme
  - Programme documents
  - Seminars, project development sessions
  - Contact persons, secretariat
- Involve programme officials in project development
- Don't rely on experience in previous INTERREG programmes



## Programme specifics

- Thematic focus
- Territory
- Target groups
- Types of interventions
- The funding



## Partnership

- What competence, skill, expertise, mandate does the project partnership need to get the job done ?
- Territorial coverage
- Specific Programme requirements
- Commitment, capacity, content
- Who do you know? → Who do you need?



## Involving private partners

- State aid
- Revenue
- Intellectual Property Rights
- Funding
- Time
- Administrative work load



## Involving private partners

- Possible roles in the project
  - Project partner
  - Sub-partner,
  - Project Partner 'Light'
  - Observer
  - Contractor
  - Target group / beneficiary

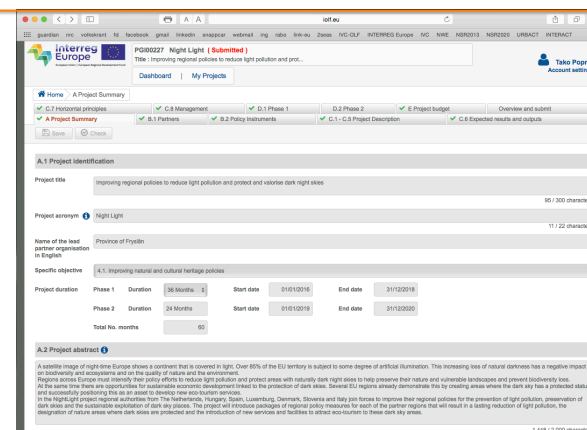


## The application process

- Call for proposals
- Most programmes use a 2-step process
  1. Concept Note / Expression of interest
  2. Full application
- On-line application tools
- Assessment by programme

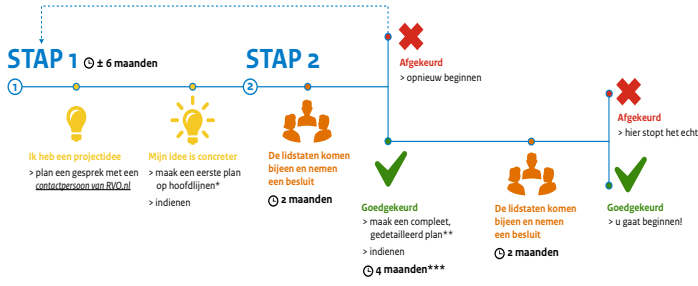


## On-line application tool





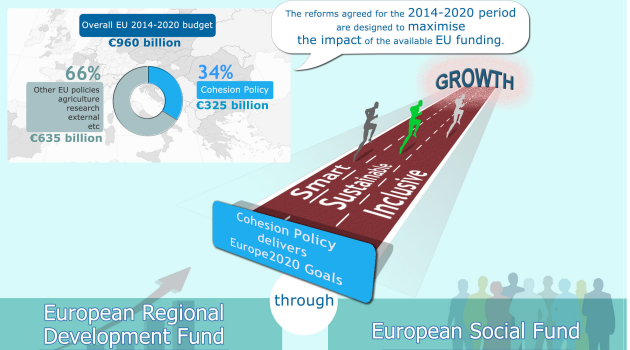
## 2-step application process



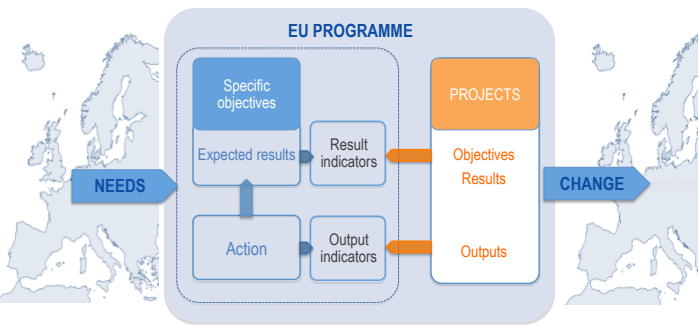
## The intervention logic

## A reformed Cohesion Policy for Europe

The main investment policy for jobs and growth



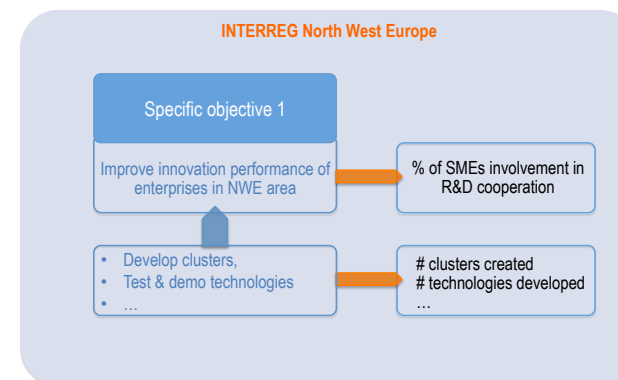
## Intervention logic



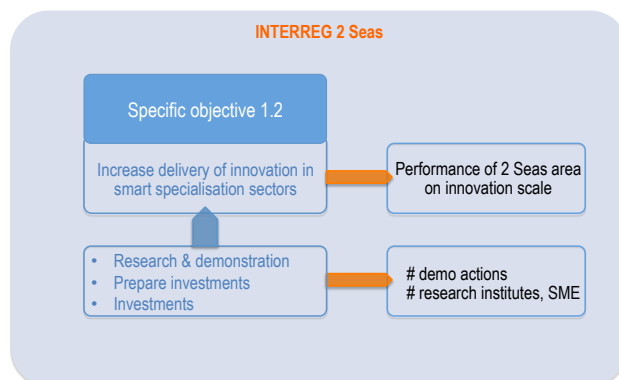
## Programme intervention logic

- **Specific Objective**  
Expression of the **change** a programme aims to achieve in an existing situation → **the intended result**
- **Result indicator**  
A measure that **captures the change** in the situation addressed by the specific objective
- **Output indicator**  
A measure to capture what the resources of a programme are spent on – **'what the money buys'**

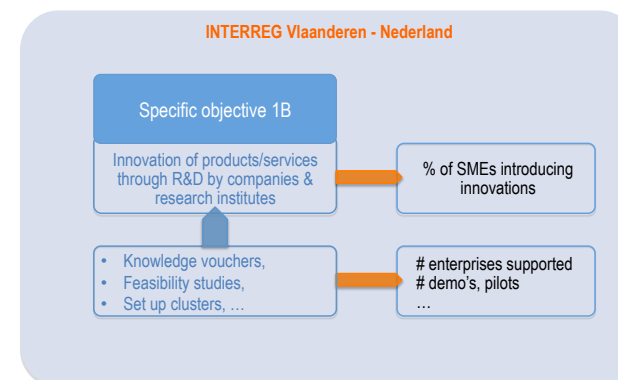
## Some examples ...



## Some examples ...



## Some examples ...



## Let's try ...



Can you define ...

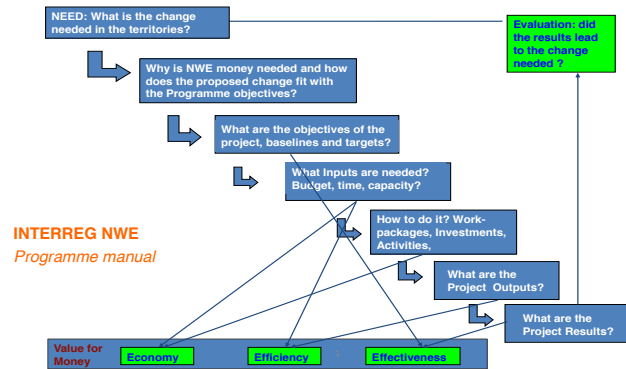
- specific objective(s)
- expected result(s)
- expected output(s)



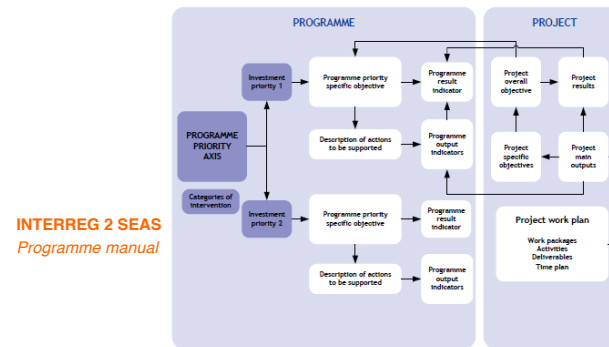
## What does this mean for projects?

- All projects must fit in programme intervention logic
- Projects must design their own intervention logic
- Application forms and selection criteria
- Terminology

## Intervention logic for projects



## Intervention logic for projects



## Intervention logic for projects



- The challenge addressed by project
  - 'Territorial analysis, need, challenge'
  - 'Market failure'
- Present a specific, well defined challenge
  - Fit within 1 Specific Objective of programme
- Substantiate need with figures, external sources
- Demonstrate why EU cooperation and € is needed

## Intervention logic for projects



- Select 1 *Specific Objective* from programme
  - 'expected result' & 'result indicators'
- Qualitative description of what project aims to change
  - ... not the activities of your project
  - use 'change' words
- Specific, focussed, precise, ...

## Intervention logic for projects



- Quantified and measurable expression of change
  - the effect 'on the ground' caused by the project
  - directly linked to project objective
- Baseline and target value
  - End of the project
  - Long-term effects
- Sources and types of result indicators
- Should be in line with programme result indicator

## Intervention logic for projects



- The 'products' of your project
  - Tangible **end**-products of project activities
  - Contribute directly to achieving the project result
  - Can be physically counted
- Distinguish from intermediate 'deliverables'
- Must contribute to the programme output indicators

## Intervention logic for projects



- The work programme of the project
- Consecutive steps that lead to production of outputs
  - Deliverable
- Organised in Work Packages
  - Project specific packages of activities
  - Evaluation
  - Communication
  - Project management

## Intervention logic for projects



- The inputs needed to deliver your project
- Partnership competences, expertise
- Staff time and capacities
- Project budget and match funding

## Intervention logic for projects



- Application step 1 – concept note / expression of interest
  - need, objective, results
  - outputs (in some programmes)
  - indication of budget, partnership
- Application Step 2 – full application
  - Detailed outputs, work plan and budget
- Step 1 requires input at 'step 2-level'

## Exercise Project Intervention Logic

## Project budget

## Budget principles

- Co-funding
- Grant rates differ per programme
- Payment in arrears
- Administration of supporting documents
- Regular reporting
- Control regime



## Budget Lines

- Staff costs
  - real cost basis
  - 20 % of other direct project costs
- Administration costs
  - 15% of staff costs
- Travel and accommodation
- External expertise and services
- Equipment
- Infrastructure and construction works



## Developing a budget

- Check budget structure of the application
- Develop your own project budget model
- Realistic spending forecast
- Cost sharing vs. task sharing
- Revenues
- Preparation costs





**PART E – Project budget**

E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Revenues	Total partner budget
1. Province of Friesland	15.000	181.200	27.180	35.250	89.500	0	0	348.130
2. Észak-Magyarországi Regionális Fejlesztési Ügynökség Nonprofit Korlátolt Társaság	0	125.000	18.750	26.000	47.900	1.000	0	218.650
3. Avila County Council	0	99.000	14.850	29.800	57.200	0	0	200.850
4. NATURE PARK GUR	0	95.000	14.250	23.500	79.500	0	0	212.250
5. Bameo Energy Academy	0	142.290	21.343	31.350	39.510	0	0	234.493
6. BBC Business support centre Ltd, Kuwait	0	110.480	16.972	31.400	58.500	0	0	216.952
7. BABJICATA REGION	0	60.450	9.087	13.040	39.800	0	0	122.357
8. Matera-Basilicata 2019 Foundation	0	81.340	12.188	14.720	56.000	0	0	164.148
9. Island Government of La Palma	0	99.040	14.856	21.800	64.304	0	0	200.000
Total	15.000	993.700	149.054	228.880	532.214	1.000	0	1.917.828

## Assessment of projects



D.4 Project Budget - Overview per Partner per Work Package

Partner	Preparation (WP 0)	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	TOTAL BUDGET (€)					
PP 1	50.000,00	0,00	0,00	0,00	1.131.600,00	92.250,00	116.850,00	1.360.700,00					
PP 2	0,00	0,00	0,00	0,00	1.149.229,59	54.120,00	6.150,00	1.209.499,59					
PP 3	0,00	D.5 Project Budget - Overview per Work Package per Period											
PP 4	0,00	Work Package											
PP 5	0,00	Preparation (Period)	Jul - Dec 2015	Jan - Jun 2016	Jul - Dec 2016	Jan - Jun 2017	Jul - Dec 2017	Jan - Jun 2018	Jul - Dec 2018	Jan - Jun 2019	Jul - Dec 2019	TOTAL BUDGET (€)	
Total (€)	50.000,00	50.000,00	1.917,25	88.604,70	81.953,10	81.953,10	87.326,95	87.326,95	87.326,95	87.326,95	87.326,95	691.090,90	
% of total Budget												15.730,00	142.865,00

D.5 Project Budget - Overview per Work Package per Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	TOTAL BUDGET (€)
WP 0					50.000,00		50.000,00
WP 1	310.686,00	46.602,00	0,00	333.772,00	0,00	0,00	74.518,75
WP 2	89.100,00	13.365,00	5.000,00	35.900,00	0,00	0,00	601.060,90
WP 3	159.187,00	29.878,05	2.000,00	236.501,00	0,00	0,00	50.335,00
WP 4	444.346,60	66.651,99	6.000,00	626.400,00	0,00	1.599.333,00	179.150,00
WP 5	79.600,00	11.940,00	142.400,00	353.800,00	0,00	0,00	4.821.013,54
WP 6	21.000,00	3.150,00	0,00	155.000,00	0,00	0,00	179.150,00
Total (€)	1.143.919,60	171.587,94	195.400,00	1.790.773,00	0,00	1.599.333,00	4.821.013,54
% of total Budget	23,73 %	3,56 %	3,22 %	37,15 %	0,00 %	32,34 %	100,00 %

## Assessment process

- Eligibility check (Joint Secretariat)
- Quality assessment (Joint Secretariat)
  - Strategic assessment
  - Operational assessment
- Member States decide based on assessment reports
- Possible outcomes
  - Approved
  - Rejected
  - Referred back

## Assessment criteria

No.	Quality assessment criteria and questions	Scoring in pts	Weight of criterion
<b>Strategic assessment criteria</b>			
1	Project results contribute to one Programme specific objective - How well is the need for the project justified? - Is the approach chosen by the project relevant? - Will the project contribute to reducing disparities in NINE? - Is the envisaged change on the ground measurable, realistic and achievable?	/5 pts	15%
2	Cooperation intensity - How necessary will partners cooperate to deliver the change envisaged?	/5 pts	15%
3	Partnership quality - Is the partnership composition relevant for the proposed	/5 pts	10%
<b>Strategic assessment (60%)</b>			
1.	Project's context (relevance and strategy): How well is a need for the project justified?	10%	10%
2.	Cooperation character: What added value does the cooperation bring?	10%	15%
3.	Project's contribution to Programme's objectives, expected results and outputs: To what extent will the project contribute to the achievement of Programme's objectives?	30%	5%
4.	Partnership relevance: To what extent is the partnership composition relevant for the proposed project?	10%	
<b>Operational assessment (40%)</b>			
5.	Management: To what extent are management structures and procedures in line with the project size, duration and needs?	5%	60%
6.	Communication: To what extent are communication activities appropriate and will reach the relevant target groups and stakeholders?	5%	30%
7.	Work plan: To what extent is the work plan realistic, consistent and coherent?	15%	5%
8.	Budget: To what extent does the project budget demonstrate value for money and is coherent and proportionate?	15%	5%
<b>Total scoring weight of operational criteria</b>			<b>40%</b>

## Exercise

### Assessment of projects

- ## Key tips and conclusions
- Understand and apply the **intervention logic**
  - Ensure close fit with programme **specific objective**
    - expected results, outputs, actions, target groups
  - **Focus** your project scope, objectives, results
  - **Quantify** to convince
  - 2-step application – **think beyond step 1**

## Time for questions and discussion ...