Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report on participation in the Seminar of PL-BY-UA 2007-2013' CBC Programme ‘Planet of Ideas - cross-border transfer of knowledge in the area of attracting investments for development of border tourism’ project

Grodno country estate Karolino

Reporting Period: 06.05.2014 – 07.05.2014

This project is funded by the European Union

A project implemented by a consortium led by GFA Consulting Group GmbH
### MISSION REPORT

**ON PARTICIPATION IN THE SEMINAR OF**

*PL-BY-UA 2007-2013* CBC Programme  
'Planet of Ideas - cross-border transfer of knowledge in the area of attracting investments for development of border tourism' project  
Grodno country estate Karolino 6-7 May, 2014

<table>
<thead>
<tr>
<th>1. Name of the participants, institution</th>
<th>Dina Goncharova – Executive Director of the National Coordinating Unit; Dr. Janos Zakonyi – CDFB Project Team Leader;</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Destination, dates and schedule</td>
<td>Grodno country estate Karolino 6-7 May, 2014</td>
</tr>
</tbody>
</table>
| 3. Logistics | The logistics arranged by the CDFB Project staff was:  
1. Transfer to and from Grodno country estate Karolino.  
The local logistics was (excellently) arranged by the 'The Planet of Ideas - transboundary transfer of knowledge in the field of investment for the development of cross-border tourism' project:  
1. Registration of the participants for the Seminar  
2. Booking of the rooms for the participants in Grodno country estate Karolino (1 night)  
3. Provision of the participants with necessary materials on their participation in the seminar  
4. Organisation of the seminar itself  
5. Dining at the restaurant in Grodno country estate Karolino |
| 4. Purpose of visit | The purpose of the mission was two-fold:  
1. According to the project training plan there is a significant number of trainings to be organised for the central / local authorities and non-state actors (C1).  
2. Identification of ways on how to strengthen the aid coordination mechanism and make the NCU more effective in executing of its role, among others, in the regional/local context (C2).  
In order to fulfil the above purposes, we utilised the opportunity of the two-days' Seminar organised by the 'PL-BY-UA 2007-2013' CBC Programme ('Planet of Ideas - cross-border transfer of knowledge in the area of attracting investments for development of border tourism' project), in which the NCU also participated in order to:  
a) participate in the programme of the Seminar by occasional presentations and introduction of the CDFB project; |
b) discuss cooperation opportunities and potential for synergies between the CFBF project and regional/local organisations and participants.

c) support the NCU new Executive Director in participation and presentation at the organised event.

<table>
<thead>
<tr>
<th>TUESDAY 6 MAY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.00 Coffee break</td>
</tr>
<tr>
<td>11.15 Donskikh S.V. Development and promotion of projects</td>
</tr>
<tr>
<td>12.30 Coffee break</td>
</tr>
<tr>
<td>12.45 Donskikh S.V. Presentation of the tourist project to the Partners from Poland and Ukraine</td>
</tr>
<tr>
<td>14.00 Lunch</td>
</tr>
<tr>
<td>15.00 Li Chon Ku – Dina Goncharova Launch and implementation of CBC projects</td>
</tr>
<tr>
<td>- Project implementation stages: launch, main events, completion</td>
</tr>
<tr>
<td>- Partner agreements</td>
</tr>
<tr>
<td>- Internal orders</td>
</tr>
<tr>
<td>- Bank account opening. Receipt and transfer of funds.</td>
</tr>
<tr>
<td>- Accounting, tax relief</td>
</tr>
<tr>
<td>- Project management</td>
</tr>
<tr>
<td>16.30 The procedure for the national approval and registration of ITA project: opportunities and obstacles</td>
</tr>
<tr>
<td>18.00 Individual consultations with the experts</td>
</tr>
<tr>
<td>20.30 Dinner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEDNESDAY 7 MAY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.00 Breakfast</td>
</tr>
<tr>
<td>9.00 Li Chon Ku – Dina Goncharova Monitoring and reporting within the ITA projects in accordance with national legislation</td>
</tr>
<tr>
<td>- Provision of regular reporting on the implementation of the project (data, types of reports, timeline)</td>
</tr>
<tr>
<td>11.00 Coffee break</td>
</tr>
<tr>
<td>11.15 Project communication policy</td>
</tr>
<tr>
<td>- Press-release and printed materials creation</td>
</tr>
<tr>
<td>- Project materials organization and carrying out</td>
</tr>
<tr>
<td>- Project website design</td>
</tr>
<tr>
<td>14.00 Individual consultations with experts</td>
</tr>
<tr>
<td>15.00 Lunch</td>
</tr>
<tr>
<td>16.00 End of the seminar</td>
</tr>
</tbody>
</table>

6. Description of the discussed issues

- Overall project design and management issues – adapted to CBC requirements and practice;
- Specific features of the type of projects the experts present are to suggest for the next programming period;
- Requirements and practice of administration and management of TA projects in Belarus, specifically adapted to CBC projects and regional/local organisations and participants;
- The role of the NCU and coordination – cooperation needs;
- The CDFB project – its aims and tasks with special regard to cooperation with regional stakeholders and projects.
# New contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Li Chon Ku</td>
<td>Senior Lecturer – Professor</td>
<td>Yanka Kupala State University of Grodno</td>
<td>E-mail: <a href="mailto:tchonli@yahoo.com">tchonli@yahoo.com</a>; Tel: +375296710860;</td>
</tr>
<tr>
<td>Mr Koleda Sergei</td>
<td>Vice chairman of Grodno Regional Department</td>
<td>Social Organisation ‘Republican Union of Tourism</td>
<td>E-mail: <a href="mailto:koleda.s.i@gmail.com">koleda.s.i@gmail.com</a>; Tel: +375296502073;</td>
</tr>
<tr>
<td>Ms Polubenskaya Danuta</td>
<td>Organizer - Director</td>
<td>Nemnovotour</td>
<td>E-mail: <a href="mailto:avtovita@mail.grodno.by">avtovita@mail.grodno.by</a>; Tel: +37529652903;</td>
</tr>
</tbody>
</table>

Participants in the seminar

# Conclusions

The participation in the Seminar presented a good opportunity:

a) to get acquainted with present level of project preparation experience and practice within the given CBC framework,
b) to study the questions that participants were raising in connection with both general/theoretical and practical issues of designing and managing a CBC project in light of the heavy Belarusian administrative requirements,
c) to build relations with the participants for future cooperation.

DG has been co-presenter of all the major presentations and she has received a huge amount of questions regarding different topics.

JZ has introduced the CDFB project and its tasks, and also answered to project related questions.

The participants of the Seminar have been most active and committed and utilised the possibilities well to enhance their knowledge on all the topics on the agenda. This was the fourth Seminar of the organisers in the given topics, which will be concluded by a fifth one, where the specific project proposals will be discussed with the foreign partner organisations.

Both the organisation and the content level of the Seminar have been impressive. A strong role in this was played by the presenters, the organisers of the Seminar and the participants themselves.

# Relevance to Belarus

The event is not only ‘relevant’ to Belarus: it belongs to a most important practical step in ITA for Belarus – the preparation of the Belarusian project ‘proposers – future possible owners’ to implement their design related tasks committed and at a good technical / professional level. This CBC-regional event can serve as a good example for other segments of this type of work.

# Subsequent actions

The NCU will use the experience gained in its future work.

The CDFB project will use the experience gained for building up its regional activities on those topics that are of most need and interest to the local stakeholders.

Dina Goncharova

Dr. Janos Zakonyi

(The signed copy is deposited in the CDFB Office)
Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report

on participation in the Conference of the “Poland -Belarus -Ukraine” Programme

Arlamow, Poland
Reporting Period: 21.08.2014
MISSION REPORT
ON PARTICIPATION IN THE CONFERENCE OF
the "Poland-Belarus-Ukraine" Programme
Arlamow 21 August, 2014

<table>
<thead>
<tr>
<th>1. Name of the participants, institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victor Bury – Director of Gomel Regional Agency of Economic Development;</td>
</tr>
<tr>
<td>Irina Bolotina – National expert of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Destination, dates and schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arłamow, Poland</td>
</tr>
<tr>
<td>21 August, 2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the Logistics was arranged by the CDFB Project staff:</td>
</tr>
<tr>
<td>1. Booked round tickets (from Minsk to Rzeszow and from Rzeszow to Minsk)</td>
</tr>
<tr>
<td>2. Arranged transfer from and to the airport in Minsk</td>
</tr>
<tr>
<td>3. Arranged transfer from and to the airport in Poland (from Rzeszow airport to Arłamow hotel and from Arłamow hotel to Rzeszow airport)</td>
</tr>
<tr>
<td>4. Arranged meeting on the discussion of all the organization issues</td>
</tr>
<tr>
<td>5. Conducted final meeting upon arrival in Minsk to discuss the results of the participations follow-up activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Purpose of visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>The conference was targeted to present the state of play of the Programme, focus on current results of the implemented projects and present main assumptions on the CBC Programme Poland-Belarus-Ukraine 2014-2020.</td>
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</table>

<table>
<thead>
<tr>
<th>5. Agenda</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday 21 AUGUST 2014</td>
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<tr>
<td>09:30</td>
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<td>10:00</td>
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<tr>
<td>10:20</td>
</tr>
<tr>
<td>10:30</td>
</tr>
<tr>
<td>10:45</td>
</tr>
</tbody>
</table>
achievements within the 3 priorities

11.30 Coffee break
12.00 Main assumptions on the PL-BY-UA ENI CBC Programme 2014-2020
12.30 Q&A session
13.00 Lunch
14.30 Visiting the projects: IPBU.01.02.00-18-703/11 and IPBU.01.02.00-18-203/10
18.00 Common dinner

6. Description of the discussed issues

A welcome speech with a special presentation was delivered by a member of Belarusian group in order to share Belarusian knowledge and experience on analysing and reporting upon participation in this specific type of international technical assistance, as well as to inform other countries about latest developments and approaches of Belarus in the cross-border cooperation field.

The state of play of the existing Programme was presented: 117 contracts were signed by the JMA of the programme for the total amount of allocated funds of EUR 173,79 mln. As for today 16 projects have been finalized for the total amount of EUR 19,49 mln. The distribution of the contracted projects by priorities was noted – 40 projects in Priority 1, 26 projects in Priority 2 and 51 project in Priority 3.

The following statistical information was shown: 104 addendums were concluded, 28 trainings were conducted in 2013-2014.

As for the PL-BY-UA ENI CBC Programme 2014-2020 the following strategic objectives were presented:
i) support to economic and social development of the regions on both sides of the border, ii) solving common challenges in the sphere of environment, health of the citizens, preventive measures, as well as crime fighting, and iii) providing better conditions and instruments for assisting persons, goods and capitals mobility. Out of 10 thematic objectives proposed by the European Commission, 4 were chosen for the new Programme: 1) Promotion of local culture and preservation of historical heritage, 2) Improving accessibility to the border region, 3) Common challenges in the field of safety and security, 4) Promotion of border management, and border security.

7. New contacts

Mr Lev Zakharchishin – International Cooperation Department of Lviv Regional Executive Committee, Ukraine (E-mail: ums@loda.gov.ua)
Mr Taras Fedak – Head of the Standing Commission for Investment and Regulatory Policy Issues, Energy Efficiency and Business Development of Lviv Regional Council, Ukraine (E-mail: tbdep@ukr.net)
Mr Andriy Vartsaba – Head of the Department of External Economic Affairs, Investment and Cross-border Cooperation of Uzhgorod Regional Executive Committee, Ukraine (E-mail: manager2a3v@gmail.com)

8. Conclusions

Visit to Arlamow provided a unique opportunity to obtain information about the lessons learnt from the implemented Programme, as well as to know about the stage of development of the new Programme for 2014-2020. Furthermore, participation in the Conference provided the opportunity to establish new contacts with the representatives of Ukraine and Poland in order to deepen cooperation between the bordering countries.

9. Relevance to Belarus

Belarus is a beneficiary of ENPI funds in terms of various programmes within the programming period 2007-2013 and a new programming period 2014-2020 in terms of ENI instrument, therefore the participation in this Conference was extremely relevant for the country. All the obtained information and contacts will be used by the participants for further development of aid coordination system in the Republic of Belarus. The experience gained in Arlamow will be implemented in programming within the PL-UA-BY 2014-2020 Programme. Besides, participating in the Conference gave an opportunity to promote participation of the least active Belarusian regions in international technical assistance field, as well as to learn about last one year’s experience of the Programme and exchange experience of Belarus with participants from the other
| 10. **Subsequent actions** | The possibility to implement the gained experience, knowledge and skills by the participants in their organizations for the benefits of the development of international technical assistance programmes in Belarus and further participation in the events in terms of CDFB Project. |

Vctor Bury

Irina Bolotina
COOPERATION IS ON THE CLIMB
Arłamów, 21 August 2014
ГОДОВАЯ ПРОГРАММНАЯ КОНФЕРЕНЦИЯ
"СОТРУДНИЧЕСТВО НА ВЫСОТЕ" 2014

ПРОГРАММА ТРАНСГРАНИЧНОГО СОТРУДНИЧЕСТВА
ПОЛЬША-БЕЛАРУСЬ-УКРАИНА 2007-2013

21 АВГУСТА 2014, БЕЩАДЫ, ПОЛЬША

<table>
<thead>
<tr>
<th>9:30 – 10:00</th>
<th>Регистрация</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 10:20</td>
<td>Видео-открытие (3 мин.) и вступительные слова:</td>
</tr>
<tr>
<td></td>
<td>- Представителя Польши (СОУ)</td>
</tr>
<tr>
<td></td>
<td>- Представителя Белоруси (Национальный орган)</td>
</tr>
<tr>
<td></td>
<td>- Представителя Украины (Национальный орган)</td>
</tr>
<tr>
<td>10:20 – 10:30</td>
<td>Состояние реализации Программы</td>
</tr>
<tr>
<td>10:30 – 10:45</td>
<td>Реализация проектов – видео/слайды</td>
</tr>
<tr>
<td>10:45 – 11:30</td>
<td>Панельная дискуссия по реализации проектов с участием бенефициаров - основные достижения в рамках 3-х приоритетов</td>
</tr>
<tr>
<td>11:30 – 12:00</td>
<td>Перерыв на кофе</td>
</tr>
<tr>
<td>12:00 – 12:30</td>
<td>Основные предположения Программы ЕИП на годы 2014-2020</td>
</tr>
<tr>
<td>12:30 – 13:00</td>
<td>Сессия вопросов и ответов</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Обед</td>
</tr>
</tbody>
</table>

II ЧАСТЬ: ПО СЛЕДАМ ПРОЕКТОВ

| 14:30 – 18.00 | Визиты проектов: IPBU.01.02.00-18-703/11 и IPBU.01.02.00-18-203/10 |
| 18:00 | Совместный ужин |
ПРОГРАММА ТРАНСГРАНИЧНОГО СОТРУДНИЧЕСТВА ПОЛЬША-БЕЛАРУСЬ-УКРАИНА 2007-2013

Состояние Реализации Программы

Арламув, 21 августа 2014

Приоритеты 1-3

Количество утвержденных проектов: 117
Общая сумма выделенных средств: 173,79 млн. евро
% использованных средств: 99,79%

Перечисленные средства проектам:
72,25 млн. евро

Количество завершенных проектов: 16
Общая сумма завершенных проектов: 19,49 млн. евро
Приоритет 1. Повышение конкурентоспособности приграничных территорий

Количество утвержденных проектов: 40
Общая сумма выделенных средств: 55,1 млн. евро
% использованных средств: 99,78%

Перечисленные средства проектам: 20,2 млн. евро
Количество завершенных проектов: 3
Общая сумма завершенных проектов: 0,65 млн. евро

Приоритет 2. Улучшение качества жизни

Количество утвержденных проектов: 26
Общая сумма выделенных средств: 76,5 млн. евро
% использованных средств: 99,93%

Перечисленные средства проектам: 32,95 млн. евро
Количество завершенных проектов: 7
Общая сумма завершенных проектов: 15,44 млн. евро
Приоритет 3. Институциональное сотрудничество и поддержка местных инициатив

Количество утвержденных проектов: 51
Общая сумма выделенных средств: 42,2 млн. евро
% использованных средств: 99,54%

Перечисленные средства проектам:
19,1 млн. евро

Количество завершенных проектов: 6
Общая сумма завершенных проектов: 3,36 млн. евро
Интересная информация:
- Количество поданных финансовых отчетов: 58
- Количество поданных кратких отчетов: 313
- Количество обращений о внесении изменений: 304
- Количество заключенных аддендумов: 104
- Количество мероприятий и тренингов для бенефициаров: 2013 р. - 16, 2014 р. - 12
Спасибо за внимание

Томаш Енджеевски
Совместный Технический Секретариат
Программы трансграничного сотрудничества
Польша - Беларусь - Украина 2007-2013
ул. Доманевска 39а
02-672 Варшава
тел. +48 22 378 31 34
email: tomasz.jedrzejewski@cpe.gov.pl
ПРОГРАММА ПОЛЬША-БЕЛОРУСЬ-УКРАИНА
В НОВОЙ ФИНАНСОВОЙ ПЕРСПЕКТИВЕ
2014 – 2020

АРЛАНУВ, 21.08.2014

ЕИС 2014-2020
Европейский Инструмент Соседства (European Neighbourhood Instrument – ENI)

Решение Европейского Парламента и Совета (EC) № 232/2014 от 11 марта 2014 г. о создании Европейского Инструмента Соседства – основа для разработки Стратегии ЕИС ТГС и процедур внедрения
Три стратегические цели трансграничного сотрудничества:

- Содействие экономическому и социальному развитию регионов по обе стороны общей границы.
- Решение общих проблем, касающихся окружающей среды, здоровья жителей и профилактики а также борьбы с преступностью.
- Обеспечение лучших условий и инструментов содействия мобильности людей, товаров и капитала.

Перечень 10 тематических целей:

4 выбранные цели в рамках новой Программы = тематическая концентрация.
ЕИС 2014-2020

Решение Совместного Программного Комитета

ТЕМАТИЧЕСКИЕ ЦЕЛИ:

ТЦ 3 – Продвижение местной культуры и охрана исторического наследия

ТЦ 7 – Улучшение доступности приграничных регионов

ТЦ 8 – Общие вызовы в сфере безопасности

ТЦ 10 – Продвижение управления границами и охрана границ

ЕИС 2014-2020

Продолжение трехсторонней программы PL-BY-UA

Совместный Орган Управления (СОУ) – Министерство инфраструктуры и регионального развития (Польша)

Совместный Программный Комитет (ОПК) для подготовки Программы Польша-Белarusь-Украина 2014-2020

- встречи: март 2013, октябрь 2013, апрель 2014

СОУ заказал разработку экспертизы по функционированию Программы в новой перспективе.
КЛЮЧЕВЫЕ ВОПРОСЫ, КОТОРЫЕ ДОЛЖНЫ БЫТЬ РЕШЕНЫ

- Сфера мероприятий, финансируемых в рамках отдельных тематических целей

- Создание Системы Управления и Контроля (в частности, организации и их функции, система конкурсных наборов и оценки проектов, принципы реализации, базы данных) - PRAG необязательный

- Распределение средств на территории поддержки Программы

- Перечень БИП (больших Инфраструктурных Проектов), которые получат непосредственное финансирование

Спасибо за внимание

Эва Адамчук

Совместный Технический Секретариат
Программы трансграничного сотрудничества
Польша-Беларусь-Украина 2007-2013

www.pl-by-ua.eu
pbu@cpe.gov.pl
Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report

on participation in the Seminar on ‘Financial Accounting in EU External Cooperation Funding’

Berlin, Germany
Reporting Period: 25.08.2014-26.08.2014
### Mission Report

**ON PARTICIPATION IN THE SEMINAR ON**

**Financial Accounting in EU External Cooperation Funding**

**Berlin 25-26 August, 2014**

| 1. Name of the participants, institution | Vadim Pakhomchik – Counselor of the Department for common European cooperation of the Ministry of Foreign Affairs of the Republic of Belarus;  
Elena Vauraniuk – Specialist of the Department of foreign economic relations of the Brest regional executive committee;  
Dina Goncharova – Executive Director of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus. |
|---|---|
| 2. Destination, dates and schedule | Berlin, Germany  
25 - 26 August, 2014 |
| 3. Logistics | All the Logistics was arranged by the CDFB Project staff:  
1. They made registration of the participants for the Seminar  
2. Booked round tickets (from Minsk to Berlin and from Berlin to Minsk)  
3. Arranged transfer from and to the airport in Minsk  
4. Arranged transfer from and to the airport in Berlin  
5. Booked the Hotel in Berlin for the whole period of stay (3 nights)  
6. Provided the participants with necessary materials on their participation in the Seminar and stay in Berlin  
7. Arranged meetings on the discussion of all the organization issues  
8. Conducted final meeting upon arrival in Minsk to discuss the results of the participations follow-up activities |
| 4. Purpose of visit | The seminar was targeted towards national and regional authorities which are involved in the financial management of the projects funded by EU external cooperation programmes such as European Neighbourhood Instrument (ENI), Development Cooperation Instrument (DCI) and European Development Fund (EDF) |
| 5. Agenda | **MONDAY 25 AUGUST 2014**  
08.30 Registration and hand-out of the seminar materials  
09.00 Opening remarks from the European Academy for Taxes, Economics and Law  
09.05 Welcome note from the chair and round of introductions  
09.30 Financial Reporting and contract Addenda  
10.15 Group exploration: what are the main factors for accurate financial reporting, discussion |
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<tr>
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<tr>
<td>10.30</td>
<td>Financial accounting for projects financed by EU External Cooperation Funding</td>
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<td>Eligible costs and financial reporting for projects financed by EU External Cooperation Funding</td>
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<td>13.45</td>
<td>Staff cost accounting, Practical exercises</td>
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<tr>
<td>16.30</td>
<td>EU funding trends and access to EU funding for civil society organisations</td>
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<td>18.00</td>
<td>End of the first day</td>
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<td>09.00</td>
<td>Welcome note from the chair.</td>
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<td>10.00</td>
<td>European commission audits of projects funded by EU External Cooperation Programmes</td>
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<td>10.15</td>
<td>Discussion round</td>
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<td>10.45</td>
<td>Coffee break and networking opportunity</td>
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<td>10.45</td>
<td>How to prepare for financial audits</td>
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<td>12.00</td>
<td>Discussion round</td>
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<td>12.15</td>
<td>Lunch break</td>
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<td>13.15</td>
<td>EU public procurement rules for EU grant beneficiaries and service providers</td>
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<td>15.15</td>
<td>Final discussion round</td>
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<td>15.30</td>
<td>End of seminar and hand-out of certificates</td>
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6. **Description of the discussed issues**

**Day 1**

1. **Financial Reporting and contract Addenda**

First of all there were presented the EU's financial instruments for external aid for the new financial period. In November 2013 a new Multiannual Financial Framework for 2014-2020 has been adopted with a budget of 11.7 billion Euro. The External Action Financing Instruments are:

- Instrument for Pre-accession Assistance (IPA)
- European Neighborhood Instrument (ENI)
- Development Co-operation Instrument (DCI)
- Partnership Instrument (PI) – New instrument
- Instrument for Stability and Peace (IfSP)
- Instrument for Nuclear Safety Co-operation (NSCI)
- European Instrument for Democracy and Human Rights (EIDHR)
European Development Fund (EDF) (is outside of the mentioned budget).

Then there were presented all main sources of information as well as accounting standards and regulations which should be applied to all issues relating to EU external assistance. Then we are talking about different levels of controls, verifications and auditing, about types of reports (interim and final) as well as reporting with different currency and how to deal with the projects with different partners from different countries; contract modification (when, why and how); submission and approval deadlines; bank accounts and transfers. After presentation it was a group exploration on two issues: "What are the main factors for accurate financial accounting" and "Contract modification". The discussion was very useful, interesting and lively.

2. Financial accounting for projects financed by EU External Cooperation Funding

First of all there was presented common information about European Bank for Reconstruction and Development (EBRD): when it was established, who are members and recipient, budget and capital base, main objectives, organizational structure. Further the detailed information on financial and reporting aspects of EBRD was provided (accrual-based accounting, specific reporting to EU, types of reports, internal controls, accounting for staff, specific challenges).

3. Eligible costs and financial reporting for projects financed by EU External Cooperation Funding. Staff cost accounting

There were presented and late discussed such very important issues as: what costs of the project can be recognized eligible and what are ineligible; what supporting documents should be provided for expenditure verification; which costs require justification and which don't; exchange rate and bank accounts; VAT exemptions and accounting of VAT. The second part of presentation was devoted to the one of the main parts of all EU-funded projects – personal costs. Almost every project contains staff costs (human resources). The key issues and questions relating to human resources are: who are allowed to receive salaries from the project, how to calculate personnel costs, what supporting documents should be presented to justify human resources, percentages of co-financing (co-financing rates)

4. How to prepare for financial audits

First of all there were presented legal base and basic terms of financial audit such as Financial Regulations of the EU, main principles of sound financial management. Then it was detailed presentation of all steps that should be made during preparing for audit. There were presented the key areas to be audited: internal controls, documentation, filing and report keeping, procurement, payroll, cash and banks, accounting, financial reporting. After the presentation there was an active and very useful discussion of a real life case of auditing of a grant project.

5. EU public procurement rules for EU grant beneficiaries and service providers

During presentation there were presented detailed information on public procurement rules: who, what and why, main steps and main documents, types of contracts, rules of nationality and origin, eligibility of procedures. The presentation was accompanied by practical advices and group discussions.

7. New contacts

Dr Bettina Geiken – Senior EU External cooperation projects manager(E-mail: Bettina.geiken@gmail.com);
Mr Christopher Konig – EuropeAid partnership programme assistant, Save the children Brussels office, funding for development and Relief work group, Concord – The European NGO Confederation (E-mail: Christopher.koenig@coleurope.eu);
Mr Mehmet Uvez – Deputy Head of Audit Authority and Vice chairman of Treasury controllers, treasury Republic of Turkey (E-mail: Mehmet.uevez@treasury.gov.tr);
Ms Melinda Wezenaar – Branch director MDF training and consultancy, Brussels brunch

8. Conclusions

Visit to Berlin gave a very good opportunity for all participants to learn how to manage and implement projects according to EU regulations, how to conduct the financial accounting and project management of EU-funded projects correctly, to ensure that funds used for development and cooperation projects are spent properly. They also enhanced the understanding of the EU public procurement rules and procedures and learned how to avoid the most common mistakes. The participants developed practical skills in many
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<tr>
<td><strong>9. Relevance to Belarus</strong></td>
<td><strong>Belarus</strong> is a beneficiary of ENPI funds in terms of various programmes within the programming period 2007-2013 and a new programming period 2014-2020 in terms of ENI instrument, therefore the participation in this Seminar was extremely relevant for the country. All the obtained information and contacts will be used by the participants for further coordination and realization of EU external assistance programs and project in the Republic of Belarus. The experience gained in Berlin will be implemented in programming and coordination especially taking into account the introduction of the system of shared management within the ENI 2014-2020 as well.</td>
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<td><strong>10. Subsequent actions</strong></td>
<td>The possibility to implement the gained experience, knowledge and skills by the participants in their everyday work in their organizations for the benefits of the development of international technical assistance programmes in Belarus and further participation in the events in terms of CDFB Project.</td>
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Financial Accounting in EU External Cooperation Funding

Practical Seminar
25th – 26th August 2014, Berlin
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Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report

on participation in the Seminar on ‘Practical Toolbox for EU Funds Project Managers under European Academy for Taxes, Economy and Law’

Berlin, Germany
Reporting Period: 25.08.2014-27.08.2014
MISSION REPORT

ON PARTICIPATION IN THE SEMINAR ON

Practical Toolbox for EU Funds Project Managers under

European Academy for Taxes, Economy and Law

Berlin 25-27 August, 2014

1. Name of the participants, institution

Yauhenia Trusevich – main specialist of the Department of Strategic Development and Foreign Investment Cooperation of the Ministry of Energy of the Republic of Belarus

Yury Kolesau – Deputy director of the Department of Foreign Economic Relations of Brest Regional Executive Committee.

German Artamonau – Deputy head of the Department of International Cooperation of the Ministry of Education of the Republic of Belarus.


Andrei Pilipchuk – Deputy head of the Department of Regulations Impacts on Air and Water Resources of the Ministry of Natural Resources and Environmental Protection.

Irina Bolotina – National expert of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus.

2. Destination, dates and schedule

Berlin, Germany
25-27 August, 2014

3. Logistics

All the Logistics was arranged by the CDFB Project staff:

1. They made registration of the participants for the Seminar
2. Provided participants with visa and health insurance (for those who needed)
3. Booked round tickets (from Minsk to Berlin and from Berlin to Minsk)
4. Arranged transfer from and to the airport in Minsk
5. Arranged transfer from and to the airport in Germany (from Berlin-Tegel airport to hotel and from hotel to Berlin-Tegel airport)
6. Booked the Hotel in Berlin for the whole period of stay (4 nights)
7. Provided the participants with necessary materials on their participation in the Seminar and stay in Berlin
8. Arranged meetings on the discussion of all the organization issues
9. Conducted final meeting upon arrival in Minsk to discuss the results of the participations follow-up activities

4. Purpose of visit

The seminar was targeted towards project managers, experts and professionals in the context of EU projects and programs dealing with financial and economic analysis/cost-benefit analysis and value analysis, project and programme planning and implementation, project management/project cycle management, logical framework approach, results-based management, evaluation.
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<td>Standards and Guidance for the Preparation of Cost-Benefit Analysis</td>
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<td>11.45</td>
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<td>CASE STUDY: Key Characteristics of a CBA by Sector</td>
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<td>Exchange of Experiences and Review of the Seminar Day</td>
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<td>Using Project Cycle management (PCM) as Methodological Instrument for Advanced EU Funds Project Managers</td>
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<td>11.15</td>
<td>The Logical Framework Approach (LFA) within PCM as Toolbox and Process to Formulate Projects – Part I: Stakeholder Analysis</td>
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<td>11.45</td>
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<td>13.00</td>
<td>The Logical Framework Approach (LFA) within PCM as Toolbox and Process to Formulate Projects – Part II: Further Tools</td>
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<td>An Introduction to Evaluation</td>
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<td>10.45</td>
<td>Rigorous Evaluation Methods to provide Best Quality Evidence for Decision Making</td>
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<tr>
<td>11.45</td>
<td>Evaluation in Practice: Planning Your Programme Evaluation</td>
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<td>12.45</td>
<td>Lunch</td>
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<td>14.30</td>
<td>Drafting the Terms of Reference</td>
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<td>Coffee break</td>
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<tr>
<td>15.45</td>
<td>Tips and tricks on How to Elaborate Your Evaluation Plan</td>
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<td>17.00</td>
<td>End of the course</td>
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**6. Description of the discussed issues**

**Day 1**

1. **Introduction of Cost-Benefit Analysis and Value Analysis**

CBA is a systematic approach/process to evaluating and calculating and comparing benefits and costs of a project, decisions or government policies (hereafter, "project"). As a result of evaluation process the strengths and weaknesses of project are identified. It was stated that CBA has two purposes: i) to determine if it is a sound investment/decision (justification/feasibility), and ii) to provide a basis for comparing projects. It involves comparing the total expected cost of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much. CBA estimates and totals up the equivalent money value of the benefits and costs to the community of projects to establish whether they are worthwhile. It was highlighted that Cost Benefit Analysis (CBA) attempts to solve social problems in the analysis of public investments and expenditures, which arise when individuals or groups pursing narrow self-interest without coordination arrive at outcomes that are collectively inferior to those that could be achieved with coordination. CBA is an economic appraisal tool for comparing the costs and benefits associated with various mutually exclusive competing projects each of which represents an option to resolve a specific problem and which would require the allocation of scarce resources if it were chosen to be implemented. CBA is concerned with economic choice and aims to assist decision makers in deciding where to allocate society’s available scarce resources. It was noted that it is important to make a CBA before making a project (before financing), as it is necessary to prove that the benefits of the project will exceed the costs. The Pareto Criterion was introduced; the keynote of the criterion is that a change in the economy is said to represent a Pareto improvement over what came before it if at least one person is made better off as a result of the change and no person is made worse off.

2. **Standards and Guidance for the Preparation of Cost-Benefit Analysis**

CBA presents a methodology for economic decision making by providing a systematic basis for appraisal of capital and current costs. Different points of view for CBA were discussed – the firm's and the government's ones. It was determined that the private firm generally limits its concerns to the effect its project investment decisions has on its own operations and its own profitability taking cognizance of the legal position while the Government outlook extends beyond the effects of a project investment decision on its financial accounts and encompasses the effects that any such decision may have on society at large (the government must consider the wider social cost and social benefit implications for society of undertaking a project). There were presented two main modes of CBA: the financial analysis and the economic analysis. The financial analysis of the project generally precedes the economic analysis. The financial analysis examines the
There are three principle types of CBA: ex-ante (is carried out before the project is started. Clearly, the economic analysis focuses on those aspects of the project which are not treated in the financial analysis. Indicators such as payback period, internal rate of return, net present value, etc. The objective of the economic analysis of a project is to assess the impact of the project on the economy as a whole. The potential return on the project investment via cash flow, profitability, funding requirements, using a variety of methods to identify options (the alternative projects/options to be subjected to the CBA must be identified); standing (it is necessary to decide for whom the CBA is being conducted); units (the measurement unit for each benefit and cost shall be specified); impacts (prediction of the effect of each of the option effects listed in the CBA study in the year in which they occur); discounting, net present value calculation, sensitivity, recommendations. Main difficulties when carrying out CBA were identified (identifying different types of costs, valuation techniques, ensuring that all necessary data are accurate and are included). It was highlighted that when carrying out CBA the following important moments should be considered: ensuring that relevant costs and benefits are included and that costs are not underestimated.

### Key Assumptions Required During the Development of a CBA

There are three principle types of CBA: ex-ante (is carried out before the project is started. Clearly, the result of ex-ante CBA can assist the decision maker by furnishing important facts to the proposed project and whether it ought be undertaken), ex-post (is conducted after the project has been implemented and contributes to the learning process vital to the development of CBA in the future), and in medium res (is carried during the course of the project. New information can become available to influence the course of the project by altering the allocation of the resources from one part of the project to another). Also there were presented basic steps of CBA: options (the alternative projects/options to be subjected to the CBA must be identified); standing (it is necessary to decide for whom the CBA is being conducted); units (the measurement unit for each benefit and cost shall be specified); impacts (prediction of the effect of each of the option effects listed in the CBA study in the year in which they occur); monetization (assigning money value to each of the option effects listed in the CBA study in the year in which they occur); discounting, net present value calculation, sensitivity, recommendations. Main difficulties when carrying out CBA were reflected (identifying different types of costs, valuation techniques, ensuring that all necessary data are accurate and are included). It was highlighted that when carrying out CBA the following important moments should be considered: ensuring that relevant costs and benefits are included and that costs are not underestimated.

### Day 2

1. **The Policy Context**

The most evident weaknesses which indicate the need for reform of cohesion policy were presented, namely, methodological and operational problems that have prevented both the appropriate use of indicators and targets (for which no comparable information is available) and a satisfactory analysis of 'what works' in terms of policy impact, and a remarkable lack of political and policy debate on results in terms of well-being of people at both local and EU levels, most of the attention being focused on financial absorption and irregularities. There was identified a new set up for a result-oriented policy delivery system European Parliament will focus the attention on the results rather than compliance: compliance with procedures will be minimized and administrative procedures will be simplified. It was pointed out that access to the fund will be conditional upon to the establishment of a monitoring and evaluation framework. The specificities of international declarations on international aid effectiveness was presented - Rome Declaration on Harmonisation in February 2003, Paris Declaration in March 2005, Accra Agenda for Action in September 2008 and Busan Partnership for Effective Development in December 2011.

2. **Using Project Cycle management (PCM) as Methodological Instrument for Advanced EU Funds Project Managers**

It was stated that Project Cycle Management (PCM) is not a regulatory statement in most EU funding instruments (with the exception of EQUAL Community Initiative). The main parts of PCM were discussed – inputs, activities, outputs, outcomes, impact. The essential difference between the outputs and the results was indicated – a shift of ownership from a producer to a user (if a product cannot be used, it stays as an output). Two types of project formulation were reflected: supply-led/input-oriented (focus on project promoters and the financial means provided to them) and demand-led/results oriented (focus on final beneficiaries and the real improvement of their situation). The following main PCM principles were discussed: 1) use of the logical framework approach to analyse the problems and work out a suitable solution – operation/intervention design, 2) disciplines production of key document(s) in each phase, to ensure structured and well-informed decision-making, 3) consulting and involving key stakeholders as much as possible, 4) clearly formulating and focusing on the operational purpose. 5) incorporation of key quality issues into the design from the beginning. It was discussed, that the common vision on a programming stage of PCM includes the following parts: i) identifying programme stakeholders (carrying out stakeholder analysis), ii) analysing problems (carrying out problem analysis), iii) identifying objectives and strategy (carrying out objective analysis), iv) taking into account lessons learnt, v) listening to other donors. It was reflected, that programming is multi-annual, coordinated by the donor or the donor and recipient country, situation in the sector/region/state is analysed during this stage, as well as problems, constraints and opportunities are identified, socio-economic reality and donor/recipient priorities are taken into consideration, and lessons of past experiences are incorporated. Two approaches were separated in the identification stage of PCM – project approach (when funding is allocated after all documents under each
3. The Logical Framework Approach (LFA) within PCM as Toolbox and Process to Formulate Projects

It was determined that a logical framework is a set of tools to present an intervention strategy in a logical and transparent way. It provides all information to understand an operation or a group of operations and to enable a follow-up of an intervention. It was defined that a logical framework sets out the most important aspects of an intervention in a systematic and logical way, reflecting the causal relationships between the different levels of objectives, and indicate how to check whether these objectives have been achieved. It also identifies and establishes the assumptions for conditionalities and risks outside the control of the partners that may influence the intervention success. It was stated that the logical framework is a key component to PCM. The main stages of PCM were indicated - programming, identification, formulation, implementation, monitoring and evaluation. Carrying out stakeholder analysis is very important; herewith the stakeholders themselves can help to define all groups to be invited. It was reflected that problem analysis, objective analysis and strategy analysis shall be made before drafting the logical framework matrix. When drafting the logframe matrix, the chosen indicators shall be SMART (Specific, Measurable, Acceptable, Relevant and Timely). The following sources of verification were provided as good examples for logframe matrix - administrative records, management reports, available statistics, adapted available statistics, and specialized surveys. The following advantages of LFA were noted: i) it helps think about and conceptualise interventions in a structured manner, ii) it provides common terminology that can help facilitate discussion, iii) it shows the formalized way of representing the intervention that those who have been trained in it can read and understand, iv) it provides an overview of the main aspects of the intervention as well as the information needed for monitoring and evaluation.

4. Practical workshop: carrying out problem analysis and objectives analysis

When carrying out a problem analysis, the following 4 rules shall be observed: 1) a problem should be clear, no jargon terms shall be used, 2) absent solutions cannot be formulated that imply only one way forward, 3) situation shall be recognized as existing by all stakeholders, 4) the problems must not be specific and exist for a certain sub-group only (if a sub-group has a lot of specific problems not common with other groups, the problem shall be then separated into a separate project and another problem tree). When carrying out an objective analysis, the following 4 rules shall be observed: 1) an objective is not an activity or a deliverable, but a positive future reality/condition, 2) objectives should be realistic in terms of time and influence, 3) objectives must be made clear, but not quantified, 4) objectives can be added if necessary. When carrying out strategy analysis, the following issues should be included: 1) economic and financial costs and benefits, 2) availability of financial resources, expertise, 3) institutional capacities (who has the right to carry out the activities), 4) urgency, 5) fit of the strategy with policy and programme priorities, 6) target group priorities, 7) complementarily with other programmes or projects.

Day 3

1. An Introduction to Evaluation

The elements of evaluation methodology were presented - key definitions, functions and purposes of evaluation, its types (formative/summative, internal/external), stages (ex-ante, interim, ex-post). The seminar demonstrated how the evaluation can be integrated into the programme’s structure, listing the decisions and steps that must be made before, during and after an intervention. The role of the programme manager in the process of evaluation was specified at all stages – planning evaluation, managing evaluation and using evaluation findings.

2. Rigorous Evaluation Methods to Provide Best Quality Evidence for Decision Making

There were considered evaluation designs (when conducting an impact evaluation), which are determined by the choice of methods used to identify the counterfactual data and can be broadly classified into three categories that vary in feasibility, cost, and degree of selection bias: experimental, quasi-experimental, and non-experimental. There was stated that the estimation method “Difference-in-differences” can be applied in both experimental and non-experimental designs and is the estimate of the impact of the programme. The method compares a treatment and a comparison group (first difference) before and after the intervention.
3. Evaluation in Practice: Planning Your Programme Evaluation

It was highlighted that the following should be considered before starting the evaluation process: object of evaluation, time for evaluation, stakeholders to be involved in the evaluation process. The features of evaluation questions were discussed – they should be judged on relevance, effectiveness, efficiency, sustainability and utility. Advantages and disadvantages of internal and external evaluators were considered. There were described Terms of Reference as a strategy-level document that defines the tasks and duties required from a project manager, and highlights project background and objectives at high level. The document also states the planned activities, expected inputs and outputs, project budget.


There was emphasized that the main intentions of the new intervention logic (2014+) of a programme are the improvement of the quality of the design and implementation of each programme, selecting clear results indicators, evaluation of operational programmes, ex post evaluation. It will examine the effectiveness and efficiency of the funds and their impact on economic, social cohesion. It was stated that in the next programming period at least once during the programming period an evaluation shall assess how support from ESI Funds has contributed to the objectives for each priority. An evaluation plan for each Programme shall be prepared within 1 year after the adoption of the operational programmes. It was emphasized that the European Commission encourages the Member States to include, on a voluntary basis, the examination of the impacts of similar interventions in a previous programming period (this can make sense as for many interventions it takes years before the effects fully are realized, e.g. for large scale infrastructures). In the new programming period the concentration of evaluation is shifted from the process to the effects.

5. Practical workshop: Drafting the Terms of Reference

Under the guidance of the lecturers the participants were divided into 4 groups to prepare the Terms of Reference for an interim evaluation of an under-performing EU-funded programme (evaluation questions, evaluation framework (internal, external), recommendations for reallocating funds), as well as to decide on the methods, the scope and the time period for the evaluation of this programme for the next programming period. This task was extremely effective for both those who deal with drafting the ToR for the projects from the programming side and those who deal with the projects from the implementation side as it shows the impact of designing the ToR on the quality of carrying out the projects.

7. New contacts

Mr Declan Wyld – Finance Director, Railway Procurement Agency, Ireland (E-mail: Declan.wylde@rpa.ie)
Mr John R. Harvey – Expert in Transport management, Institute of technology, Ireland
Mr Benedict Wauters – Deputy Director for Strategy, Innovation, Evaluation and Methodology, ESF Agency Flanders, Belgium
Ms Anna Kanakaki – Certified Project manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health and Welfare, Greece
Mr Stanislaw Bienias – Former Head of the National Evaluation Unit of the Ministry of Regional Development, Poland (E-mail: stanislay@bienias@ideog.org)
Mr Stuart Scott – Senior ERDF Development Manager, European Programmes Management Unit, Greater London Academy, UK (E-mail: stuart.scott@london.gov.uk)
Ms Olivia Lake – Expert of the Ministry of General Affairs. Sint Martin (E-mail: olivia.lake@sintmaarten.gov.org)
Ms Marianne Monzert-Bonn – Expert of the Procurement and Finance Unit of the Bonn-Rhein-Sieg University of Applied Sciences, Germany (E-mail: marianne.monzert-bonn@birus.de)
Ms Oxana Paierele – Representative of the Ministry of Regional Development and Construction, Moldova (E-mail: paierele.oxana@yahoo.com)
Mr Adrian Ermurachi – Representative of the State Chancellery, Moldova (E-mail: adrian.ermurachi@gov.md)
Ms Elena Mintironi – Specialist of the Regional Development Agency, Italy (E-mail:...
8. Conclusions
Visit to Berlin provided a unique opportunity to receive extensive set of practical instruments for the daily work of those dealing with international technical assistance projects. Furthermore, it gave a chance to deepen knowledge on the most important methods and techniques for investment planning, project management and evaluation. The participants improved their skills and qualifications in composing requirements in the form of Terms of Reference, identifying problems and objectives, determining the possible ways of verifying activities accomplishment. They also enhanced the understanding of the evaluation procedures and learned how to avoid the most common mistakes.

9. Relevance to Belarus
Belarus is a beneficiary of ENPI funds in terms of various programmes within the programming period 2007-2013 and a new programming period 2014-2020 in terms of ENI instrument, therefore the participation in this Seminar was extremely relevant for the country. All the obtained information and contacts will be used by the participants for further development of aid coordination system in the Republic of Belarus. The experience gained in Berlin will be implemented in programming within the ENI 2014-2020 and in coordination of external assistance as well.

10. Subsequent actions
The possibility to implement the gained experience, knowledge and skills by the participants in their line Ministries for the benefits of the development of international technical assistance programmes in Belarus and further participation in the events in terms of CDFB Project.

Yauhenia Trusevich
Yury Kolesau
German Artamonau
Alesya Shmarhun
Andrei Pilipchuk
Irina Bolotina
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European Academy
for Taxes, Economics & Law

Practical Toolbox
Project Management
26th August 2014, Berlin
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Practical Toolbox

Evaluation Techniques

27th August 2014, Berlin
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Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report

on participation in the Study Tour to Lithuania

Vilnius, Trakai, Lithuania
### Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

EuropeAid/133092/C/SER/BY

Funded by the European Union and Implemented by a Consortium led by GFA Consulting Group

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**MISSION REPORT**

**ON PARTICIPATION IN THE STUDY TOUR TO LITHUANIA**

15-18 October, 2014

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| 1. Name of the participants, institution | Aleksandr Gavrish – Head of Law Department of the Ministry of Foreign Affairs of the Republic of Belarus  
Dina Goncharova – Executive Director of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus  
Irina Bolotina – National expert of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus  
Irina Byлина – National expert of the National Coordinating Unit for the EU’s TACIS Programme in the Republic of Belarus  
Volha Savelyeva – Deputy Head of the International Cooperation Division of the Ministry of Finance of the Republic of Belarus  
Anastasiya Tsimashonak – Advisor of the Division for Foreign Economic Relations and International Cooperation of the Ministry of Energy of the Republic of Belarus  
Aleksandra Kondakova – Senior Inspector of the International Technical Assistance Projects Monitoring Division of Minsk Central Custom House  
Aleksandr Svidersky – Head of the International Cooperation Division of the State Border Committee of the Republic of Belarus  
Dzmitry Vindzihulski – Head of the Division for Control Activity Coordination and Organizational Work of Grodno Regional Committee of Natural Resources  
Svetlana Shotskaya – Chief Specialist of the International Projects Sector of the Ministry of Emergency of the Republic of Belarus  
Ekaterina Kosykh – Deputy Director of Brest Transborder Info Center  
Kanstantsin Chorny – Deputy Chief of the Economy Department of Vitebsk Regional Executive Committee  
Aleksandr Tatun – Head of the International Cooperation Division of the State Committee for Standardization of the Republic of Belarus  
Irina Novik – Deputy Director on Economic Research of the Public institution “Republican scientific practical center of medical technologies, informational support, management and health economics”  
Ivan Shchadranok – Director of the Local Foundation for Promotion of International Dialogue and Cooperation “Interakcia”  
Alexandre Zhed – Deputy Council Chief of the Belarusian Public Association “Ecologic Initiative”  
Svetlana Zinkevich – Director of the Office for European Expertise and Communication  
Anastasiya Zhdanovich – Director of the Public association “Otechestvo”  
Andrei Pinigin – Council Chief of the Public Association “Green Economy”  
Aleksandr Uspenskiy – Director of the Republican center for technologies transfer  
Janos Zakonyi – Team Leader of the CDFB project  
Veaceslav Scobioala – Key Expert of the CDFB project  
Ekaterina Romankina – Secretary of the CDFB project |
| --- | --- |

| 2. Destination, dates and schedule | Vilnius, Lithuania  
Trakai, Lithuania  
15-18 October, 2014 |
3. Logistics

All the Logistics was arranged by the CDFB Project staff:

1. They organized all the arrangements for 23 participants in Lithuania
2. Provided participants with visa and health insurance (for those who needed)
3. Arranged transfer Minsk-Vilnius-Trakai-Minsk
4. Booked the Hotel in Vilnius for the whole period of stay (3 nights)
5. Provided the participants with necessary materials on their participation in the Study tour and stay in Vilnius
6. Arranged meetings on the discussion of all the organization issues
7. Conducted final meeting upon arrival in Minsk to discuss the results of the participations follow-up activities

4. Purpose of visit

The purpose of the study tour was team-building; continuing exchange of views on EU related cooperation as well as on ITA coordination topics and gaining direct experience of the Lithuanian situation in the respective fields.

The Study tour was organised to planned members of the Belarusian EA platform. These ideas have been raised at the Workshop on 23 July 2014 and further developed during the Round table event and the Visibility Conference on 14 October 2014.

Participation in the Study tour helped to:

1. Increase the participants’ knowledge and skills on the subjects that will be on the agenda and through it will to contribute to capacity building at the different sectorial ministries and regional authorities and NGOs;
2. Promote direct exchange of information between different governmental institutions on one side and between governmental experts and NGOs and central and regional level experts – on the other;
3. Contribute to the process of ‘training the trainers’ that is one of the aspects of the CDFB project and,
4. Increase motivation of the participants in working on external assistance topics, which are often regarded as additional burden to experts of different ministries.

5. Agenda

WEDNESDAY 15 OCTOBER 2014

17.00 Gathering and leaving to Vilnius by bus
20.30 Accommodation in the hotel

THURSDAY 16 OCTOBER 2014

09.30 – 11.30 Utilization of EU financial assistance instruments (2007-2013 and 2014-2020) for the purposes of regional development of Lithuania
11.30 Coffee-break
11.30 – 13.00 EU financial aid provided for the development of educational, health care and social services institutions in the Republic of Lithuania
13.00 Lunch
14.30 – 16.00 Visiting the Parliament of the Republic of Lithuania
16.00 Coffee-break
16.30 – 18.00 Macro regional strategies: possibilities of cross-border cooperation development between Lithuania and Belarus within the EU financial mechanism 2014-2020
   Round table for the Belarusian participants on discussing the problematic issues of ITC development
19.00 Dinner

FRIDAY 17 OCTOBER 2014

09.00 – 09.30 Moving to Trakai
09.30 – 17.00 Cooperation between central and local authorities while developing and implementing the EU-funded projects. Successful experience of the regional authorities by the example of the Strategy for Trakai region development with EU assistance

Visiting the objects constructed with the help of EU financing in Trakai and the suburbs

17.30 – 20.30 Wrap-up of the study tour. Dinner

SATURDAY 18 OCTOBER 2014

09.00 – 14.00 Free time
14.00 Leaving to Minsk

6. Description of the discussed issues

Day 1

1. Utilization of EU financial assistance instruments (2007-2013 and 2014-2020) for the purposes of regional development of Lithuania

National regional policy of the Republic of Lithuania is aimed at proximity of regions with the help of EU funds which includes supporting regional centers, villages, districts, rural sector, local communities, development of rail transport, social housing, etc. The Regional Policy Department was created under the Ministry of Interior of the republic of Lithuania. This Department implements National regional policy together with the National council of regional development which comprises the representatives of all ministries and agencies of Lithuania. Priority regions are determined in Lithuania which are of top priority in the sphere of obtaining assistance for development (so-called "problem territories"). These territories act as aid beneficiaries, while the other regions act as donors – this grading is made in accordance with the potential and the level of economic development. It is now under discussion that Vilnius (capital city) can be excluded from the list of aid beneficiaries.

Strategic documents of regional development of Lithuania are the following:
- Strategy of regional development of the republic of Lithuania;
- Program for narrowing social and economic differences;
- National development program (horizontal priority "Regional development").

The following main advantages of regional planning of projects were determined:
- Implementation of subsidiarity principle;
- Long-term strategic planning;
- Effective decision-making system;
- Complexity of investments;
- Direction towards territorial, economic and social proximity’
- Providing transparency.

Strategic directions of regional development are transport, business infrastructure, public spaces, entertainment and sports, roads, education, etc.

In the process of participating in EU financial instruments increase of the regional councils role is envisaged:
- Qualifications of the personnel are improved by means of the obtained skills and experience;
- Confidence in central authorities expands;
- Possibilities of applying regional planning instruments are extended.

Important experience of planning regional programs of Lithuania was presented – planning is being carried out at the level of main beneficiaries – municipalities and self-administrations, while the Council of regional development carries out preliminary selection of programs.

2. EU financial aid provided for the development of educational, health care and social services institutions in the Republic of Lithuania

In the course of the study tour we learnt about the practice of the republic of Lithuania in the sphere of attracting, coordinating, monitoring and evaluating of EU technical assistance programs and projects in the sphere of educational, health care and social services institutions. This work is being done by Central Project Management Agency (CPMA). It was stated that almost 300 employees work in the CPMA – all of them are professionally involves in project management. In order to work professionally they are constantly being trained, motivated and don’t have any other tasks. CPMA is financed from
the budget in the amount of 15% only; the other part is financed from EU funds and economic operations. The Agency performs the functions of the state agency.

Main functions of CPMA are:
- management of EU-financed funds;
- consulting and training on project applications preparation, as well as on project implementation issues;
- analyzing project applications in regard to their compliance with program rules, documents on carrying out procurements within the projects;
- carrying out trainings for the new personnel on project management.

It was stated that on average financing of projects out of EU funds amounts to 85%, while from the national budget or local budget of self-administrations – up to 15%. Information on the lists of all submitted project applications, as well as on all implemented projects is on open access.

3. Visiting the Parliament of the Republic of Lithuania

During the study tour we had an opportunity to visit the Parliament of the Republic of Lithuania. We learnt the brief review of EU and Lithuanian legislation, including from the point of view of separation of powers of government agencies:
- Exclusive competence of EU (regulations, directives);
- Joint competence of EU and Lithuania;
- National legal system of Lithuania.

Information on EU institutions was presented.

It was indicated that the process of Lithuanian legislation harmonization in accordance with EU legislation was started in 2004 after Lithuania joined the EU. Taking into account a huge number of legal acts the Parliament of the Republic of Lithuania had to engage nonorganic specialists into this process. A lot of advanced training courses were organized, including studying English language.

4. Macro regional strategies: possibilities of cross-border cooperation development between Lithuania and Belarus within the EU financial mechanism 2014-2020

Information on acting and planned macro regional strategies and projects was presented; projects possible for joint implementation by Belarus and Lithuania within the EU financial mechanism 2014-2020 were discussed.

We studied the possibilities provided by the project “Neman way”, as well as by the Baltic sea region Strategy.

The project “Neman way” is focused on security protection of food products and veterinary medicine, development of cultural tourism, environment protection, cooperation between self-administrations, scientific research, innovations, prevention of emergency situations, decreasing the criminality level.

Sources of funding such as Eastern Partnership, Horizon 2020, Europa-2020, Structural and Norwegian funds were proposed as possible for the mentioned project implementation.

5. Round table on discussing the problematic issues of ITC development

During the round table we had an opportunity to discuss problems that Belarusian beneficiaries of ITA projects face and tried to find solutions to those problems.

All the discussed problems can be divided into several groups:
1. Coordination issues
2. Procedural issues
3. Training

The following was discussed within those groups of problems:
1. It is necessary to change the principles of the National program of ITC development and implementation. National priorities of the Government of the Republic of Belarus and of the donor community should be complementary. This program should as well include risks and measures to mitigate risks. Potential partners from both sides (Belarusian and foreign) should be determined in the program, as well as potential sources of funding. Data base of ITA projects shall be designed – it shall be on open access, should include sectorial ITA division, as well as regional maps of ITA.
2. “One window” principle can be applied to the procedures of projects’ approval and registration, but the most complicated problem is adjustment of the projects with public
administrations, therefore we discussed the possibility of adjusting the project with the concerned ministries and agencies at the stage of project preparation (not when the project has already been approved by EU and there is no possibility to introduce considerable changes or amendments to it). Moreover, there was an opinion that if the project is of local significance, it may be enough to obtain adjustment from the regional executive committee in the operational area of which the project would be implemented without adjusting the project with all line ministries. In case if approval by the Council of Ministers is nevertheless needed, it may be enough that the projects are approved by the acting ITC Commission under the Council of Ministers. Other tasks of the mentioned Commission may include: development of strategic, priority-oriented lines of cooperation between Belarus and donors, presenting recommendations to the beneficiaries on project proposals' content, etc.

3. There can be several types of trainings to be conducted in the ITA sphere:
   a. Trainings for senior management officials from republican agencies of state administration – with emphasis on planning and evaluation;
   b. Trainings for employees of profile structures – with emphasis on procedural issues (such as approval, registration, changes in the projects, reporting, control, coordination skills);
   c. Trainings for direct project implementers;
   d. Trainings for potential beneficiaries.

The following topics for trainings are currently of high priority:
- Financial management of the projects;
- Procurement procedures;
- Recruitment;
- Elaborating the standards and requirements for the procured equipment – where to pay attention to;
- Developing projects – how to bring the needs of the specific organization into compliance with the priorities of EU program.

Day 2

1. Cooperation between central and local authorities while developing and implementing the EU-funded projects. Successful experience of the regional authorities by the example of the Strategy for Trakai region development with EU assistance

We had a meeting with the administration of Trakai regional self-administration. During this meeting it was indicated, that depending on the strategic importance and complexity of the project the amount of co-financing from the sources of local budget of self-administration and national budget of Lithuania usually is 10-15%.

It should be noted that distribution of EU funds is carried out in accordance with the approved Lithuanian strategy on distributing aid from EU structural funds, as well as in accordance with separate Action programs on Strategy implementation.

Main problem of the region is urbanisation. Therefore main target of the programming is creation of programs for improving local infrastructure in order to create better conditions for living.

Key role in the sphere of cooperation with population have Local Activities groups which cooperate with local authorities, communities headmen, non-governmental organizations in determining the region’ needs.

Projects are implemented on the basis of long-term plans of the Republic of Lithuania, as well as short-term plans of Trakai region development.

Main directions of using EU financial aid in Trakai are:
- Human resources development ("life-long learning" focused on constant professional training, improvement of local self-administration, installation of quality management system);
- Economy growth (e-democracy for all, reconstruction of public space);
- Cohesion encouragement (development of recreational eco-tourism, reconstruction of social sites).

Currently there are 35 projects that are now being implemented with the total financing of more than 11 mln. Euro.

In order to implement effective social policy the self-administration created a system allowing for considering population needs in the development strategies that are formulated.

Projects implemented with the EU financial assistance made it possible to improve internal management system, as well as contributed to region transport infrastructure updating and
development, extension of social infrastructure in the sphere of tourism, development of ecological state of the region, and energy efficiency.

2. Visiting the objects constructed with the help of EU financing in Trakai and the suburbs

We had an opportunity to visit the following EU-funded projects in the Trakai region:
- City of Trakai (reconstruction of streets, houses renewal, public infrastructure development);
- Intake and delivery measuring station of Trakai region;
- From Zalesye to Uzutrakis (visiting Uzutrakis manor estate);
- National crafts' centre;
- Rural tourism estates.

7. New contacts

Mr Virginijus Smigelskas – Director, Institute for Regional and Democracy Development (E-mail: v.smigelskas@gmail.com)
Ms Virginija Našlėnienė – Project manager, Institute for Regional and Democracy Development (E-mail: virginija.nasleniene@gmail.com)

8. Conclusions

A mixed group (representatives of public authorities and non-governmental organizations) gives an opportunity to get acquainted, establish contacts and informal relations that may be in future used in business interaction.

In the result of the held discussions we had an opportunity to start negotiations in the sphere of determining activities, systems of ITA regulation and mechanisms in the Republic of Belarus for 2014-2020. The experience of the republic of Lithuania in implementing projects gave a possibility to understand the prospects of utilizing ITA funds in Belarus, priority directions, principles of projects development and implementing.

The gained experience is unique as it showed in practice the results of close cooperation between public authorities and local communities in the process of projects implementation.

The possibility of close cooperation between the general public and state authorities strengthens the meaning and relevance of the projects while making them even more advanced and sustainable.

Implementation of EU-funded projects may and will lead to improvement of social and economic integration of neighboring regions through the development and upgrading of cross-border infrastructure and institutional cooperation.

9. Relevance to Belarus

The Strategy (Program) of international cooperation (for 3-5 years) that has to be developed for the Republic of Belarus, shall correspond to the directions of development, reforming, tasks of relevant ministries, agencies and regions, but shall not double the activities of state and sectorial programs.

When preparing the Strategy (Program) it is vital to establish not only sectorial, but also cross-sectorial purposes and tasks in order to achieve complexity of investments.

It is reasonable to create a list of international organizations potentially ready to work in the Republic of Belarus, stating their strands of work, as well as the list of projects that have already been implemented and are being implemented.

We had an opportunity to specify the number of questions related to ITA coordination which are faced by EU projects' beneficiaries and implementers. These questions were considered from the side of legislation and normative documents, and from the side of practical experience.

10. Subsequent actions

During the study tour a round table was held on discussing the problematic issues of ITC development. As a subsequent action a workshop 'Practical Steps and Recommendations on Increasing Effectiveness of International Technical Assistance in Belarus' will be held on October 31, 2014 in Minsk.

The study tour gave the possibility to implement the gained experience, knowledge and skills by the participants in their line Ministries and non-governmental organizations for the benefits of the development of international technical assistance programmes in Belarus.
Veaceslav Scobioala

Janos Zakonyi
НАЦИОНАЛЬНАЯ РЕГИОНАЛЬНАЯ ПОЛИТИКА

Департамент региональной политики
Министерства внутренних дел Литовской Республики
ПРАВОВАЯ БАЗА РЕГИОНАЛЬНОЙ ПОЛИТИКИ

- Закон Регионального развития Литовской Республики
- Стратегия Региональной политики Литвы до 2013 года
- Программы развития региональных центров 2008-2013 г. г.
- Постановление Правительства Литовской Республики “О определении критериев проблемных территорий”
- Постановление Правительства Литовской Республики “О проблемных территорий”
- с 2014 г. – Национальная программа развития (горизонтальный приоритет “Региональное развитие”)
СТРАТЕГИЧЕСКИЕ ДОКУМЕНТЫ РЕГИОНАЛЬНОГО РАЗВИТИЯ

- Стратегия региональной политики Литвы до 2013 г.

- Программа уменьшения социальных и экономических различий

- с 2014 г. – Национальная программа развития (горизонтальный приоритет “Региональное развитие”)
Основная проблема национальной региональной политики заключается в больших территориальных социальных и экономических различиях в стране, основной причиной чего является недостаточно равномерное территориальное экономическое развитие.

Статегическая цель региональной политики Литвы до 2013 года - улучшить социальное сближение территорий, т.е. достичь, чтобы ни в одном уезде Литвы:

- средний прожиточный стандарт, установленный по средней годовой заработной плате, составлял не менее 75 процентов среднего показателя по стране;

- уровень безработицы не превышал средний уровень безработицы по стране более чем на 35 процентов.
ПРОБЛЕМНЫЕ ТЕРРИТОРИИ И РЕГИОНАЛЬНЫЕ ЦЕНТРЫ

[Map of Lithuania showing problem territories and regional centers.]

- Regioniniai centrai
- Probleminės teritorijos
- IAE regionas (Ignalinos, Zarasų rajonų ir Visagino savivaldybės)
СТРУКТУРНЫЕ ФОНДЫ ЕВРОПЕЙСКОГО СОЮЗА В ЛИТВЕ (2007-2013 Г. Г.)

- Новый механизм распределения помощи
- Укрепление роли Советов развития регионов
СТРУКТУРНЫЕ ФОНДЫ ЕВРОПЕЙСКОГО СОЮЗА В 2007-2013 Г. Г. - ПОМОЩЬ ОСУЩЕСТВЛЕНИЮ НАЦИОНАЛЬНОЙ РЕГИОНАЛЬНОЙ ПОЛИТИКИ

• Комплексное развитие региональных центров и проблемных территорий

• Диверсификация сельских местностей

• Развитие жилья в проблемных территориях
РЕГИОНАЛЬНОЕ ПЛАНИРОВАНИЕ ПРОЕКТОВ

2007-2013 г.г. ~11 процентов помощи ЕС (решения о распределении принимаются советами развития регионов)

Инвестиции используются на реализацию планов регионального развития

Государство устанавливает максимальные уровни финансирования, содержание (перечень финансируемой деятельности)
ИНТЕНСИВНОСТЬ ПОДДЕРЖКИ
(ПРОПОРЦИИ)

- основное направление
  (конкурсные инструменты и
  инструменты государственного
  планирования)
- равномерное и
  сбалансированное развитие
  (инструменты регионального
  планирования - 7 министерств)
- содействие целевым
  территориям - МВД
ПРЕИМУЩЕСТВА РЕГИОНАЛЬНОГО ПЛАНИРОВАНИЯ ПРОЕКТОВ

- Реализация принципа субсидиарности
- Стратегический подход (планирование на 7 лет)
- Эффективные решения (на земле)
- Комплексность инвестиций
- Территориальное, экономическое и социальное сближение
- Обеспечение гласности
- Планирует основной бенефициар (муниципалитет)
Программа уменьшения социальных и экономических различий (2007–2013)

Министерство внутренних дел
Поддержка целевых территорий, развития городов — 772,9 млн. Lt
Региональные центры (452,0 млн. Lt), Проблемные территории (119,7 млн. Lt), Реконструкция многоквартирных домов (169,9 млн. Lt), Социальное жилье (48 млн. Lt)
Диверсификация и развитие сельской местности — 377,5 млн. Lt
Развитие административного потенциала — 120,5 млн. Lt

Министерство здравоохранения

83 млн. Lt государственные бюро здравоохранения, центры интервенции кризисов, дневные психиатрические стационары

Министерство экономики

388,6 млн. Lt Общественная инфраструктура туризма. Реконструкция общественных зданий

Министерство социальной защиты и труда
166,5 млн. Lt Инфраструктура социальных услуг

Министерство транспорта и связи, Комитет по развитию информационного общества
500,5 млн. Lt Местная транспортная инфраструктура, e-демократия

Министерство образования

149,5 млн. Lt Модернизация дошкольных учреждений

Министерство охраны окружающей среды

158,2 млн. Lt Очистка водоемов и загрязненных территорий

Советы регионального развития

Предварительный отбор проектов

Самоуправление 1 <…..> Самоуправление 60

Другие инструменты:
* Финансовые инструменты ЕЭП и Норвегии
* Местные инициативы занятости
* LEADER
ПРОГРАММА РАЗВИТИЯ РЕГИОНАЛЬНОГО ЦЕНТРА (ALYTUS, АЛИТУС)

Транспорт

Конверсия (промышленная территория)

Рекреация и спорт

Комплексный инструмент (URBAN)

Публичные места

инфраструктура для бизнеса
ПРОГРАММЫ ЦЕЛИ ЕВРОПЕЙСКОГО ТЕРИТОРИАЛЬНОГО СОТРУДНИЧЕСТВА

• Программы приграничного сотрудничества:
  – Литва-Польша
  – Латвия-Литва
  – Южно-Балтийская

• Программа Балтийского моря

• Программа INTERREG IV C

• Программа URBACT II
ПРОГРАММЫ ЕВРОПЕЙСКОГО ИНСТРУМЕНТА СОСЕДСТВА И ПАРТНЕРСТВА

• Программы приграничного сотрудничества:
  – Литва-Польша-Российская Федерация
  – Латвия-Литва-Беларусь

• Программа Балтийского моря
2014–2020 г.г.
Национальная программа развития (горизонтальный приоритет „Региональное развитие“)
ЦЕНТРАЛЬНОЕ ПРАВИТЕЛЬСТВО

- Администрирование поддержки
- Установление секторных целей (принципов) и правил

СОВЕТЫ РАЗВИТИЯ РЕГИОНОВ

- Обеспечение сотрудничества и координации действий (между муниципалитетами)
- Составление инвестиционного пакета (в соответствии с региональным планом развития)

МУНИЦИПАЛАЙТЫ

- Определение приоритетов и проектов
- Реализация проектов, мер
### Направления развития целевых территорий 2014–2020 гг.

<table>
<thead>
<tr>
<th>Тип местности</th>
<th>Конкретные проблемы</th>
<th>Инструменты / направления</th>
</tr>
</thead>
<tbody>
<tr>
<td>Жительная среда</td>
<td>&lt;1000 жителей</td>
<td>нет важных муниципальных услуг (например, централизованного снабжения питьевой водой); наиболее острые демографические проблемы; низкие доходы жителей</td>
</tr>
<tr>
<td>Равномерное развитие</td>
<td>1000-6000 жителей (за исключением муниципальных центров)</td>
<td>не хватает общественной инфраструктуры и услуг (особенно важных для социальной, культурной деятельности общины)</td>
</tr>
<tr>
<td></td>
<td>6000-100 000 жителей (муниципальные центры)</td>
<td>недостаточная занятость, низкая экономическая активность, проблемы миграции (связанные с жилой и инвестиционной средой недостаточного качества)</td>
</tr>
<tr>
<td></td>
<td>районы больших городов (&gt;100 000)</td>
<td>непривлекательные и заброшенные части крупных городов (микрорайоны) ограничивают возможности экономического роста и конкурентоспособности, формируются очаги социальных патологий, преступности</td>
</tr>
</tbody>
</table>
ОРИЕНТАЦИОННАЯ СТРУКТУРА ИНВЕСТИЦИЙ

- улучшение управления
- базовая (инженерная) инфраструктура, окружающая среда
- доступ к общественным услугам
- поддержка общине
- развитие целевых территорий (комплексное развитие городов)
- развитие, диверсификация сельской местности
УВЕЛИЧИВАЕТСЯ РОЛЬ РЕГИОНАЛЬНЫХ СОВЕТОВ

• растут навыки, опыт (7 лет применения модели регионального планирования)
• растет доверие центральной власти. Советы включены в разработку стратегии на раннем этапе
• больше возможных инструментов регионального планирования (расширяется финансовый пакет)
• новая методика разработки планов регионального развития (согласование национальных и региональных интересов; более эффективное управление ресурсами)
СПАСИБО ЗА ВНИМАНИЕ!
Financial support provided by EU SF to the education, health care and social services institutions of the Republic of Lithuania

Central Project Management Agency
Dalia Jurgaitytė, 2014
Short introduction

HISTORY

Founder
Ministry of Finance

Central Project Management Agency
Established in 2003

Housing and Urban Development Fund
Established in 1996

Central Financing and Contracting Unit
Established in 1998
CPMA mission is to act for the public interest and seek for:

- reliable management of funds, financed from the European Union, international organizations, state budget and other financial sources

- rational use of national budget by developing of public procurement solutions

- improvement of the public administration system by developing international cooperation
Programme Portfolio

Total 2,489 M€

- EU Structural Funds (Infrastructure: Health, Education, Social, Info. Society, Regional, TA)
- Transition Facility (ex-PHARE)
- European Economic Area and Norwegian Financial Mechanism
- External Borders and European Return Fund
- Swiss Financial Mechanism
- Ignalina Programme
Main topics

- Operational programmes / statistic data
- Investments to the education infrastructure
- Health care system improvement
- Social sector funding
Operational Programmes for Lithuania 2007-2013

- Operational Programme for the Development of Human Resources (13.8%)
- Operational Programme for Economic Growth (45.72%)
- Operational Programme for Promotion of Cohesion (39.08%)
- Technical assistance Operational Programme (1.4%)
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: Funds allocated (2007-2013)</td>
<td>7.410.742.356,80 €</td>
<td>100,00%</td>
</tr>
<tr>
<td>EU funds:</td>
<td>6.763.469.900,84 €</td>
<td>91,27%</td>
</tr>
<tr>
<td>Allocations for Lithuania in 2007-2013 in OPs and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complements thereof</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## EU funds in figures

<table>
<thead>
<tr>
<th>Category</th>
<th>Applications</th>
<th>Funds Requested</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applications registered</td>
<td>12,970</td>
<td>10,037,387,969.57 €</td>
<td>135.44%</td>
</tr>
<tr>
<td>Number of applications approved for funding</td>
<td>8,369</td>
<td>7,582,198,210.17 €</td>
<td>102.31%</td>
</tr>
<tr>
<td>Number of applications under evaluation</td>
<td>31</td>
<td>59,019,744.54 €</td>
<td>0.80%</td>
</tr>
<tr>
<td>Number of evaluated applications, not approved yet</td>
<td>30</td>
<td>58,920,520.73 €</td>
<td>0.80%</td>
</tr>
<tr>
<td>Number of non-funded applications</td>
<td>4,571</td>
<td>2,396,269,238.68 €</td>
<td>32.34%</td>
</tr>
</tbody>
</table>
Investments to the education infrastructure (1)
Ministry of Education an Science

**Implementation agencies:**
*European Social Fund Agency*
*Central Project Management Agency*
Investments to the education infrastructure (2)

✓ Operational Programme for the Development of Human Resources (2 priority „Lifelong Learning“ and 3 priority „Strengthening Researchers Abilities“)

✓ Operational Programme for Economic Growth (1 priority „Scientific researches and technological development for the Economic competitiveness and economic growth“) in cooperation with Ministry of Economy

✓ Operational Programme for Promotion of Cohesion (2 priority „Quality and accessibility of public services“, part „Education institutions“)
EU funding 2007-2013
Ministry of Education and Science

<table>
<thead>
<tr>
<th>Projects financed</th>
<th>1070</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall project value</td>
<td>1,093,934,384 €</td>
</tr>
<tr>
<td>Financing allocated</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,074,688,774 €</td>
</tr>
<tr>
<td>ES funds</td>
<td>929,992,233 €</td>
</tr>
</tbody>
</table>
INVESTMENTS IN EDUCATION AND SCIENCE (CPMA - 656,93 MEUR)

✓ Quality and availability of services provided by general education;
✓ Modernization of equipment designed for practical training (sectoral centres of practical training);
✓ Quality of studies;
✓ Vocational orientation;
✓ Development of the network of libraries
✓ Availability of services provided by nursery education institutions;
Concentration of research, study and technology transfer infrastructure and human resources in historically composed territories with high concentration of scientific, study and business potential.

**Measures:**

- Valley programmes – creation and renovation of R&D and study infrastructure
- Reorganization of Institutes’ Network
- Researchers career programme – human resources development
- National integrated programmes – creation of R&D infrastructure, human resources development, science-business-study cooperation
- Measures of the Ministry of Economy – creation of technology transfer infrastructure, development of knowledge intensive business sector
New conception of valleys: 5 centres (valleys) in correlation with R&D and economic activity sectors

**“Saulėtekis” valley**
- Material Science and Nanoengineering
- Electronics and Organic Electronics
- Laser and Light Technologies
- Civil Engineering

**“Santaka” valley**
- Sustainable Chemistry and Biopharmacy
- Mechatronics and Related Technologies
- Information and Communication Technologies
- Future Energy and Environment Engineering

**“Santara” valley**
- Design, Informatics and Technologies of Communications
- Biotechnology
- Molecular Medicine and Biopharmacy
- Research of Ecosystems and Sustainable environment

**“Nemunas” valley**
- Agrobiotechnology, Bioenergy and Forestry
- Safe and Healthy Food Technologies

**Maritime sector valley**
- Marine environment
- Marine technologies

**R&D activities**

**R&D projects (MoES)**
- Establishment of National Centre of Physical and Technological Sciences
- Development of Vilnius University Laser Research Centre complex “Naglis”
- Development of Civil Engineering Centre of the VGTU
- Establishment of National Centre for the Latest Pharmaceutical and Health Technologies in “Santaka” Valley
- Establishment of National open-access Centre of future energy technologies
- Creation of IT Open Access Centre
- Establishment of Joint Centre for Life Sciences
- Establishment of Joint Innovative Medicine Centre
- Establishment of Nature Research Centre
- Development of agrobiotechnologies, forestry, biomass energy, water and biosystems engineering R&D centers, HE studies and related infrastructure and reorganization of science and studies institutions
- Animal health, nurture and animal material science and studies infrastructure development, consolidation of scientific potential
- Food science and technology infrastructure development and consolidation of scientific potential
- Creation of Nucleus and Update of study Infrastructure of Maritime sector valley

**R&D and economic activity sectors**
- Materials, physical and chemical technologies sector
- Engineering and ICT sector
- Biomedicine and biotechnologies sector
- Nature resources and agriculture sector
- Creative and cultural Industries sector
Result – 5 centres with concentrated (in some cases – virtually) infrastructure and human resources – so called valleys

- Klaipėda
- SANTAKA
  - chemistry
  - mechatronics
  - energy
  - ICT
- Kaunas
- NEMUNAS
  - agro & forestry
  - food & health
- Santara
  - biotechnology
  - biofarmacy
  - ecosystems
  - ICT
- Vilnius
- SAULETEKIS
  - lasers and photonics
  - materials and nanotechnologies
  - semiconductors
  - physics & electronics
Projects: National Centre of Physical and Technological Sciences

The Beneficiary: Vilnius University

Partners: Institute of Chemistry, Institute of Physics, Semiconductor Physics Institute, Vilnius Gediminas Technical University;

Budget – 50 MEUR

Direct results:

• one scientific (physical sciences and technology) research centre (25 thousand square metres) established;
• 40 new scientific jobs created;
• 23 scientific research laboratories created, refurbished and (or) furnished with new equipment.
Project: National Centre of Physical and Technological Sciences
Project: National Centre of Physical and Technological Sciences
Beneficiary:
Vilnius university

Budget: 29 MEUR

- SCIC will become the centre of communication between scientific research and studies, scientific research and business, business and studies.
INVESTMENTS IN HEALTHCARE (CPMA)
Ministry of Healthcare

✓ CARDIOVASCULAR DISEASES
✓ TRAUMA AND EXTERNAL CAUSES OF DEATH
✓ EMERGENCY
✓ ONCOLOGY
✓ DAY IN-PATIENT SERVICES (LT dienos stacionaro paslaugos)

*Developed ambulatory services, Optimized Day in-patient services*
*Established and modernized day in-patient departments and day surgery*
*Developed nursing and supporting treatment*

✓ HEALTH MONITORING AND PREVENTIVE EDUCATION

*Established day centers for complex child and family care, psychic care*
*Modernised in-patient departments of acute psychiatry (LT ūminė psychiatrija)*
*Developed psychic health care monitoring services*
*Built infrastructure for crisis intervention centres*
<table>
<thead>
<tr>
<th>Number of applications registered</th>
<th>290</th>
<th>Funds requested</th>
<th>287 242 296 €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applications approved</td>
<td>247</td>
<td></td>
<td>272 715 672 €</td>
</tr>
</tbody>
</table>
PROJECT: Reduced mortality and morbidity of cardiovascular diseases of population of West and Middle regions of Lithuania (1 IA)

**BENEFICIARY**

Hospital of Lithuanian University of Health Sciences Kaunas Clinics

34 partners (hospitals)

**PROJECT VALUE**

45,3 mln EUR.

- New equipment for 34 hospitals
- 250 electrocardiographs for general practitioners
- 16 hospitals - reconstructed cardio-departments
- Construction of Centre for Radiology Diagnostics in Kaunas Clinics + Centre of Positron Emission Tomography of Lithuania
- Better services for 550 000 patients in West and Middle of LT
WEST AND MIDDLE LITHUANIA CARDIO PROJECT

BEFORE

AFTER

Positron emission tomograph (PET)
PROJECT: Modernisation of secondary level Day In-patient (ambulatory) infrastructure and services in Karoliniskiu Health Care Centre

- Reconstructed over 2,2 thous sq. meters of premises
- Modernised Fibrogastroduodenoscopy, Cardioechoscopy, Echoscopy
- Modernised ambulatory rehabilitation equipment
Modernised Karoliniškių Health Care Center

BEFORE

AFTER
# Investments in to social institutions (CPMA)

<table>
<thead>
<tr>
<th>Number of applications registered</th>
<th>221</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds requested</td>
<td>146 270 453 €</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of applications approved</th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>138 116 920 €</td>
</tr>
</tbody>
</table>
Investments in to social sector

Development of stationary social services infrastructure

Such as Children homes, Homes for elderly and disabled people;

Development of non - stationary social services infrastructure

Development of non - stationary social services infrastructure (day centres for children, disabled, elderly; family support divisions, short term care centres);

Development of infrastructure of territorial Labour Exchange Offices

Exchange Offices (12 territorial labour exchange offices);

Development of infrastructure for the professional rehabilitation of physically disabled people

8 Professional rehabilitation centres for disabled
PROJECT: Social security centre infrastructure development

BENEFICIARY
Prienai city municipality

PROJECT VALUE
0,7 MEUR

- Day care centre, family support division, short term care centre
- 50 places for clients
PROJECT: Social security centre infrastructure development
Social security and Labour sector
Thank you for your attention!

Central Project Management Agency
Tel. (+370 5) 251 44 04
E-mail: d.jurgaityte@cpva.lt
http://www.cpva.lt
Макрорегиональные стратегии: развитие и перспективы. Проект «Путь Немана» – возможность совместной реализации Литвой и Беларусью программ, финансируемых в рамках финансового механизма ЕС 2014–2020 гг.

Виргиниюс Шмигелскас, директор Института регионального и демократического развития 2014–10–16, Вильнюс
Ms. Danuta HUBNER:

- «1.Осуществление макрорегиональных проектов в странах ЕС и в странах, которые не являются членами ЕС, но географически находятся в Европе»

- «2.Должны иметь доступ к регионам, которые за пределами ЕС»
Стратегия региона Балтийского моря

- сохранить море
- объединить регион
- повысить уровень благосостояния жителей региона
Стратегия региона Балтийского моря

- 35–50% внешней торговли между соседями внутри региона
- 1 млрд т товаров за 1 год
- 40 млн туристов за 1 год
- в регионе более 200 университетов
- 79% взрослых с высшим образованием
Балтийский регион – лидер генерировать идеи

1. ресурс Но.1 – темы

2. ресурс Но.2– финансы

3. ресурс Но.3– люди
Форум стратегии Балтийского моря – пример хорошей практики

- принцип горизонтального регионального мышления

- управление – проблема всегда и везде
Стратегия региона Балтийского моря

► 100 проектов — стратегия Балтийского региона
► 400 проектов — стратегия Дунайского региона

4,9 млрд Евро
Mr. Johannes HAHN:

- главная задача - результат в тематических областях,
- инициатива должна исходить из самих государств,
- сильные административные структуры,
- постоянная работа,
- модель управления: совет северных стран, Балтийская ассамблея и др.
- норвежские фонды.
Mr. Johannes HAHN:

- «регламент территориального сотрудничества Европы» — гл. инструмент,
- ЕК поддерживает сотрудничество,
- «расстояние между ЕК и гражданами Европы»,
- — синергия,
Ms. Danuta HUBNER:

- «регламент территориального сотрудничества Европы»,
- макрорегиональные стратегии — мотивируют и вдохновляют,
- задача демократического процесса — наладить связи между макро стратегиями с гражданами,
- тематические приоритеты,
- НГО — …..
Программа региона Балтийского моря


► Совместный технический секретариат начинает предоставлять консультации заинтересованным заявителям
Проект «Путь Немана»

Темы

- безопасность пищевых продуктов и ветеринарии
- культурный туризм
- охрана окружающей среды
- сотрудничество между самоуправлениями
- превенция экстремальных ситуаций
- научные исследования
- инновации
- превенция снижения преступности
Проект «Путь Немана»

- Члены Европейского парламента от Литвы
- Комиссар Европейской комиссии
- Делегатура ЕК в Минске
- Делегатура ЕК в Вильнюсе
Проект «Путь Немана»

- Программа восточного партнерства ЕС
- Горизонт 2020
- Европа 2020
- Фонды и программы ЕС
- Норвежские фонды
Проект «Путь Немана»
Краткий обзор законодательства ЕС и Литвы

Раса Люция Матусявичюте,
советник комитета по охране окружающей среды
Сейма Литовской Республики
Исключительная компетенция Европейского Союза

− установление пошлин общего таможенного тарифа в отношении продукции, импортируемой в ЕС из третьих стран,
− мероприятия в рамках общей торговой (внешнеторговой) политики Сообщества
− разработка денежной политики в пределах "зоны евро"
− др.
Совместная компетенция с государствами-членами

По этим вопросам последние не лишаются возможности принимать собственные правовые акты и другие меры на национальном уровне. Однако эти меры должны соответствовать законодательству, изданному институтами Союза, и в случае противоречия последнее имеет приоритет.

Области Совместной компетенции

- внутренний рынок;
- вопросы социальной политики;
- экономическая, социальная и территориальная сплоченность;
- сельское хозяйство и рыболовство, за исключением сохранения морских биологических ресурсов;
- окружающая среда;
- защита прав потребителей;
- транспорт;
- транс-европейские сети;
- энергетика;
- пространство свободы, безопасности и правосудия;
- общие проблемы охраны общественного здоровья;
Координация или дополнение

Это те сферы общественной жизни, в которых Союз не должен стремиться проводить унификацию или гармонизацию национального права, но может координировать деятельность государств-членов или помогать им:
- охрана здоровья;
- промышленность;
- культура;
- туризм;
- образование, профессиональная подготовка, молодежь и спорт;
- гражданская оборона;
- административное сотрудничество.

В качестве особых категорий компетенции в Лиссабонском договоре указаны координация Союзом экономической политики и политики занятости государств-членов, общая внешняя политика и политика безопасности.
ПРАВОВЫЕ РАМКИ ЕС

• Первичное право - договоры Европейского Сообщества, которые впоследствии были дополнены или изменены, договоры о присоединении

• Подзаконные акты (или производные) принятые на основе первичного права, т. е. регламенты, директивы, решения институций ЕС. Договоры предусматривают также мнения, рекомендации, выводы, заявления, сообщения, но они не обязательные

• Несмотря на свое "второстепенное" положение по юридической силе, указанные документы выступают наиболее динамичным компонентом правовой системы ЕС
ДИРЕКТИВЫ

• В ЕС наиболее часто используемым законодательным актом являются Директивы, государства-члены ЕС должны перенести требования Директив в национальное законодательство.

• Другие "вспомогательные" директивы должны отвечать общим требованиям "рамочной директивы".

• Государства-члены ЕС должны принять законы, подзаконные акты и процедуры для реализации требований Директив в течении двух лет после их вступления в силу.
РЕГЛАМЕНТЫ

• Около 10% законодательства ЕС являются регламентами. Регламенты являются непосредственно обязательными для государств-членов и имеют преимущественную силу перед национальным законодательством. Государства-члены не могут перенести требования регламентов в национальное законодательство, даже если национальные законы им соответствуют.

• Регламент вступает в силу на 20-й день после опубликования в “Официальном вестнике”. Используется, когда речь идет о единой системе: фонды, учреждения, добровольные финансовые схемы (для находящихся под угрозой исчезновения видов, транспортировки отходов и т.д.).

• Некоторые секторы законодательства ЕС, представляют собой сочетание регламентов и директив.
Правовая система Литовской Республики (I)

это совокупность национальной системы права и международно-правовых обязательств Литовской Республики, правовой культуры общества и правовой практики в Литве.

С распадом СССР в 1991 году было связано окончательное установление современного суверенного Литовского государства.


Согласно Конституции, суверенная власть принадлежит Народу и осуществляется напрямую или через представителей, избранных демократическим путем. Государственную власть в Литве осуществляют Сейм (Парламент), Президент, Правительство и Суд.
Правовая система Литовской Республики (II)

Верховная законодательная власть принадлежит однопалатному Сейму (Парламенту), 141 член которого избирается сроком на 4 года на основании всеобщего, равного, прямого избирательного права тайным голосованием.

Президент Литовской Республики является главой государства. Он представляет Литовское государство и осуществляет возложенные на него Конституцией и законодательством функции.

Президент избирается гражданами ЛР сроком на 5 лет на основании всеобщего, равного, прямого избирательного права тайным голосованием.

Нынешним Президентом ЛР является Даля Грибаускайте, избранная в мае 2009 г.
Правовая система Литовской Республики (III)

Верховная исполнительная власть в Литве принадлежит Правительству. В его состав входят Премьер-министр и министры. Президент ЛР при поддержке Сейма назначает и снимает с должности Премьер-министра. Министры назначаются и снимаются с должности Президентом Литовской Республики по предложению Премьер-министра.

1 мая 2004 г. Литва стала полноправным членом ЕС, а 29 марта 2004 г. Литва была принята в НАТО. 21 декабря 2007 г. Литва стала полноправным членом Шенгенской зоны.
Право законодательной инициативы принадлежит членам Сейма, Президенту Республики и Правительству, а также гражданам ЛР. 50 тысяч граждан, обладающих избирательным правом, могут представить в Сейм проект закона, который тот обязан рассмотреть. Законы считаются принятыми, если за них проголосовало большинство членов Сейма, участвовавших в заседании. Конституционные законы принимаются большинством голосов всех членов Сейма, а изменения в них - большинством в 3/5 голосов всех его членов. Законы Литовской Республики могут приниматься и референдумом.
Обзор законодательства Литвы

Сейм наделен значительными правами: помимо собственно законодательных функций он принимает постановления относительно референдумов; назначает выборы Президента Республики; учреждает предусмотренные законом государственные институты, а также назначает и освобождает их руководителей; по предложению Правительства образует или упраздняет министерства; назначает судей Конституционного суда, судей Верховного суда, а также председателей этих судов; назначает и освобождает Государственного контролера, председателя правления Банка Литвы; образует Главную избирательную комиссию и вносит изменения в ее состав; утверждает государственный бюджет и осуществляет контроль за его исполнением; устанавливает налоги; ратифицирует и денонсирует международные договоры Литовской Республики, рассматривает другие вопросы внешней политики; устанавливает административное деление Республики; вводит прямое правление, военное и чрезвычайное положение, объявляет мобилизацию и принимает решение об использовании вооруженных сил.
Обзор законодательства Литвы

Правовая система Литвы основана на следующей иерархии нормативных актов:
- Конституция;
- международные соглашения, ратифицированные парламентом;
- законы (конституционные или обычные) и другие акты, принятые парламентом;
- декреты Президента Республики;
- постановления Правительства, принятые во исполнение законов или в порядке делегирования законодательных полномочий парламентом;
- распоряжения Премьер-министра;
- приказы и другие акты министерств, министров;
- акты представительных и исполнительных органов местного самоуправления.
The decision-making process and the work of the EU institutions

Rasa Matusevičiūtė
Adviser to the Committee on Environment Protection of the Seimas
Decision-making in the EU

Decision-making at European Union level involves various European institutions, in particular

- the European Commission (EC),
- the European Parliament (EP),
- the Council of the European Union.

In general, European Commission proposes new legislation, but Council and Parliament pass the laws.

In some cases, the Council can act alone.

Other institutions also have roles to play:

- **Court of Justice** lays down the law on the procedure,
- **Court of Auditors** checks the financing of the Union's activities.
- **European Economic and Social Committee** represents civil society, employers and employees;
- **Committee of the Regions** represents regional and local authorities and others
Institutions of the European Union (I)

• **Parliament**
The European Parliament (EP) is elected by the citizens of the European Union to represent their interests.

• **Council**
The Council is the EU's main decision-making body. It represents the member states, and its meetings are attended by one minister from each of the EU’s national governments.

• **European Commission**
The Commission is independent of national governments. Its job is to represent and uphold the interests of the EU as a whole. It drafts proposals for new European laws, which it presents to the European Parliament and the Council.
Institutions of the European Union (II)

• **Presidency**
  The Presidency of the Council rotates every six months. Each EU country in turn takes charge of the Council agenda and chairs all the meetings for a six-month period, promoting legislative and political decisions and brokering compromises between the member states.

• **Court of Justice**
  Its job is to make sure that EU legislation is interpreted and applied in the same way in all EU countries, so that the law is equal for everyone. It ensures, for example, that national courts do not give different rulings on the same issue.

• **Court of Auditors**
  The Court’s task is to check that EU funds, which come from the taxpayers, are properly collected and that they are spent legally, economically and for the intended purpose. Its aim is to ensure that the taxpayers get maximum value for their money, and it has the right to audit any person or organisation handling EU funds.
Legal instruments (I)

Sources of European Union law:
primary law, secondary law and supplementary law.

The main sources of primary law are the Treaties establishing the Communities and the European Union. Secondary sources are legal instruments based on the Treaties and include unilateral secondary law and conventions and agreements. Supplementary sources are elements of law not provided for by the Treaties. Besides the case-law of the Court of Justice, this category includes international law and general principles of law.
Legal instruments (II)

• Community Regulations
  – has general application
  – is binding in its entirety
  – is directly applicable in all the Member States

Community regulations are normative acts defined in Article 249 of the EC Treaty.
Legal instruments (III)

- **Directives**
  
  The directive is a very flexible instrument; it obliges the Member States to achieve a certain result but leaves them free to choose its own form and methods.

  Article 249 of the EC Treaty states that a directive is binding. It is binding in its entirety and so may not be applied incompletely, selectively or partially.
Legal instruments (IV)

• Decisions

An instrument binding in its entirety upon those to whom it is addressed - Member States or individuals (Article 249 of the EC Treaty).

no measures are required to incorporate it into national law

For a decision to enter into force, the interested parties must be informed. This procedure involves a recorded letter with proof of delivery.
Legislative procedures

The rules and procedures for EU decision-making are laid down in the treaties. The four main legislative procedures: ‘co-decision’, ‘cooperation’, ‘consultation’, ‘assent’
The European Council

The European Council is the meeting of the Heads of State or Government of the EU Member States. Its purpose is to give the EU the necessary impetus for development and to establish broad policy guidelines. It meets at least twice a year under the same presidency as that of the Council of the EU.

The Council configurations

The Council may meet in different configurations according to the subject matter dealt with. Each configuration consists of a ministry representative from each Member State, who is empowered to commit his/her government in respect of the decisions taken. The nine configurations are:

- General Affairs and External Relations;
- Economic and Financial Affairs;
- Justice and Home Affairs;
- Employment, Social Policy, Health and Consumer Affairs;
- Competitiveness (Internal Market, Industry and Research);
- Transport, Telecommunications and Energy;
- Agriculture and Fisheries;
- Environment;
- Education, Youth and Culture.
European Parliament

- 785 members, directly elected by the citizens of Europe, is the co-legislator of the EU. EP has legislative and budgetary powers, which it shares with the Council and a democratic supervisory role. Parliament currently has seven political groups, as well as 'non-attached' members.
- The EP has 20 standing committees.
Committee on the Environment, Public Health and Food Safety (ENVI)

- It has 68 members and a secretariat of 9 administrators, 9 assistants and secretaries
- Responsibilities
  - Environmental policy and environmental protection measures
    - Air, soil and water pollution, waste management and recycling, dangerous substances and preparations, noise levels, climate change, protection of biodiversity,
    - Sustainable development,
    - International and regional measures and agreements aimed at protecting the environment,
    - Restoration of environmental damage,
    - Civil protection,
    - The European Environment Agency
  - Public health
  - Food safety issues
European Commission(I)

- EC is independent institution made up of commissioners - who act collectively - and officials, whose mission it is to represent and uphold the interests of the Community. It is the body that proposes legislation, implements EU policies and the budget, and makes sure the Treaties are properly applied; it shares executive powers with the Council of Ministers.

- "directorates-general" (DGs)
First of all, it is important to note that the term "Commission" is used in two senses. Firstly, it refers to the Members of the Commission i.e. the team of men and women appointed by the Member States and Parliament to run the institution and take its decisions (the "College" of Commissioners). Secondly, it refers to the institution itself and to its staff, who are organised into departments.

The "College" of Commissioners is thus a collective decision-making body with a single voice. The President of EC plays a major role, representing the institution and assigning to each of the Commissioners special fields of activity (e.g. internal market, regional policy, transport, environment, agriculture, trade, etc.). These assignments may be changed at any time.

In order to prepare the ground for and implement action by the Commission as a College, the institution is structured in different departments called "directorates-general" (DGs) These DGs are divided into "directorates" and the directorates into "units". At the head of these different organisational levels, there is a director-general, a director and a head of unit respectively.
Thank you for your attention!
EU Accession Negotiations
Approximation with EU environmental legislation

Rasa Matusėvičiūtė
Adviser to the Committee on Environment Protection of the Seimas
Approximation

- In order to qualify for accession to the European Union (EU), Lithuania had to bring its laws and regulations into “approximation” with EU legal requirements.

- “Approximation” is defined as precise transposition of the relevant EU legislation and as having in place the necessary administrative and other structures for implementation and enforcement.
Tasks for candidate countries

The EU’s environmental requirements are considered among the most difficult and costly to implement in the entire body of EU law.

The continuous changes taking place in EU environmental law makes the goal of approximation a moving target, requiring constant tracking of new legislative developments.

Transposition of the environmental *acquis* into the national legal order and its implementation are major tasks. The list of priority tasks features:

* Community framework legislation
* measures relating to international conventions to which the Community is party;
* reduction of global and trans-boundary pollution;
* nature protection legislation,
* measures ensuring the functioning of the internal market (e.g. product standards).
Costs and benefits

Ensuring compliance with the environment acquis requires an estimated investment of around €80 to €120 billion for the ten Central and Eastern European Countries alone. However, a study financed by the European Commission shows that implementing the EU environmental directives - and the higher environmental protection they entail - in the candidate countries, will bring significant benefits for public health and reduce costly damage to forests, buildings, fields and fisheries. The estimated total value of the benefits of EU directives for the candidate countries will range from €134 to 681 billion.
Transitional periods

Lithuania requested transitional periods in the area of environmental protection for the implementation of the following 4 directives:

- Directive on the control of volatile organic compound emissions resulting from the storage of petrol and its distribution from terminals to service stations (94/63/EC) – the transitional period until the end of 2007;
- Directive on urban waste-water treatment (91/271/EEC) – the transitional period until the end of 2009;
Negotiations on the chapter 22 “Environment”

- **Chapter opened:** November 2000
- **Provisionally closed in June 2001**
- **Transitional arrangements:**
  - emissions of volatile organic compounds from storage of petrol until 2007
  - recovery and recycling of packaging waste until 2006
  - treatment of urban waste water until 2009
  - air pollution from large combustion plants until 2015.
Preparation for negotiations

Phare assistance project 1995

Strategy of Lithuanian law harmonization with EU requirements (1997 - 1998), cost assessment report

Programs of implementation sectoral and separate directives

National acquis Implementation Program
Cost Evaluation

By 2010, the public sectors of the environmental protection measures will need to invest about 1 billion. EUR.

These investments are mainly needed for construction of new and reconstruction of existing water treatment plants, sewage collection systems and waste management systems (landfills, waste collection, etc.), removing fluoride from drinking water facilities, power plant boiler reconstruction and environmental protection measures.
Wastewater treatment and sewage systems development sector

• About 90 projects identified
• Total costs about 350 MEUR
• 2008 target date for waste water treatment projects in agglomerations of over 10,000 p.e.
• 2010 for agglomerations of over 2,000 p.e.
• 2010 to complete sewage system renovation and extension (total - 90 investment projects)
Water investment projects
Waste management

• 10 - 12 regional waste management systems
• Total costs about 130 MEUR
• Regional system includes:
  – new landfill
  – waste collection system
  – closure of most problematic landfills
• Closure of other landfills during 3 years after establishment of the regional system
• Criteria for priority setting – capacity and environmental problems
Regional Waste Management System
Capacity Development Facility to support the implementation of sector programmes under the ENPI Annual Action Programmes for Belarus (CDFB)

Contract N° ENPI/2013/319-630

Mission Report

on participation in the Seminar ‘How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do’s and Don’ts for Local and Regional Actors’, European Institute of Public Administration

Barcelona, Spain

This project is funded by the European Union

A project implemented by a consortium led by GFA Consulting Group GmbH
## MISSION REPORT

### ON PARTICIPATION IN THE SEMINAR ON

**How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do's and Don'ts for Local and Regional Actors under**

**European Institute of Public Administration**  
**Barcelona 20-22 October, 2014**

| 1. **Name of the participants, institution** | Dina Goncharova – Executive Director of the National Coordinating Unit for the EU TACIS Programme in the Republic of Belarus;  
Irina Bolotina – National expert of the National Coordinating Unit for the EU TACIS Programme in the Republic of Belarus.  
Kanstantsin Chorny – Deputy Chief of the Economy Department of Vitebsk regional Executive Committee;  
Anastasiya Hlina – Chief Specialist of the Division for Education, Sports and Tourism of Grodno City Executive Committee.  
Vadim Pakhomchik – Counselor of the Department for Common European Cooperation of the Ministry of Foreign Affairs of the Republic of Belarus;  
Alena Vauraniuk – Specialist of the Foreign Economic Relations Department of Brest Regional Executive Committee. |
|---|
| 2. **Destination, dates and schedule** | Barcelona, Spain  
20-22 October, 2014 |
| 3. **Logistics** | All the Logistics was arranged by the CDFB Project staff:  
1. They made registration of the participants for the Seminar  
2. Booked round tickets (from Minsk to Barcelona and from Barcelona to Minsk)  
3. Arranged transfer from and to the airport in Minsk  
4. Arranged transfer from and to the airport in Spain (from Barcelona airport to hotel and from hotel to Barcelona airport)  
5. Booked the Hotel in Barcelona for the whole period of stay (4 nights)  
6. Provided the participants with necessary materials on their participation in the Seminar and stay in Barcelona  
7. Arranged meetings on the discussion of all the organization issues  
8. Conducted final meeting upon arrival in Minsk to discuss the results of the participations follow-up activities |
<p>| 4. <strong>Purpose of visit</strong> | The seminar was addressed to all levels of public administrations (and their agencies), and particularly sub-state authorities or bodies in charge of or involved in the design, development and implementation of projects subject to compliance with European funds. The main aim of the seminar was to prepare participants to compete in the ever-changing arena of EU funding. Each programme or initiative has its own objectives or specific characteristics; but as far as the ‘key rules of the game’ are concerned, elements and success criteria continue to converge and show a harmonised pattern. The seminar allowed the participants to increase the success rate in the EU funding ‘jungle’ as well as the absorption capacity. |</p>
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:15</td>
<td>Opening and welcome: introduction to the programme, objectives, methodology and political embedding of the seminar</td>
</tr>
<tr>
<td>09:30</td>
<td>&quot;Tour de Table&quot; participants' presentation to endorse networking</td>
</tr>
<tr>
<td>09:45</td>
<td>A quick overview of the 2020 financial instruments: features and priorities, re-grouping of funds, new supportive actions</td>
</tr>
<tr>
<td>11:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>11:30</td>
<td>From a project idea to a sound proposal and concept to apply for funding</td>
</tr>
<tr>
<td>13:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:30</td>
<td>Call for Tender vs Call for Proposal: clarification of the differences</td>
</tr>
<tr>
<td>15:00</td>
<td>How to draft and calculate eligible and beneficial budgets for the applicants</td>
</tr>
<tr>
<td>17:00</td>
<td>Wrapping up</td>
</tr>
<tr>
<td>17:00</td>
<td>End of the first day</td>
</tr>
<tr>
<td>09:30</td>
<td>Interactive workshop: How to work together from a distance and across cultural &quot;frontiers&quot;</td>
</tr>
<tr>
<td>11:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>10:15</td>
<td>Continuation of exercise and debriefing on Consortium building, partnership composition, etc.</td>
</tr>
<tr>
<td>13:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>15:00</td>
<td>Work plan, road maps, deliverables, timetable and many more critical aspects</td>
</tr>
<tr>
<td>16:30</td>
<td>Practical workshop: introduction and division of participants into working groups</td>
</tr>
<tr>
<td>16:45</td>
<td>End of the second day</td>
</tr>
<tr>
<td>09:00</td>
<td>Commencement of the exercise: discussion, in groups, of a pre-set project idea (guidelines) from different supportive actions and converting them into an EU funding application</td>
</tr>
<tr>
<td>11:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>11:30</td>
<td>Continuation</td>
</tr>
<tr>
<td>13:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:00</td>
<td>Final evaluation panel: presentation of the project proposal/application per group and simulation of a European evaluation panel</td>
</tr>
<tr>
<td>16:00</td>
<td>Closure and issuing of EIPA seminar certificates to participants</td>
</tr>
</tbody>
</table>

**Description of the discussed Day 1**
1. A quick overview of the 2020 financial instruments: features and priorities, re-grouping of funds, new supportive actions

It was mentioned that EU-2020 strategy is a successor of Lisbon strategy. In order to be implemented successfully projects need political support and resources (human, financial, etc.).

In order to be able to compete within the call for proposals the beneficiary needs:
- Good idea
- Time to study (background knowledge)
- Team with the leader
- Time-management (mid-term or long-term perspective)
- Money to participate

The following structure of EU budget 2014-2020 was presented during the seminar:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic, social and territorial cohesion</td>
<td>33.9%</td>
</tr>
<tr>
<td>Competitiveness for growth and jobs</td>
<td>13.1%</td>
</tr>
<tr>
<td>Sustainable growth: natural resources</td>
<td>38.9%</td>
</tr>
<tr>
<td>Compensations</td>
<td>0%</td>
</tr>
<tr>
<td>Administration</td>
<td>6.4%</td>
</tr>
<tr>
<td>Security and Citizenship</td>
<td>1.6%</td>
</tr>
<tr>
<td>Global Europe</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

It was mentioned that for the first time EU budget for 2014-2020 is less than for the previous period 2007-2013 (the indicative budget for the coming period is 959.988 mln. Euro in comparison to 994 176 mln. Euro for the previous period).

EU cohesion policy promotes job creation, competitiveness, economic growth, improved quality of life and sustainable development. These investments support the delivery of the Europe 2020 strategy.

Three categories of regions are distinguished in the new strategy:
- Less developed regions with GDP per capita less than 75% of EU average
- Transition regions with GDP per capita between 75% and 90% of EU
- More developed regions with GDP per capita more than 90% of EU average

Below are presented the priorities of the Cohesion policy (ESI funds):
- R&D and innovation
- ICTs
- SMEs competitiveness
- Low-carbon economy
- Climate change adaptation and risk prevention
- Environment and resource efficiency
- Sustainable transport
- Employment and labour mobility
- Social inclusion and poverty
- Education, skills and lifelong learning
- Capacity building and efficient public administration

The European Commission asked the most developed regions to spend the most of the money (up to 90%) on first four of these priorities.

Moreover, new trends for European programmes in the new period 2014-2020 were outlined:
- There will be less programmes than in the previous period in order to concentrate more on the quality, but not on the quantity
- The following priorities were chosen to be reinforced:
  - Energy issues and climate change
  - Innovation
  - Mobility and employment
  - Support to young people
  - SMEs
- Simplification of procedures
The programmes will be more focused in results – there will be impact indicators in each programme,
- More participation of private sector will be required in both responsibilities and financial aspects
- Decentralization of the programmes management (by using special agencies) and enhancement of
  the executive agencies
- Audit and control will be reinforced.

2. From a project idea to a sound proposal and concept to apply for funding

Main challenge when preparing a project is to be different from the competitors.
Visualization of the project proposal is very important in order to help explaining concepts to others and
provide with an easy access.
Difference between efficiency and effectiveness was explained at the seminar:

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>The fact that the results were obtained at reasonable cost, i.e. how well means and activities were converted into results and the quality of the results achieved</td>
<td>The contribution made by the project’s results to the achievement of the project purpose</td>
</tr>
<tr>
<td>To do the things right</td>
<td>To do the right things</td>
</tr>
<tr>
<td>Comes after</td>
<td>Always comes first</td>
</tr>
</tbody>
</table>

It was outlined that when carrying out stakeholder analysis the beneficiary should take into account not only those groups which have a positive impact, but also those which have a negative impact (as their negative impact will be decreased in the result of project implementation).
A new approach to carrying out SWOT analysis was presented:

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Success factors</th>
<th>Weakness to Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Threats</td>
<td>Threats to Strengths</td>
<td>Possible Crisis</td>
</tr>
</tbody>
</table>

Such 8-SWOT analysis concentrates on activities to be provided by the project.

5 criteria of the EC to evaluate the success of projects and programmes were discussed, namely:
- Relevance (to what extent are the objectives relevant to the evolving needs and priorities at regional, national and EU level?)
- Efficiency (how well the resources (inputs) could turn into outputs and results?)
- Effectiveness (how far could reasonably the project contribute to achieving its envisaged specific and global objectives?)
- Impact (could and to which extent will a project have an impact on the target groups in relation to their needs?)
- Sustainability (to what extent can the changes or benefits be expected to last after the programme has been completed?)

3. Call for Tender vs. Call for Proposal: clarification of the differences

EU projects should be part of or in coherence with:
- National and sector policies
- EC development policy and country strategies
- Government programmes
- Priorities and programmes of non-state actors

Funding principles ruling an EU-funded project were pointed out:
- Normally co-financing (only part of the costs is covered by EU)
- Sharing responsibilities
- Stakeholder involvement
- Partnership building (private-public)
- (not only) reimbursement is based on invoice

4 phases were enumerated within project management
  a) Project identification
  b) Formulation – planning
  c) Project implementation
  d) Closure and assessment of the project

Difference between calls for tenders and calls for proposals can be presented as follows:

<table>
<thead>
<tr>
<th>Calls for tenders</th>
<th>Calls for proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCUREMENTS</strong></td>
<td><strong>GRANTS</strong></td>
</tr>
<tr>
<td>Purchase of services/supplies/works</td>
<td>OBJECT</td>
</tr>
<tr>
<td>Contracting authority</td>
<td>OWNER OF RESULTS</td>
</tr>
<tr>
<td>100% FINANCIAL CONTRIBUTION</td>
<td>Co-financing – % of total eligible costs</td>
</tr>
<tr>
<td>Tenders</td>
<td>PROCEDURE</td>
</tr>
<tr>
<td><strong>PROFIT</strong></td>
<td></td>
</tr>
</tbody>
</table>

4. **How to draft and calculate eligible and beneficial budgets for the applicants**


Principles of sound financial management were outlined:
- Economy (the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price)
- Efficiency (concerns the nest relationship between the resources employed and the results achieved)
- Effectiveness (concerns the attainment of the specific objectives set and the achievement of the intended results)

Difference between irregularity and fraud was explained:
- Irregularity (ineligible expenditure) – any infringement of a provision of a contract or regulation resulting from an act or omission which causes or might cause a loss to the Union budget
- Fraud – intentional deception made for personal gain or to damage another individual.

New approach for grants in the mentioned Financial Regulation was discussed:
  a) More detailed definition of the specific conditions applicable to grants in order to contribute to maximizing its impact
  b) Grant rules adjusted so as to facilitate access to Union funding and management of grants by applicants and beneficiaries having decided to work together in partnership
  c) Alleviation of administrative burden and the costs borne by the beneficiary specifically for the purpose of financial reporting

Main eligibility rules applicable to grants were explained in accordance with the Financial Regulation.
Main components of expenditures were discussed, such as:
- Human resources
- Travel and subsistence costs
- Equipment and infrastructure
- Subcontracted services
- Indirect costs
It was mentioned that in several EU financial instruments it is possible to obtain profit in order to cover co-financing.

Day 2

1. Debriefing on Consortium building, partnership composition, etc.

Partnership is a collaborative agreement – voluntary and/or mandatory and/or needed between two or more parties in which all participants agree to work together to achieve a common purpose or undertake a specific tasks and to share risks, responsibilities, resources, competences and benefits. In order to find partners the organization-beneficiary should:
- Define and clarify project idea
- Assess own capacity
- Identify the gaps to be filled in either in terms of experience or networking
- Start the research

It is very important that the chosen partners are relevant to the chosen thematic area and to the project itself.

Functions of the project leader include the following:
- Coordinating the project
- Being responsible in front of the Contracting authority
- Managing the partnership
- Ensuring fulfillment of tasks (time and budget)
- Managing the budget
- Managing the communication and dissemination plan

At the same time a partner is accountable for:
- Providing his inputs on a competence/activities basis
- Being regularly in touch with the project leader
- Managing his budget

Difference between forms of partnership was explained:

<table>
<thead>
<tr>
<th>Simple partnership</th>
<th>Strategic alliance</th>
<th>Corporate integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>- No permanent organizational commitments</td>
<td>- Ongoing commitments to continue joint work</td>
<td>- Commitment to permanent corporate changes</td>
</tr>
<tr>
<td>- Decision-making remains with individual organizations</td>
<td>- Decision-making is shared and agreement-driven</td>
<td>- Involves legal and structural changes to corporate control</td>
</tr>
</tbody>
</table>

Public-private partnership is an institutional cooperation on voluntary basis between public and private for the community development benefit. It is public administration that establishes the environment for sharing and cooperating, but it is the private which implements the project and achieves the objectives.

Basics of public-private partnership were as well discussed:
- Common objectives
- Innovation
- Multi-sectorial approach
- Agreement on costs and benefits
- Transparency and accountability principles
- Definition of key performance indicators

2. Work plan, road maps, deliverables, timetable and many more critical aspects

Two models of the two-step application procedure in the new programming period were described:
- Concept note model – the beneficiaries submit only certain parts of the full application form in the first step. If selected, the beneficiary will then submit the entire project proposal.
- Expression of interest model – the beneficiaries submit an expression of interest, which is usually a shorter version of the application form.

Principles of projects assessment include the following:
- Objectivity: Separation of responsibilities between information activities and assessment is ensured. Each evaluator has to be free of any conflict of interest;
- Equal treatment: All received applications shall be dealt in compliance with procedures agreed upon for the respective programme taking into account information presented in the application only;
- Transparency: The potential applicants have to be informed of conditions and assessment processes in the programme. The reasons for recommending a project for rejection or approval
should be clear and justified.

General hints were given in the following spheres:

- Style tips;
- Identifying objectives and purposes;
- Drawing work-plans;
- Writing proposals;
- Reporting.

Reports will be analysed based on given indicators:

- Outputs are products of the activities funded, e.g. number of reports written, number of seminars held – what has actually been produced for the money given to the project;
- Results are the immediate advantages of carrying out these advantages, e.g. number of regional policy changes, number of members of target group given additional training – they tell us about the benefit of funding the outputs;
- Impacts are the sustainable long-term benefits of an activity, e.g. improved regional situation because of more effective policies, fall in number of long-term unemployed, increase in biodiversity, increased regional GDP;
- Outcomes are used to describe the combination of project outputs, results and impacts.

Different types of control were discussed, namely:

- Monitoring – an implementing tool for a systematic on-going analysis of the project implementation to check the progress in order to take remedial action and update work-plans. It is usually on-going – day-by-day – analysis of project implementation. It represents systematic and continuous collection, analysis and use of management information to verify the project implementation;
- Evaluation – an assessment of on-going and completed projects, programmes and policies as regards their design, implementation and results. Usually evaluation is carried out either before a programme begins (ex-ante), or in mid-cycle before renewal or cancellation (mid-term), or at the end when impact can be measured (ex-post). The following can be the objectives of evaluation:
  - To judge the results of actions in order to check their conformity with set objectives;
  - To improve management, in particular by taking into account the lessons of past actions;
  - To achieve better transparency and accountability;
  - To improve present and future EC external policies and actions.
- Audit – as assessment of legality and regularity of project expenditures (and income) whether project funds have been used efficiently and economically – “sound financial management”. Audit primarily has a financial management focus.

Day 3

1. Commencement of the exercise: discussion, in groups, of a pre-set project idea (guidelines) from different supportive actions and converting them into an EU funding application

All participants were divided into three groups. The task was to choose one of the three proposed EU internal programmes and to make a project proposal together with budget.

The proposed internal programmes were:

- INTERREG EUROPE
- Erasmus +
- Europe for Citizens

The groups had to make a project proposal that will be suitable within the framework of thematic objectives of the programme, partnership, duration, eligible budget, sources of co-financing.

7. New contacts

Mr Alexander Heichlinger – EIPA expert & manager EPSA, EIPA Barcelona (E-mail: a.heichlinger@eipa.eu)
Ms Julia Bosse – Research Assistant, EIPA Barcelona
Mr Gian Luca Bombarda – CEO, JCPsrl, Reaqio Emilia, Italy (E-mail: gbombarda@jcpersl.eu)
Ms Iwona Karwot – Senior lecturer, EIPA Barcelona
Mr Albert Sorrosal – Director, CNS Consultores (E-mail: albert@cnsconsultores.com)
Mr Xavier Tiana – Expert in EU funding and EU projects, Spain (E-mail: xtiana@amb.cat)
Mr Martin Wyrwich – Director, Tendersmith Consultancy, Germany
Ms Dimova-Klassanova Nina – Senior expert, National Institute of Justice, Bulgaria (E-mail: r.ivanova@nii.bg)
Ms Georgieva Kalina – Court administrator, District Court Tarnovo (E-mail: v.tourmakov@nii.bg)
Ms Geraskova Plamena – State expert, Structural Funds and International Programmes General Directorate of the Ministry of Education and Science, Bulgaria (E-mail: p.geraskova@mon.bg)
Ms Ignatova Ludmila – Senior expert, National Institute of Justice, Bulgaria
Mr Keremidchiev Stanimir – Programme coordinator, National Institute of Justice, Bulgaria
8. Conclusions
Visit to Barcelona allowed participants to apply in practice the knowledge gained before. The seminar
addressed several new aspects when developing added-value projects, convincing proposals or bids for EU
funds and their territory. The seminar enabled the participants to quickly grasp the most relevant guiding
principles and rules when it comes to preparing a bid for EU funding. Each participant was provided with a
specific new glossary of the main EU supportive actions and financial instruments (2014-2020) screened for
local and regional actors, as well as related web-links.

9. Relevance to
Belarus
Belarus is a beneficiary of ENPI funds in terms of various programmes within the programming period 2007-
2013 and a new programming period 2014-2020 in terms of ENI instrument, therefore the participation in
this Seminar was extremely relevant for the country. All the obtained information and contacts will be used
by the participants for further development of aid coordination system in the Republic of Belarus. The
experience gained in Barcelona will be implemented in programming within the ENI 2014-2020 and in
coordination of external assistance as well.
Participation of the representatives of the regions of Belarus was very important as it will contribute to more
active participation of Belarusian regions in making and implementing ITA projects in the new programming
period.

10. Subsequent
actions
The seminar gave the possibility to implement the gained experience, knowledge and skills by the
participants in their line Ministries for the benefits of the development of international technical assistance
programmes in Belarus and further participation in the events in terms of CDFB Project.
Dina Goncharova
Irina Bolotina
Kanstantsin Chorny
Anastasiya Hlina
Vadim Pakhomchik
Alena Vauraniuk
A quick overview of the 2020 financial instruments: features and priorities, re-groupings of funds, new supportive actions

by

Xavier Tiana (ES),
Expert in EU Funding and EU Projects
Barcelona
Overview of the 2020 financial instruments: features and priorities, re-groupings of funds, new supportive actions

Xavi Tiana
Head of Intentional Relations- Barcelona Metropolitan Area

Summary

- Introduction to the EU Budget
- The Multiannual Financial Framework 2014-2020
- New opportunities of funding 2014-2020
  - European Structural and Investment Funds
  - European Programmes
Let's apply for EU funding: How.

Yes!!

No!!

EIPA

Do's and Don'ts 2014-2020
EU Budget: Preliminary considerations

- EU Budget works on a basis of a multiannual financial framework that finances the EU policy strategies
- Every year the EU adopts the annual budget
- EU Budget is not allowed to be in deficit
- EU spending limit, the "own resources ceiling" is currently set at 1% of the Unions Gross National Income
- The EU Budget has two types of amounts:
  - Commitments
  - Payments
- All the Institutions participate in the budgetary process. After the Lisbon Treaty the EP increased their powers.

Annual budget procedure

The budgetary procedure

Draft Budget (DB)
Council's position on the DB
European Parliament's amendment on Council's position
EP approves or takes no decision
Budget adopted

Council's position on the DB
European Parliament's amendment on Council's position
EP amends
Budget adopted

Joint draft
Parliament & Council
YES
Budget adopted
Sprout Budget rejected
Negotiations continue for 4 months

NO
Council rejects, Parliament adopts
Council & Parliament adopt
Council rejects

Do's and Don'ts 2014-2020

EIPA
The bulk of EU expenditure is managed jointly between the Commission and the Member States (« shared management »).

**Do's and Don'ts 2014-2020**

*Smart and Inclusive Growth* 47%

*Competitiveness for Growth and Jobs* 13.1%

*Security and Citizenship* 1.6%

*Global Europe* 6.1%

*Economic, Social and Territorial Cohesion* 33.9%

*Compensations* 0%

*Sustainable Growth: Natural Resources* 38.9%

*Administration* 6.4%

*Regional Level*
**EU BUDGET 2014-2020**

**Do's and Don'ts 2014-2020**

**EU Funding:**

- [ ] European Structural and Investment Funds
  - European Regional and Development Fund (ERDF)
  - European Social Fund (ESF)
  - Cohesion Fund
  - European Agricultural Fund for Rural Development (EAFRD)
  - European Maritime and Fisheries Fund (EMFF)

- [ ] Partnership, Innovation

- [ ] European Added Value

**Managed directly from Brussels**

**Managed cut national, local & regional level**

**Do's and Don'ts 2014-2020**
EU Partners

EU cohesion policy promotes job creation, competitiveness, economic growth, improved quality of life and sustainable development. These investments support the delivery of the Europe 2020 strategy.

- **Three categories of regions**
  - Less developed regions (GDP per capita less than 75% of EU average)
  - Transition regions (GDP per capita between 75% and 90% of EU)
  - More developed regions (GDP per capita more than 90% of EU average)

- **Cohesion Fund for Member States with GNI per capita <90%**

- **Territorial cooperation**
  (3 strands: cross-border, transnational, interregional cooperation)
Eligibility map 2014-20

- Less developed region (GDP/head: less than 75%)
- Transition regions (GDP/head between 75% and 90%)
- More developed region (GDP/head: more than 90%)

<table>
<thead>
<tr>
<th>Cohesion Policy budget (commitments) - billion EUR (2011 prices)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less developed regions</td>
</tr>
<tr>
<td>Transition regions</td>
</tr>
<tr>
<td>More developed regions</td>
</tr>
<tr>
<td>Cohesion Fund</td>
</tr>
<tr>
<td>European territorial cooperation</td>
</tr>
</tbody>
</table>

Of which

- Cross border cooperation | 6.6 | Cross border cooperation | 6.6 |
- Transnational cooperation | 1.8 | Transnational cooperation | 1.8 |
- Interregional cooperation | 0.5 | Interregional cooperation | 0.5 |
- Outermost regions and northern sparsely populated regions | 1.4 | Outermost regions and northern sparsely populated regions | 2.7 |
- Youth Employment initiative | 3.0 | Youth Employment Initiative | — |

TOTAL | 325.1 | 353.8 |
The priorities of the Cohesion Policy

1) R&D and innovation  
2) ICTs  
3) SMEs competitiveness  
4) Low-carbon economy  
5) Climate change adaptation and risk prevention  
6) Environment and resource efficiency  
7) Sustainable transport  
8) Employment and labour mobility  
9) Social inclusion and poverty  
10) Education, skills and lifelong learning  
11) Capacity building and efficient public administration

ERDF: Concentrating resources to maximise impact

Concentration of ERDF Investments

- Energy efficiency & renewable energy
- Research & innovation and ICT
- Competitiveness of SMEs

- More developed & transitional regions
- Less developed regions

Flexibility – all regions have different needs
Special arrangements for ex-convergence regions

LIPA
Do’s and Don’ts 2014-2020
European Social Fund (ESF)

Fully in line with the Europe 2020 strategy
- Promoting employment & supporting labour mobility
- Investing in education, skills & life-long learning
- Promoting social inclusion & combating poverty
- Enhancing institutional capacity & efficient public administration

Reinforced social dimension
- 20 % of ESF allocations for social inclusion
- Greater emphasis on fighting youth unemployment (Youth Guarantee Initiative)
- Specific support for gender equality & non-discrimination

Cohesion Fund

Supports Member States with GNI/capita < 90 % of EU27 average

Investing in environment
- Climate change adaptation and risk prevention
- Water and waste sectors
- Biodiversity including through green infrastructures
- Urban environment
- Low carbon economy

Investing in transport
- Trans-European Transport Networks (TEN-T)
- Low-carbon transport systems and urban transport
European Territorial Cooperation (ERDF)

- Separate regulation
- Increase of financial resources
- Different modalities
  - Crossborder (ES-FR, IT-FR, DE-NL...)
  - Transnational (Med, Southwest, Central Europe, Baltic...)
  - Interregional (Interreg Europe, Urbact...)
- Concentration of programmes up to 4 thematic objectives
- Working with transnational partnerships
- Decentralized programme management
- Cofinancing 75%
- Easier creation of European Groupings of Territorial Cooperation

European Agricultural Fund for Rural Development (EAFRD)

Member States will have to build their RDPs based upon at least four of the six common EU priorities
- fostering knowledge transfer and innovation in agriculture, forestry and rural areas
- enhancing the viability / competitiveness of all types of agriculture, and promoting innovative farm technologies and sustainable forest management.
- promoting food chain organization, animal welfare and risk management in agriculture.
- restoring, preserving and enhancing ecosystems related to agriculture and forestry
- promoting resource efficiency and supporting the shift toward a low-carbon and climate-resilient economy in the agriculture, food and forestry sectors
- promoting social inclusion, poverty reduction and economic development in rural areas.
- Funding 2014-2020: 95.577M€
European Maritime and Fisheries Fund (EMFF)

Priorities:

- Help fishermen in the transition to sustainable fishing
- Support coastal communities in diversifying their economies
- Creation of new jobs and improve quality of life along European coasts
- Funding 2014-2020: 6.396'6M€

European Programmes: New trends 2014-2020

- Concentration/ Less programmes
- In line with the EU 2020 strategy
- Priorities to be reinforced
  - Energy issues and Climate Change
  - Innovation
  - Mobility and employment
  - Support to young people
  - SMEs
- Simplification
- More focused in results
- Big projects vs small actions

Do's and Don'ts 2014-2020
Use of the financial engineering instruments

More participation of the private sector required

Decentralization of the Program's management and enhancement of the executive Agencies

Project submission simplified in some programmes (two step process/ concept note and full proposal)

e-Forms vs traditional submission

Audit and control - reinforced

European Programmes New trends 2014-2020

- Use of the financial engineering instruments
- More participation of the private sector required
- Decentralization of the Program's management and enhancement of the executive Agencies
- Project submission simplified in some programmes (two step process/ concept note and full proposal)
- e-Forms vs traditional submission
- Audit and control - reinforced

Do's and Don'ts 2014-2020

European Programmes 2014-2020

- Horizon 2020 (79.400M€)
- Connecting Europe (14.700M€)
- Creative Europe (1.460M€)
- Erasmus for all (14.700M€)
- Competitiveness of enterprises and SMEs (COSME) (2.298M€)
  - LIFE (3.460M€)
  - Europa for Citizens (186M€)
  - Health for Growth (449'M€)
  - Employment and Social Innovation (914M€)
  - Asylum and Migration (3.137 M€)
  - Consumers (188’8M€)

Managed by the European Commission

Do's and Don'ts 2014-2020
European Programmes 2014-2020 (2)

- Development Cooperation Instrument (19.661M€)
- European Instrument for Democracy & HR (1332.7M€)
- European Neighbourhood Instrument (15.432.6M€)
  - Partnership Instrument (954.7M€)
  - Humanitarian Aid (6.621.7M€)
  - Fiscalis-Customs 2020 (805M€)
  - Justice (377.6M€)
  - Rights and citizenship (439.4M€)
  - EU Civil Protection (223.6M€)
- Hercule III and Pericles 2020 (118M€)

EU Funding timetable: 2014-2015

- Horizon 2020
- Creative Europe
- Erasmus for all
- LIFE
- Europe for citizens
- Employment & Social Innovation
- COSME
- Consumers...

Do's and Don'ts 2014-2020

Sometimes third countries can participate in internal programs without signing financial agreements if EU pays bills in their territory.
GOOD LUCK!

MOLTES GRÀCIES
THANK YOU FOR YOUR ATTENTION

Xavi Tiana
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Do's and Don'ts 2014-2020
Seminar

How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do’s & Don’ts for Local and Regional Actors

Barcelona, 20-22 October 2014

From a project idea to a sound proposal and concept to apply for funding

by

Martin Wyrwich (DE),
Director,
Tendersmith Consultancy
Introduction to Project Cycle Management

Barcelona
Oct 20, 2014
Martin Wyrwich

A few general remarks
Quality is one thing, being the best another!

Available Budget

Selected Proposals

Available Budget

Sound Proposals

This is the Project Cycle!
What then does Project Cycle Management mean?

CHANCE-MANAGEMENT
Use your resources

EIPA

EIPA
PCM: in other words:
taking into account each step of the Project Cycle

Available Budget
Selected Projects have to be
- supportive to overarching policy
- relevant to an agreed strategy
- feasible
- accountable
- likely to be sustainable
- understandable

Selected Proposals

Your main-challenge is
to be different from your Competitors

- More and more, each detail is pre-defined in the ToR. However:
  Copy - Paste from the ToR is not enough.
- You have to be different
- You have to create Trust
- The experts are more and more important
- Since you never can be sure about how your experts are evaluated,
  your goal has to be to get 100% of the points available for the
  Technical part
Every Good Concept can be Visualised!

- Once you try to visualise, you suddenly start to see the deficiencies of concepts and/or your understanding!
- Visualisation helps in explaining concepts to others and provides with an easy access.
- If you succeed to present difficult issues in an easy way (not simplistic), it shows, that you are able make complex things easy!
- An arrow is not an arrow!
- Use colours, give them a consistent meaning!
- If you are not able to visualise, it might be that you have no vision!

Understandability starts with Arrows!
Who will use PCM?

- European commission
- Local Government(s)
- Private Sector, NGOs

PCM helps you...

- Writing Terms of Reference
- Planning the Implementation Strategy for your Project Proposal!
- Developing your project as answer to a Call for Proposal

The PCM concept is used more or less by all Development Institutions

- Sometimes the terminology changes
- However the different steps are more or less the same, whether you work with Worldbank, other Development Banks or the EU
There are three main reasons for having two ways of financing projects:

- Competence
  Who is the most competent to design projects with most of impact?

- Economics
  Tax money has to be carefully spent!
  Who else could pay for the project?

- Ownership
  There has to be a Maximum of Ownership in order to guarantee sustainability.
Success with the EU Horizon 2020 requires a Strategic Approach

- Calls for Proposals are more and more prepared together with the industry
- Establishment of Platforms, which are involved in the preparation of Calls
- Calls for proposal often follow the preparation of proposals
- The sole selection criteria however is excellence!

A few initial words on Quality
Definition is one thing....

- **Efficiency**
  - The fact that the results were obtained at reasonable cost, i.e. how well means and activities were converted into results and the quality of the results achieved

- **Effectiveness**
  - The contribution made by the project's results to the achievement of the project purpose

... but many words are not a Criterion of Quality

- **Efficiency**
  - To do the things right

- **Effectiveness**
  - To do the right things
Attributes of Quality

- 3 Attributes of Quality
  - Relevance
  - Feasibility
  - Effective and Well managed

- 16 Quality Criteria, which again can be broken down to
- 63 Quality Standards

The 16 Quality Criteria

<table>
<thead>
<tr>
<th>A</th>
<th>Relevant</th>
<th>B</th>
<th>Feasible</th>
<th>C</th>
<th>Effective &amp; Well Managed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Policy</td>
<td>6</td>
<td>Objectives and workprogram are clear</td>
<td>12</td>
<td>Project remains relevant &amp; feasible</td>
</tr>
<tr>
<td>2</td>
<td>Programms</td>
<td>7</td>
<td>Resources and Cost are clear</td>
<td>13</td>
<td>Objectives</td>
</tr>
<tr>
<td>3</td>
<td>Stakeholders</td>
<td>8</td>
<td>Coordination, Management and financing are clear</td>
<td>14</td>
<td>Project well managed</td>
</tr>
<tr>
<td>4</td>
<td>Problem Analysis</td>
<td>9</td>
<td>Monitoring and Evaluation are clear</td>
<td>15</td>
<td>Sustainability</td>
</tr>
<tr>
<td>5</td>
<td>Lessons Learned &amp; links to other projects</td>
<td>10</td>
<td>Assumptions and Risks are identified</td>
<td>16</td>
<td>Best Practice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11</td>
<td>Environmentally and social implications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Each of the Quality Criteria can be further broken down!

Quality Attributes, Criteria and Standards at Identification

A Relevant - Priority Needs
1 EC Development Policies
   1.1 Fit to Programs and Policies
   1.2 Fit to Development context
   1.3 Fit to Strategy Papers
2 Partner Governments Policies & Programs
   2.1 Links to Documents
   2.2 Description of Sector Policies, Initiatives, Targets
   2.3 Links of Projects to Policies
3 Stakeholder and Target Groups
   3.1 Gender Issues, Equity Issues
   3.2 Stakeholder identification Process and interests
   3.3 Conflicts
   3.4 Institutional Structures (SWOT)
   3.5 Local Ownership

The logical Framework approach
The Logical Framework Approach is an Aid to Thinking!

**ANALYSIS PHASE**

- **Stakeholder analysis** - identifying & characterising potential major stakeholders; assessing their capacity
- **Problem analysis** - identifying key problems, constraints & opportunities; determining cause & effect relationships
- **Objective analysis** - developing solutions from the identified problems; identifying means to end relationships
- **Strategy analysis** - identifying different strategies to achieve solutions; selecting most appropriate strategy.

**PLANNING PHASE**

- **Developing Logical Framework matrix** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- **Resource scheduling** - from the activity schedule, developing input schedules and a budget

---

**Carry out the Problem Analysis and Draw the Problem Tree**

Creating a problem tree should be undertaken as a participatory group event.

- **Step 1**: Brainstorm problems which stakeholders consider to be a priority.
- **Step 2**: Select an individual starter problem.
- **Step 3**: Look for related problems to the starter problem.
- **Step 4**: Establish a hierarchy of cause and effects.
- **Step 5**: Connect the problems with cause-effect arrows - clearly showing key links.
- **Step 6**: Review the diagram and verify its validity and completeness.
A Sound Problem Analysis is the basis of everything!

Problem analysis – river pollution

Catch and income of fishing families in decline

Riverine ecosystem under serious threat, including declining fish stocks

High incidence of water borne diseases and illnesses, particularly among poor families and under 5s

River water quality is deteriorating

High levels of solid waste dumped into river

Most households and factories discharge wastewater directly into the river

Wastewater treated in plants does not meet environmental standards

Pollution has been a low political priority

40% of households and 20% of businesses not connected to sewerage network

Inadequate levels of capital investment and poor business planning within Local Government

Environment Protection Agency ineffective and closely aligned with industry interests

Population not aware of the danger of waste dumping

No public information/education programs available

Pollution has been a low political priority

40% of households and 20% of businesses not connected to sewerage network

Inadequate levels of capital investment and poor business planning within Local Government

High incidence of water borne diseases and illnesses, particularly among poor families and under 5s

40% of households and 20% of businesses not connected to sewerage network

Inadequate levels of capital investment and poor business planning within Local Government
The Objective Analysis is based on the Problem analysis

Step 1: Reformulate all negative situations of the problems analysis into positive situations that are:
  • desirable
  • realistically achievable

Step 2: Check the means-ends relationships to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages)

Step 3: If necessary:
  • revise statements
  • add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level
  • delete objectives which do not seem suitable or necessary

Objective tree – river pollution

CHANCE-MANAGEMENT
Use your resources
Funding is not only possible with the EU!

- Funds are available on three different levels:
  - First of all I look for and try to get the regional funds,
  - Then the national funds and only if nothing else is possible
  - I try international funds

- According to the level and the targeted programme, you have to take into account different interests!

- The more your project is already elaborated, when you start looking for funding, the less is your flexibility to create a match between your interest and the interested of the donor!

**Strategy**

- Catch and income of fishing families is stabilised or increased
- Incidence of water borne diseases and illnesses is reduced, particularly among poor families and under 5s
- River water quality is improved
- Wastewater treatment meets environmental standards
- No. of households and factories discharging wastewater directly into the river is reduced
- New legal regulations are established which are effective in preventing direct discharge of wastewater
- Polluters are effectively controlled
- Environment Protection Agency is effective and more responsive to a broad range of stakeholder interests
- Population more aware of the danger of waste dumping
- Public informative/education programs established
- Pollution management is given a higher political priority
- Increased % of households and businesses are connected to sewerage network
- Improved business planning within Local Government is established, including cost recovery mechanisms
There are many different Tools for the Stakeholder-analysis
Each of them tells you something different!

Did I reflect on the role of all Stakeholders?
The Stakeholders Analysis Matrix is oriented to find out non measurable information and develop strategy

<table>
<thead>
<tr>
<th>Stakeholder and basic characteristics</th>
<th>Interests and how affected by the problem(s)</th>
<th>Capacity and motivation to bring about change</th>
<th>Possible actions to address stakeholder interests</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fishing families:</strong> c.20,000 families, low income earners, small scale family businesses, organised into informal cooperatives, women actively involved in fish processing and marketing</td>
<td>Maintain and improve their means of livelihood&lt;br&gt;Pollution is affecting volume and quality of catch&lt;br&gt;Family health is suffering, particularly children and mothers</td>
<td>Keen interest in pollution control measures&lt;br&gt;Limited political influence given weak organizational structure</td>
<td>Support capacity to organize and lobby&lt;br&gt;Implement industry pollution control measures&lt;br&gt;Identify/develop alternative income sources for women and men</td>
</tr>
<tr>
<td><strong>Industry X:</strong> Large scale industrial operation, poorly regulated and no-unions, influential lobby group, poor environmental record</td>
<td>Maintain/increase profits&lt;br&gt;Some concern about public image&lt;br&gt;Concern about costs if environmental regulations enforced</td>
<td>Have financial and technical resources to employ new cleaner technologies&lt;br&gt;Limited current motivation to change</td>
<td>Raise their awareness of social and environmental impact&lt;br&gt;Mobilise political pressure to influence industry behaviour&lt;br&gt;Strengthen and enforce environmental laws</td>
</tr>
<tr>
<td><strong>Households:</strong> c.150,000 households discharge waste and waste water into river, also source some drinking water and eat fish from the river</td>
<td>Aware of industrial pollution and impact on water quality&lt;br&gt;Want to dispose of own waste away from the household&lt;br&gt;Want access to clean water</td>
<td>Limited understanding of the health impact of their own waste/waste water disposal&lt;br&gt;Potential to lobby government bodies more effectively&lt;br&gt;Appeal willing to pay for improved waste management services</td>
<td>Raise awareness of households as to implications of their own waste disposal practices&lt;br&gt;Work with communities and local government on addressing water and sanitation issues</td>
</tr>
</tbody>
</table>
The SWOT Matrix is oriented get an idea of positive and negative development

### SWOT Matrix of Fishing Corporatives

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Grassroots based and quite broad membership</td>
<td>• Limited lobbying capacity and environmental management skills</td>
</tr>
<tr>
<td>• Focused on the specific concerns of a relatively homogenous group</td>
<td>• Lack of formal constitutions and unclear legal status</td>
</tr>
<tr>
<td>• Men and women both represented</td>
<td>• Weak linkages with other organizations</td>
</tr>
<tr>
<td>• Provide a basic small scale credit facility</td>
<td>• Internal disagreements on limiting fishing effort in response to declining fish stocks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Growing public/political concern over health impacts of uncontrolled waste disposal</td>
<td>• Political influence of industrial lobby groups who are opposed to tighter environmental protection laws (namely waste disposal)</td>
</tr>
<tr>
<td>• New government legislation in preparation on Environmental Protection – largely focused on making polluters pay</td>
<td>• New environmental protection legislation may impact on access to traditional fishing grounds and the fishing methods that can be employed</td>
</tr>
<tr>
<td>• The river is potentially rich in resources for local consumption and sale</td>
<td></td>
</tr>
<tr>
<td>• New markets for fish and fish products developing as a result of improved transport infrastructure to nearby population centers</td>
<td></td>
</tr>
</tbody>
</table>
The 8-SWOT concentrates on activities

<table>
<thead>
<tr>
<th>Opportunities (Black)</th>
<th>Success Factors</th>
<th>Weekness to Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths (Colours)</td>
<td>Weakness (Colours)</td>
<td>Threats (Black)</td>
</tr>
<tr>
<td>Weaknesses (Colours)</td>
<td>Threats to Strengths</td>
<td>Possible Crisis</td>
</tr>
</tbody>
</table>

**CHANCE-MANAGEMENT**

Use your resources

CHANCE-MANAGEMENT

Use your resources

EIPA

Barcelona
The Venn Diagram of Stakeholders shows the relation between the different stakeholders

Players:
- Industry,
- Environmental Protection agency
- Local Government: Health and Sanitation services
- Fisheries Department
- Fishing cooperatives and Fishing Families
- Fish Retailers
- Household as consumer

Take the perspective of the Fishing Family
- Industry X is very influential but remote
- EPA is remote and closely aligned to interest and Industry.
- Fishing Cooperatives represent fishermen's interest and have close relationship with retailers.
- Fisheries Department has little influence

Venn Diagram of Stakeholders
gives an intuitive summary of the project!

Preliminary Analysis:
Industry X is very influential but remote. EPA is remote and closely aligned to interests of Industry. Fishing cooperatives represent fishermen's interests and have close relationship with retailers. Fisheries Department has little influence.
Venn Diagram can create emotions and can be used for presentations to those who have only little time!

Preliminary Analysis:

Industry X is very influential but remote. EPA is remote and closely aligned to interests of Industry. Fishing cooperatives represent fishermen’s interests and have close relationship with retailers. Fisheries Department has little influence.

The Spider Diagram (of Organisational Capacity) helps to evaluated stakeholders, compose teams and compare
Spider Diagram of Organisational Capacity of the Environment Agency

CHANCE-MANAGEMENT
Use your resources

What puts more pressure on those performing badly that Visualisation?

Spider Diagram
PCM helps to take all perspectives into account, from the very idea of the project!

Fruits of sound PCM allow for:

- A Clear Concept
- Management Structures that are able to cope with all challenges!
- Clear Evaluation

CHANCE-MANAGEMENT

Introduction to the Logical Framework Approach

Planning Phase

**ANALYSIS PHASE**
- Stakeholder analysis: identifying & characterising potential major stakeholders; assessing their capacity
- Problem analysis: identifying key problems, constraints & opportunities; determining cause & effect relationships
- Objective analysis: developing solutions from the identified problems; identifying means to end relationships
- Strategy analysis: identifying different strategies to achieve solutions; selecting most appropriate strategy

**PLANNING PHASE**
- Developing Logical Framework matrix: defining project structure; testing internal logic & risk; formulating measurable indicators of success
- Activity scheduling: determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- Resource scheduling: from the activity schedule, developing input schedules and a budget
The Logframe Matrix

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Information contained in the Logframe Matrix

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td></td>
<td>How the OO is measures including quality, quality and time</td>
<td>How will the information be collected, when and by whom</td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td>How the Purpose is measures including quality, quality and time</td>
<td>As above</td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td>How the Results is measures including quality, quality and time</td>
<td>As above</td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CHANCE-MANAGEMENT
Use your resources

EIPA
Barcelona
### General Sequence of Completion

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall objective</td>
<td>1</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Purpose</td>
<td>2</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Results</td>
<td>3</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Activities</td>
<td>4</td>
<td>Not included</td>
<td>5</td>
</tr>
</tbody>
</table>

**Activities** *(optional inclusion in the matrix)*

### CHANCE-MANAGEMENT

Use your resources

### Relationship between Assumptions

- **Overall Objective**
  - Purpose
    - Results
    - Activities
  - Inputs

**e.g.** If activities are undertaken AND assumptions hold true, then results can be achieved, etc.

**Pre-conditions** – need to be met before resources are committed and activities initiated.
### Writing Objective Statements

<table>
<thead>
<tr>
<th>Objective hierarchy</th>
<th>Example of how to write statements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall objective</strong></td>
<td>To contribute to improved family health, particularly of under 5s, and the general health of the riverine eco-system</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>1. Improved river water quality</td>
</tr>
</tbody>
</table>
| **Results** | 1.1 Reduced volume of waste-water directly discharged into the river system by households and factories  
1.2 Waste-water treatment standards established and effectively enforced |
| **Activities** | 1.1.1 Conduct baseline survey of households and businesses  
1.1.2 Complete engineering specifications for expanded sewerage network  
1.1.3 Prepare tender documents, tender and select contractor  
1.1.4 Identify appropriate incentives for factories to use clean technologies  
1.1.5 Prepare and deliver public information and awareness program  
1.1.6 etc |

### Assessment of Assumptions

1. **Is the assumption important?**
   - Yes
   - No

2. **Will it hold true?**
   - Almost certainly
   - Possibly
   - Very unlikely

3. **Do not include in the logframe**
4. **Include as an assumption**
5. **Is it possible to redesign the project in order to influence the external factor?**
   - Yes
   - No

   - Redesign the project by adding Activities or results; reformulate the Project purpose if necessary
   - The project may not be feasible

---

**CHANCE-MANAGEMENT**

*Use your resources*
### Smart use of Indicators and Sources of Verification

#### Create trust!

<table>
<thead>
<tr>
<th>Project description</th>
<th>Indicator</th>
<th>Source of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose: Improved quality of river water</td>
<td><strong>The Indicator:</strong> Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage</td>
<td>Weekly water quality surveys, jointly conducted by the Environmental Protection Agency and the River Authority, and reported monthly to the Local Government Minister for Environment (Chair of Project Steering Committee).</td>
</tr>
<tr>
<td><strong>The Quantity:</strong> Is reduced by 25% compared to levels in 2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The Quality:</strong> And meets established national health/pollution control standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The Time:</strong> By end of 2006</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

### Smart use of Indicators and Sources of Verification

#### Helps you saving money and time!

- **Specific:** Is it clear exactly what will be measured, in what geographical area measurements will be made, which units (number of participants, euros, kms etc.) will be used etc.?
- **Measurable:** Will the project be able to collect accurate information to measure progress towards the targets set? Information required easy to collect.
- **Achievable:** Closely linked to identifying what changes are anticipated as a result of the project work.
- **Relevant:** Will the indicators measure all of the project's key activities?
- **Timed:** Stating when something should happen (e.g. increase in visitor numbers by the end of the project).
A final word on Quality

There are 5 Criteria of the EC to evaluate the Success of Projects and Programmes

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability (=promoted by all three attributes)
Would be good to align your Internal Evaluation Themes to those of the EC

- **Relevance**: To what extent are the objectives relevant to the evolving needs and priorities at regional, national and EU level?
- **Efficiency**: How well the resources (inputs) could turn into outputs and results?
- **Effectiveness**: How far could reasonably the project contribute to achieving its envisaged specific and global objectives (in line with CfP ones)?
- **Utility**: Could (and to which extent) your project will have an impact on the target groups in relation to their needs?
- **Sustainability**: To what extent can the changes (or benefits) be expected to last after the programme has been completed?

**The Logframe gives the Evaluation Criteria a Meaning**

![Logframe objective hierarchy](image)
Thank you for your attention!

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10829 Berlin
m.wyrwich@chance-management.com
+49 176 658 77 39
Call for Tender vs. Call for Proposal: Clarification of the differences

by

Iwona Karwot (PL),
Senior Lecturer
EIPA Barcelona
Concept of 'EU project'
Definitions, terminology

EU Project

What's that? How to do it?...
Is there any magical recipe?,?...
From EU policy to projects

EU PROJECTS SHOULD BE PART OF / OR IN COHERENCE WITH:

- National & sector policies
- EC development policy & country strategies
- Government programmes
- Priorities and programmes of non-state actors
- Project
- Project
- Projects

From EU policy to projects: Programming period: 2014-2020

- Common Strategic Framework
- Partnership Agreement
- Operational Programme (OP)
- PROJECTS
Concept of 'EU project

Is there any difference between a 'normal' (non EU financed) and an EU project?

YES – mainly in objectives and funding:

Objectives:

achievement of Europe-wide policy objectives
Concept of 'EU project

EU funding:
Large variety of funding instruments
from shared management (implemented by national authorities according to national / regional priorities) to centralized management (e.g. Horizon 2020, Life).

Concept of 'EU project – EU funding

funding principles ruling an EU project:

☐ normally co-financing (only part of the costs is covered by EU)
☐ sharing responsibility
☐ stakeholder involvement
☐ partnership building (private-public)
☐ (not only) reimbursement based on invoice
Concept of 'EU project: project as a process

Project management is a process, in which we can in general enumerate 4 phases:
1. Project identification (what we want to do and why?)
2. Formulation - planning (how we want to do it?)
3. Project implementation (we implement what we planed)
4. Closure and assessment of the project (if we achieved what we planed?)

General Legal Framework

REGULATION (EU, EURATOM) № 966/2012
of the European Parliament and of the Council
of the 25 October 2012
on the financial rules applicable to the general budget of the Union
repealing
COUNCIL REGULATION (EC, EURATOM) № 1605/2002
on the Financial Regulation applicable to the general budget of the European Communities
Calls for proposals and calls for tenders – are there any differences?

<table>
<thead>
<tr>
<th>Calls for tenders</th>
<th>Calls for proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCUREMENTS</strong></td>
<td><strong>GRANTS</strong></td>
</tr>
<tr>
<td>Public contracts for pecuniary interest in order to obtain</td>
<td>Direct financial contributions from the budget in order to finance:</td>
</tr>
<tr>
<td>- supply of assets,</td>
<td>- an action intended to help achieve an objective forming part of EU policy</td>
</tr>
<tr>
<td>- execution of work</td>
<td>- the functioning of a body which pursues an aim of general European interest</td>
</tr>
<tr>
<td>or provision of services</td>
<td>subject to annual programme and a call for proposals</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Calls for tenders</th>
<th>Calls for proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCUREMENTS</strong></td>
<td><strong>GRANTS</strong></td>
</tr>
<tr>
<td>Purchase of</td>
<td>OBJECT</td>
</tr>
<tr>
<td>services/supplies/</td>
<td></td>
</tr>
<tr>
<td>works</td>
<td>▪ Action proposed by</td>
</tr>
<tr>
<td></td>
<td>a potential beneficiary,</td>
</tr>
<tr>
<td></td>
<td>intended to achieve an</td>
</tr>
<tr>
<td></td>
<td>EU-policy objective; or</td>
</tr>
<tr>
<td></td>
<td>Functioning of a body</td>
</tr>
<tr>
<td>Contracting</td>
<td>OWNER OF</td>
</tr>
<tr>
<td>authority</td>
<td>RESULTS</td>
</tr>
<tr>
<td></td>
<td>Grant beneficiary</td>
</tr>
<tr>
<td>100%</td>
<td>FINANCIAL</td>
</tr>
<tr>
<td></td>
<td>CONTRIBUTION</td>
</tr>
<tr>
<td></td>
<td>▪ Co-financing - % of total eligible costs</td>
</tr>
<tr>
<td></td>
<td>Reimbursement of the</td>
</tr>
<tr>
<td></td>
<td>actual eligible cost</td>
</tr>
<tr>
<td></td>
<td>incurred</td>
</tr>
<tr>
<td>Tenders</td>
<td>PROCEDURE</td>
</tr>
<tr>
<td></td>
<td>Calls for proposal</td>
</tr>
</tbody>
</table>

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Calls for proposals

- Most wide-spread way of distributing grants
- The donor does not know the project or the beneficiary
- The scope is hugely varying in terms of:
  - funding (from a few thousand to several million EUR)
  - geographical scope (from micro-region to EU-wide)
  - definition of the subject (general to specific)
  - potential number of applicants (from a few tens to thousands)
  - type of funding (non-refundable, refundable)

BUT: each of them must be studied carefully and individually

Calls for proposals - general process

1. Preparation of the call and the application dossier
2. Publication (in a way that reaches the target group)
3. Application phase
4. Submission
5. Assessment phase
6. Decision-making

(Important to be aware of every stage, to be able to tailor the project and to see it through the sometimes lengthy process. Also important not to have unrealistic expectations)
Calls for tenders

Calls for tenders: legal base

The Treaty on the Functioning of the European Union lays down the fundamental principles of the functioning of the EU

- Free movement of goods (Art. 28)
- Right of establishment (Art. 49)
- Freedom to provide services (Art. 56)
- Non-discrimination and equal treatment, transparency, proportionality and mutual recognition (Articles 18 & 53)

European Directives and European Commission Communications

- Directive 2004/17/EC water management, energy, transport and postal services)
- Directive 2004/18/EC (works, supplies and services)
- Interpretative Communication EC 2006/C 179/02 on the Community law applicable to contract awards not or not fully subject to the provisions of the Public Procurement Directives.
Calls for tenders: legal base

Recent European Directives

- Directive 2014/24/EU on public procurement (replacing directive 2004/18/EC)
- Directive 2014/25/EU on procurement by entities operating in the utilities sectors: water, energy, transport and postal services (replacing directive 2004/17/EC)

Transposition into national law

Calls for tenders

- 'Public Procurement':
  - services
  - goods
  - construction/works
- → bought by public funds
- Contracting Authority: any public authority or enterprise using public money
- Contractor: enterprises or other entities interested in carrying out the work, including public entities
Calls for tenders

Stages involved in public procurement

Selection of the type of procedure

Open or restricted procedure/ negotiated procedure with or without prior notification

Management of the contract

Resolution of any problems
Amendments to contract, etc.

Payments to contractor

Final handover report

Tendering procedure

Tender documents

Criteria for the assessment and evaluation of tenders

Initiation of procurement procedure

Opening, assessment and evaluation of tenders

Signature of contract and notification of contract award

Award of contract

Thank you for your attention
How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do's & Don'ts for Local and Regional Actors

Barcelona, 20-22 October 2014

How to draft and calculate eligible and beneficial budgets for the applicants

by

Albert Sorrosal (ES)
Director
CNS Consultores
Barcelona
How to draft and calculate eligible and beneficial budget for applicants

Albert Sorrosal
Director CNS Consultores

Contents

1. Which are the applicable rules?
2. Sound financial management
3. Eligibility rules for grants in financial regulation
4. Two models for financial management: reimbursement of costs and simplified costs
5. Main components of the expenditure
6. Main components of the receipts
7. Financial control
8. Conclusions
1. Which are the applicable rules

Financial Regulation and Rules of application

- Structural funds
- Horizon 2020
- Common provisions for SF
- Specific funds' Regulation
- Programme/calls rules

- European N. Instrument
- Common provisions for ENI
- Specific funds' Regulation
- Programme/calls rules

- Erasmus +
- Specific funds' Regulation
- Programme/calls rules

1. Which are the applicable rules

Other European rules

- Directive on Procurement
- State Aid rules

National rules

- Procurement law
- Labour law
- Tax rules
1. Which are the applicable rules

Financial Regulation 966/2012

Article 121

Scope of grants

1. Grants are direct financial contributions, by way of donation, from the budget in order to finance any of the following:

(a) an action intended to help achieve a Union policy objective;

(b) the functioning of a body which pursues an aim of general Union interest or has an objective forming part of, and supporting, a Union policy (operating grants).
2. Sound financial management

Article 30 of Financial Regulation (666/2012): Appropriations shall be used in accordance with the principle of sound financial management, namely in accordance with the principles of economy, efficiency and effectiveness.

"The resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price."

Best value for money
Directive 2004/18

Art. 51
Contract award criteria
1. Without prejudice to national laws, regulations or administrative provisions concerning the remuneration of certain services, the criteria on which the contracting authorities shall base the award of public contracts shall be either:

(a) when the award is made to the tenderer most economically advantageous from the point of view of the contracting authority, various criteria linked to the subject-matter of the public contract in question, for example, quality, price, technical merit, aesthetic and functional characteristics, environmental characteristics, running costs, cost-effectiveness, after-sale service and technical assistance, delivery date and delivery period or period of completion, or

(b) the lowest price only.

Concerns the best relationship between the resources employed and the results achieved.

Option 1:
To be used by a full-time project manager during the 1,080 days of the project duration

Option 2:
To be used during the project events, that is 10 events of 3 days each

0.55 €/day
20.00 €/day

Acquisition of a portable computer for the value of 600 € in a project of 36 months

Do's and Don'ts 2014-2020
2. Sound financial management

Example #2:

"Two external experts on project management provided services which were unlikely necessary for project implementation also taking into account the big project team. Among the dubious services provided by the external experts (2 experts x 38 working days) are (1) consultations for preparation of event agendas, (2) participation in monitoring visit, (3) support in preparation of visas etc. Moreover the irrationally big amount of money was paid out for these services.

Again, it is obvious that some (or all) costs spent for external experts are ineligible. What methodology would you recommend to identify and exclude the ineligible costs from the point of view of the unneeded and even ridiculous services subcontracted? How should we cut?"

E-mail from a financial officer of a ENPI-CBC Joint Technical Secretariat 16 October 2013

The thin line between irregularity and fraud!!

1. Which are the applicable rules

A substantial error or irregularity shall be any infringement of a provision of a contract or regulation resulting from an act or omission which causes or might cause a loss to the Union budget (Article 166 of the Rules of Application of Financial Regulation)

Fraud is intentional deception made for personal gain or to damage another individual.

Ineligible expenditure

OLAF
2. Sound financial management

- Effectiveness
- SMART

"Concerns the attainment of the specific objectives set and the achievement of the intended results"

"Specific, measurable, achievable, relevant and timed objectives shall be set out (...). The achievement of those objectives shall be monitored by performance indicators"

---

2. Eligibility rules for grants

NEW APPROACH FOR GRANTS IN FINANCIAL REGULATION 966/2012

1. More detailed definition of the specific conditions applicable to grants, in order to contribute to maximizing its impact

2. Grant rules adjusted so as to facilitate access to Union funding and management of grants by applicants and beneficiaries having decided to work together in partnership

3. Alleviation of administrative burden and the costs borne by the beneficiary specifically for the purpose of financial reporting
2. Eligibility rules for grants

Article 123: forms of grants

"Grants may take any of the following forms:

a) reimbursement of a specified proportion of the eligible costs actually incurred,
b) reimbursement on the basis of unit costs,
c) lump sums;
d) flat-rate financing;
e) a combination of the forms referred to in points (a) to (d)"

1. Which are the applicable rules

Article 125: general principles applicable to grants

"Grants shall:

1. be subject to the principles of transparency and equal treatment
2. not be cumulative or awarded retrospectively
3. involve co-financing
4. have the purpose or effect of producing a profit within the framework of the action of the beneficiary"
2. Eligibility rules for grants

**Article 126: eligible costs**

1. Grants shall not exceed an overall ceiling expressed in terms of an absolute value which shall be established on the basis of estimated eligible costs. Grants shall not exceed eligible costs.

2. Eligible costs are costs actually incurred by the beneficiary of a grant which meet all the following criteria:

   (a) they are incurred during the duration of the action, with the exception of costs relating to final reports and audit certificates;
   
   (b) they are indicated in the estimated overall budget of the action;
   
   (c) they are necessary for the implementation of the action;
   
   (d) they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary;
   
   (e) they comply with the requirements of applicable tax and social legislation;
   
   (f) they are reasonable, justified, and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

---

**Article 124: lump sums, unit costs and flat-rate financing**

1. Without prejudice to the provisions of the basic act, the use of lump sums, unit costs or flat-rate financing shall be authorized. Where the maximum amount per grant does not exceed the amount of a low value grant (lower or equal to 60,000 € according to article 185 of RAP), the authorization may be given by the authorizing office responsible.

2. The authorization shall at least be supported by the following:

   (a) justification concerning the appropriateness of such forms of financing with regard to the nature of the supported actions, as well as the risks of irregularities and fraud and costs of control;
   
   (b) identification of the costs or categories of costs covered by lump sums, unit costs or flat-rate financing, which shall exclude ineligible costs under the applicable Union rules;
   
   (c) description of the methods for determining lump sums, unit costs or flat-rate financing, and the conditions for reasonability ensuring that the no-profit and co-financing principles are complied and that double financing of costs is avoided. Those methods shall be based on:
   
   (i) statistical data or similar objective means, or
   
   (ii) a beneficiary-by-beneficiary approach, by reference to certified or auditable historical data of the beneficiary or to its usual cost accounting principles.
2. Eligibility rules for grants

- Contract Award
- ContractSigned/Start of ProjectActivities
- End of ProjectActivities
- Submission of FinalReport
- FinalDecision

<table>
<thead>
<tr>
<th>Time</th>
<th>Costs eligible</th>
<th>Costs eligible</th>
<th>Costs eligible</th>
<th>Costs eligible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracting period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final reporting period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance payment period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspection period (max 1 year after final payment received)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

...Contractual obligations...

4. Reimbursement of costs or simplified costs

- Reimbursement of costs
- Simplified costs

- Classical preparation of budget
- Output-based funding
4. Reimbursement of costs or simplified costs

**Source:** INTERREG IV C manual

Do's and Don’ts 2014-2020

---

1. After constructing the project time plan, the Lead Applicant will have an overview of the main activities by component, the start and end dates of project activities, and also the budgets.

2. The Lead Applicant should identify the partners which are to be involved in carrying out the activities mentioned in the time plan precisely.

3. It is therefore advised to:
   a) identify the resources needed by each partner to complete the activities by component
   b) approximate the related cost and forecast the payment date
   c) organise these figures by budget line

4. This leads to the detailed budget by partner, component, budget line and six-month period

5. By aggregating the detailed budgets of partners, the Lead Applicant gets the total estimated amount per budget line, component and six-month period for the whole partnership for the Application Form.

---

### Annex III. Budget for the Action

**Example: Budget Europeaiic**

<table>
<thead>
<tr>
<th>Costs</th>
<th>Unit</th>
<th># of units</th>
<th>Unit cost (in EUR)</th>
<th>Total cost (in EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Human Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Executives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Technical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2 Administrative support staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Technical staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Salaries (gross salaries including social security charges and other related costs, expat/int staff)</td>
<td>Per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.1 Technical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.2 Administrative support staff</td>
<td>Per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.3 Technical staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.4 Legal (staff assigned to the Action)</td>
<td>Per diem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.5 Secretariat members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 Other (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Travel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 International travel</td>
<td>Per flight</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Local transportation</td>
<td>Per month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Equipment and supplies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Purchase or rent of vehicles</td>
<td>Per vehicle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Purchase of computer equipment</td>
<td>Per unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Maintainance of vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4 Other (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Source:** INTERREG IV C manual

Do's and Don’ts 2014-2020

---
5. Main components of expenditure

- **DIRECT COSTS**: Staff, travel, equipment, subcontracted services...

- **CONTINGENCY RESERVE**: Not exceeding 5% of the direct eligible costs. To be used only with prior authorisation.

- **INDIRECT COSTS (OVERHEADS)**: Flat-rate funding set at not more than 7% of the total eligible direct costs.

---

5. Main components of expenditure

**Staff - Human resources**

**Key elements**

a) Usually only staff contracted under applicable labour law

b) Eligible costs included gross salaries, social security and other remuneration-related costs; costs usually borne by the beneficiary

c) Eligible costs are calculated as the actual cost of the actual time devoted to the action;

i) calculation of unit cost is essential (hourly, daily or monthly rate);

ii) proof of time (quantity and necessity) are the main challenge
5. Main components of expenditure

"But in some cases it is obvious that the time spent by the project team members for project implementation much more exceeds the necessary for implementation of this particular project, and naturally the project team members are not able to properly report in the time sheets (e.g. they report communication with partners - 8 hours)."

e-mail from a financial officer of a ENPI-CBC Joint Technical Secretariat 16 October 2013

- Declaration of time spent per project (% of total time)
- Timesheet showing amount of hours per project
- Timesheet showing amount of hours and detailed description of tasks per project
- Timesheet showing amount of hours and detailed description of tasks of 100% of time

High risk of ineligibility

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Do's and Don'ts 2014-2020

5. Main components of expenditure

Travel & subsistence costs

Key elements

a) Costs usually borne by the beneficiary and in accordance with national rules

b) Travel in economy

c) Subsistence following organization rules:

1) per diem / per noctem, within EC thresholds
2) actual costs, not affected by EC thresholds
3) mixed system (i.e. hotel actual costs and meals with daily allowance)

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Do's and Don'ts 2014-2020
5. Main components of expenditure

**Equipment and infrastructure**

**Key elements**

a) Procurement rules to be followed
b) Be aware of depreciation, if required by programme
c) Proof of delivery/construction;
d) Visibility

---

**Subcontracted services**

**Key elements**

a) Procurement rules to be followed;
b) Proof of delivery of services;
c) Be careful with efficiency;
d) Visibility

---
5. Main components of expenditure

Indirect costs

Key elements

a) Usually flat-rate up to 7% of direct costs or a % of staff costs;
b) To be avoided if based on actual costs

6. Main components of receipts

Article 183 of RAP: co-financing principle

"1. Under the co-financing principle, the resources which are necessary to carry out the action shall not be provided entirely by the Union contribution.
2. Co-financing may take the form of
   (a) beneficiary's own resource;
   (b) income generated by the action (including interest generated from pre-financing);
   (c) in-kind contributions from third parties.
   In kind contributions shall mean non-financial resources made available free of charge by third parties to the beneficiary (such as voluntary work)"

Look very carefully the rules of each financial instrument
7. Financial control

Article 2 of Financial Regulation 966/2012

(1) 'Control' means any measure taken to provide reasonable assurance regarding the effectiveness, efficiency and economy of operations, the reliability of reporting, the safeguarding of assets and information, the prevention and detection and correction of fraud and irregularities and their follow-up, and the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the individual character of programmes as well as the nature of the payments concerned. Controls may involve various checks, as well as the implementation of any policies and procedures to achieve the objectives described in the first sentence.

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Do's and Don'ts 2014-2020

7. Financial control

Keys to success in control

- Good accounting system by all project partners
- Keep adequate supporting documents until end of open-control period

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Do's and Don'ts 2014-2020
7. Financial control

What is accounting

General definition of accounting
The systematic recording, reporting and analysis of the financial transactions of an entity.

Provisions on accounting by Financial Regulation
1. The institution's accounting system is the system serving to organise the budgetary and financial information in such a way that figures can be input, filed and registered
2. The accounts shall consist of general accounts and budgetary accounts

An excel file is not an accounting system!

Accounting IS NOT a list of expenditure and revenue!

7. Financial control

Definition of general accounts by Financial Regulation
The general accounts shall record, in chronological order using double-entry method, all events and operations which affect the economic and financial situation and the assets and liabilities of the institutions.

Some requirements on general accounts by Financial Regulation
• All accounting entries shall be based on supporting documents, to which they shall refer
• The accounting system must be such as to leave a trail for all accounting entries
7. Financial control

Key Message: Can the supporting documents be retrieved easily?

If the Recipient cannot retrieve the project documentation during an audit, the consequences could be the same as if no documentation had been kept at all, especially if the project has already ended and the staff are no longer on hand. How can this be prevented?

- **Indexing and referencing**: Use a simple referencing and numbering system that everybody can follow, even people unfamiliar with the project. Make sure the system allows the documents to be found easily and quickly. Project references may follow a chronological, thematic, geographical or other system. The Recipient should decide on the most appropriate system depending on the circumstances. A clear filing index can save a lot of trouble.

- **Orderly filing**: Use orderly physical arrangements to file the documents. For example, file the documents in folders for easy retrieval, rather than tying them with string or keeping them in bags or in piles. If they are archived in boxes, one simple, effective measure is to label the box with its contents.

- **Physically secure conditions**: Make sure the documents are physically protected and cannot deteriorate while in storage or in transit. Documents should not be stored in damp conditions or near to flammable or chemical products. They should be stored in closed premises safe from rodents and other animals.

Document keeping

Documents have to be easy to find by someone knowing nothing about the project some years after its end.

8. Conclusions

- The main cornerstone of a budget is knowledge of the rules and the activities and results, not Excel
- Non-existence of unified rules means different specificities for budget preparation in each instrument and programme
- Budgets need to be realistic in order to ensure adequate assessment at selection phase and to facilitate the implementation of the action
- Budgets are not written in stone...be flexible
- Eligibility is built at budget preparation, but needs to be consolidated with adequate management until long past the project is finished
- Budget cannot be a theoretical exercise; it needs lot of negotiation amongst partners and clear link to project objectives, activities and results
Seminar

How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do’s & Don’ts for Local and Regional Actors

Barcelona, 20-22 October 2014

Debriefing on Consortium Building

By

Gian-Luca Bombarda (IT),
CEO,
JCPsrl,
Reggio Emilia
Debriefing on Consortium Building

Gian Luca BOMBARDA
JCP srl - Italy

Partnership is a collaborative agreement — voluntary and/or mandatory and/or needed between two or more Parties in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits.
Why Partnering with Others?
Meaningful partnerships are the foundation for success. Partnerships is what enables many organisations to make continuous improvements. By sharing with others as well as valorising best practices, you can direct your resources and capabilities to projects you consider most important.

HOW TO FIND THEM? WHERE TO SEARCH?

DO's and DON'Ts 2014-2020

1. Define and clarify your project idea
2. Assess your capacity
3. Identify the gaps to be filled in either in terms of expertise or networking
4. Start the research

REMEMBER that finding the right partner is like ordering menu a la carte
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WHERE TO SEARCH?

- Existing contacts (bilateral relations, networks, former partners....)
- Organisations participating in projects funded by similar CfP
- Info Days, Seminars
- Best Practices and Success Stories on the project subject
- Consult the most relevant Partners Search tool as CORDIS (https://cordis.europa.eu/partners/web/guest/home); ENTERPRISE EUROPE NETWORK (http://een.ec.europa.eu/about/branches) etc
- Visit National Contact Points

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Do's and Don'ts 2014-2020

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General
EU Projects Partner Search (Linkedin)
EU PROJECTS PARTNER FINDING (Facebook)
Project & Partners Search (Website)

ERASMUS+
Linkedin: ERASMUS PLUS PARTNER FINDING
Twitter: Erasmuspluss
Facebook: Erasmus Plus Partner Finding

...And many more

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Do's and Don'ts 2014-2020
WHO CAN BE YOUR PARTNER?

- Civil Society Organisations
- Social partners representatives
- Public
- Private

BUT PLEASE PAY ATTENTION and COUNTERCHECK any AFFILIATED ENTITIES link

Excursus on definition of Affiliated Entities.

Are entities having a **structural link** with the applicants, in particular a legal or capital link. This structural link encompasses mainly two notions:

- Control on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings (Entities directly or indirectly controlled by the beneficiary or controlled by an entity controlled by the beneficiary);

- Membership

The structural link shall as a general rule be neither limited to the action nor established for the sole purpose of its implementation. This means that the link would exist independently of the award of the grant; it should exist before the call for proposals and remain valid after the end of the action.
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What is not an affiliated entity?

☐ Entities that have entered into a (procurement) contract or subcontract with a beneficiary, act as concessionaires or delegates for public services for a beneficiary,

☐ Entities that receive financial support from the beneficiary,

☐ Entities that cooperate on a regular basis with the beneficiary on the basis of a memorandum of understanding or share some assets,

☐ Entities that have signed a consortium agreement under the grant contract.

Do's and Don'ts 2014-2020

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YOUR PARTNER should be relevant to:

- the chosen CfP thematic area
- the project

It should be compliant to the CfP eligibility rules
It should contribute to the project outcomes
It should provide financial support

Do's and Don'ts 2014-2020
WORKING (OR NOT) with your WELL KNOWN PARTNER?

- ADVANTAGES: easier working co-operation; known working approach; good knowledge of the party

- DISADVANTAGES: risk to not be innovative in terms of new idea, modus operandi; longer working and negotiation process

The main FOCUS should be, however, to FIND PARTNERS covering CORE EXPERTISE

---

SETTING UP a CONSORTIUM means to FIND PARTNERS INTEGRATING EACH OTHER and BRINGING SYNERGIES with the aim of ACHIEVING COMMON RESULTS
SYNERGY is the power behind business partnerships. In a business partnership, two parties leverage their assets (resources, capabilities, expertise, etc...) for the mutual benefit of both.

WINNING PARTNERSHIP in EU INITIATIVES is founded on:

- Wide EU territorial area covered
- Multiactor with skills and competences required
- Balanced distribution of tasks & budget allocation
- Matching less experienced partners with more advanced ones
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Crucial task is to agree on:

- ROLES
- ON and HOW CONTRIBUTING to the project (deliverables) and DIVISION of the BUDGET

Costs of the Parties should be covered by the budget.

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Do's and Don'ts 2014-2020

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Simple and very practical questions as:

- HOW do I distribute the tasks among the partners?
- CAN as the manager GET 50% of the funding and the rest will be distributed among the partners?
- Or is CO-OWNERSHIP and specific work package leadership better?
- For which work packages does it make most sense to have specific work package leaders?
- Or should I subcontract for specific tasks? How do I achieve this?

Should be ADDRESSED

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Do's and Don'ts 2014-2020
It is a continuous process starting:

from the project concept development

Do's and Don'ts 2014-2020

......building a partnership is like a courtship process where YOU should:

- Offer CLEAR INFORMATION about process and timing
- BEING CAREFUL about INFORMATION PROVIDED (especially the R&D projects)
- Ask KEY QUESTIONS – e.g. expertise in the field, experience in EU projects etc....
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...YOU should:

- Have a COLLECTIVE VISION of common objectives to be achieved
- BUILD a COHESIVE GROUP

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...YOU should:

- CONFIRM and ratify project participation and commitments
- DRAW UP a MEMORANDUM of UNDERSTANDING preceding the PARTNERSHIP AGREEMENT where roles, tasks, budget is defined.
- PARTNERSHIP AGREEMENT to reflect AWARD with conditionalities, if any.
LEADER/COORDINATOR or PARTNER/CO-APPLICANT?

- Coordinating the project
- Being responsible in front of the CA
- Managing the partnership
- Ensuring fulfilment of tasks (time and budget)
- Managing the budget
- Managing the communication and dissemination plan
Leader needs:
- A qualified team
- High capacity for leadership
- Familiarity to work with other cultural environments

Partner accountable for:
- Providing their inputs on a competence/activities basis
- Being regularly in touch with the Leader
- Managing his budget
Partner has:
- Lower work-load
- The obligation to sign partnership agreement
- To work for common interests, not his own
- Possibility to use this partner experience for being a future leader

Partnerships and collaborations can take many forms, including:
- Simple partnerships
- Strategic alliances
- Corporate integrations
### The Partnership Matrix

<table>
<thead>
<tr>
<th>Simple Partnerships</th>
<th>Strategic Alliances</th>
<th>Corporate Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>No permanent organisational commitments</td>
<td>Ongoing commitments to continue joint work</td>
<td>Commitment to permanent corporate changes</td>
</tr>
<tr>
<td>Decision-making remains with individual organisations</td>
<td>Decision making is shared and agreement driven</td>
<td>Involves legal and structural changes to corporate control</td>
</tr>
</tbody>
</table>

**GREATER AUTONOMY**

- **Examples**
  - Information sharing
  - Joint purchasing
  - Joint planning
  - Program coordination

**GREATER INTEGRATION**

- **Examples**
  - Shared or contracted services
  - Joint funding and programs
  - Administrative consolidations
  - Joint ventures
  - Mergers
  - Parent/subsidiary organisations

---

This is an institutional co-operation on voluntary basis between PUBLIC and PRIVATE for the community development benefit.

The PA establishes the environment for sharing and cooperating, but it is the PRIVATE which implements the project and achieves the objectives.
PPP is based on:

- Common objectives
- Innovation
- Multisectorial approach
- Agreement on costs and benefits
- Transparency and accountability principles
- Definition of Key Performance Indicators

Any partnership, whatever its form is, should be regulated by an agreement which, in legal terms, aims at ruling cooperation among the parties and within the project frame.
The agreement has to explicit the details related to:

- Each partner obligation and contributions to project
- Which expenses of each partner are covered under the project budget
- How costs are reimbursed

It is a useful document to be agreed before project implementation and to be finalised during the kick off taking into consideration any possible award with conditionalities and any modification agreed during the inception.

There is no template to be followed, however, it is important to have explicit the grounds on which the partnership is founded.

Furthermore, it provides all the tools to settle things in advance to protect the interest of everybody during the implementation of the project.
It is advisable a partnership agreement contains clauses related to:

- Definition of project objectives; subject of the agreement; duration; lead partner obligation; partners role; specific activities;
- Co-operation with third parties; project budget and eligible expenses; reporting
- Intellectual Property Rights of material already developed to be safeguarded and its usage regulated; IPR of project deliverables collective to be free and its usage after the project to be clarified and agreed
- Payment terms; administrative compliances; communication and publicity; confidentiality; termination and force majeure

PARTNERSHIP MEANS ALL WHAT ABOVE
.....a MUST and a REMINDER

TO SUBMIT an APPLICATION.

In certain cases APPLICANTS and all THE ORGANISATIONS that WILL PARTICIPATE MUST BE registered:
for example:
as per DG EAC the PIC (Participant Identification Code)
as per EUROPEAID the PADOR (Potential Applicant Data Online Registration)

THANK YOU for YOUR ATTENTION!

Cristiana Gaita

cgaite@icnari.eu
Seminar

How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Do's & Don'ts for Local and Regional Actors

Barcelona, 20-22 October 2014

Work-plan, road-maps, deliverables, timetable and many more critical aspects

by

Gian-Luca Bombarda (IT),
CEO,
JCPsrl,
Reggio Emilia
Practical Seminar on:
"How to Select and Develop a Convincing Project Strategy for EU 2020 Funding"
20-22 October 2014, Barcelona

European Institute of Public Administration - Institut européen d'administration publique

Work-plan, road-maps, deliverables, timetable and many more critical aspects

Gian Luca BOMBARDA
JCP srl – Italy

What is a project?

A series of activities aimed at achieving specified objectives within a defined time-period and budget
A Successful Project...is much more than

■ An idea that successfully passes the selection process

■ Having reached
  – The defined objectives
  – Within the defined time
  – Not exceeding the defined budget!

  This is self-understanding but not enough!

■ Your hierarchy, the Donor Task Manager and many other people have to be able to account for the project!

■ You have to prove that rules and regulations have been respected!

■ The Evaluators and Auditors, who normally do not know the project have to be able to do their job! Also they have to like it!

  Project planning and management have to provide all possible necessary information!

---

**SELECTION and AWARD CRITERIA**

**Selection and Award criteria**

**Selection criteria**
- **RELEVANCE**: Objectives - Wider context - Target groups - Background
- **PARTNERSHIP AND MANAGEMENT**: Management structures - internal procedures - technical / financial capacity of partnership

**Award criteria**
- **ADDED VALUE**: Cooperation element - Innovation aspect - Additionality
- **METHODOLOGY**: Strategy - Work packages and activities - Time plan
- **OUTCOMES**: Outputs - Results - Impacts - Indicators
- **BUDGET lines** - Budget consistency - Value for money
- **HORIZONTAL ISSUES**: Equal opportunities - Sustainable development - Job creation - Others
- **COMMUNICATION**: Objectives - Target audiences - Tools and actions
The selection process

- **Aim:** to select projects that contribute the most to achieving programme objectives.
- **Four phases:**
  1. Call for proposals with received project proposals.
  2. Assessment process divided in three steps (a) administrative check, (b) eligibility check, (c) quality assessment.
  3. Selection procedure followed by a decision of Evaluation Committee/Steering Committee.
  4. Contracting of selected projects.

Two-step application procedure

Two models of two-step application procedure:

- **Concept note model** – the beneficiaries submit only certain parts of the full application form in the first step. If selected, the beneficiary will then submit the entire project proposal.
- **Expression of interest model** – the beneficiaries submit an expression of interest, which in usually a shorter version of the application form.
Used in programmes where a substantial number of project proposals are expected. Advantages:

- Less time consumption and technical assistance resources are needed as not all projects are assessed in depth.
- Possible coaching from the development of the project idea to its full proposal (if only limited number of proposals are invited to submit the full project).
- Lower risk of investing in assessing many low quality proposals.

**Principles of projects assessment**

- **Objectivity**: Separation of responsibilities between information activities and assessment is ensured. Each evaluator must be free of any conflict of interest.
- **Equal treatment**: All received applications shall be dealt in compliance with procedures agreed upon for the respective programme. Take account of information presented in the application only.
- **Transparency**: The potential applicants have to be informed of conditions and assessment processes in the programme. The reasons for recommending a project for rejection or approval should be clear and justified.
Eligibility check

Purpose to verify the basic programme and call requirements. Usually the following:

- Number of partners and countries involved.
- Eligibility of all partners (legal status, territorial eligibility – area).
- Minimum and maximum budget requirements – total contribution, costs per budget line or cost, category, costs per partner, availability of co-financing, including minimum requirements.
- Time limits (start, end dates and duration of the project).
- Financial capacity check of project partners (especially private partners, if they are eligible).
- In some programmes, admissibility and eligibility of projects are checked at the same time as each other.

Administrative check

It verifies if:

- The proposal has been delivered to the correct location within the required deadline (day, time of day);
- The proposal is complete (number of copies, documents required);
- The application and its annexes are signed where required;
- The electronic version of the proposal has been sent;
- In some other cases the project might be requested to, for example, send missing documents.
Quality assessment – award criteria

☐ To what extent the project will help the programme achieve its objectives
☐ To what extent are the project outcomes beneficial to its target groups
☐ What are the European added value and innovative elements of the project
☐ Will project partnership succeed in delivering of the proposed outcomes
☐ Will project management enable a successful implementation of the project

Any questions?
Role of the project manager and/or contact person

- Main interlocutor with the CA/Donor
- Main responsible for ensuring that activities are implemented according to time plan, within given budget and achieving the stated results
- Responsible for planning and monitoring deviances from the plan
- Defines responsibilities and coordinates tasks
- Reports to CA/Donor and internal management about project implementation
Your “role” in the project

What kind of elements do you have to include and think of?

- representing the Applicant? or
- the Co-Applicant (partner)?

Your “role” may be, therefore, different

- Representing the lead Applicant: basically involved in all WPs
- Representing a Co-Applicant (Partner) in the selected WPs ONLY
Discuss with your leader/partners how to reach the goal “objective” of your proposed action based on the Guidelines objectives, considering your proposed purpose(s)/result(s) and follow next best practices:

Link between Log Frame, Activity schedule, and Resource schedule
Example of detailed activity schedule format for Operational Planning

Steps in the preparation of a Resource Schedule
Any questions?

GENERAL HINTS

Style tips:

- write to express ... not impress!
- choose the right words
- write good sentences
- write good paragraphs

use headings and lists
WRITE TO EXPRESS ... NOT IMPRESS

Be specific:
Avoid unnecessary jargon
(technical terms, abbreviations or «slang» understood only from a specific group)
Avoid wordiness
(the fewer words used, the easier the reader understand)
Avoid high-sounding words
(difficult words do not make you writing better)
Avoid sexist/gender-biased language
(example: chairperson, NOT chairman; firefighter, NOT fireman etc.; project manager should submit reports ... NOT the project manager submit his report on...)

CHOOSE the RIGHT WORDS

Being specific:
use, precise, exact words
provide enough details
avoid ambiguity and vagueness
WRITE GOOD SENTENCES

Use mostly simple sentences

simple, compound and complex sentences
can express ideas clearly and briefly, mix
them up correctly

utilisation of active (not passive) voice is preferred

WRITE GOOD PARAGRAPHS

topic sentence
+

support sentence

define/clarify key terms in the topic sentence, give
eamples/illustrations,defend/substantiate assertion
of topic sentence in the support sentence

1 topic + 3/6 support sentences (75/130 words)
GENERAL HINTS

- How many objectives???
- How many purposes ???
- How many results?
  (shall we include components?)
- How many WPs???

GENERAL HINTS

ONE objective ONLY

within the ones of the Call for Proposals
GENERAL HINTS

TWO, max. 3, purposes

verify the ones of the Call for Proposals

Results, Components and Work-Packages according to your proposed action

Nevertheless, some WPs may be considered standard
Common Work Packages

- Preparation WP – pay attention!
- Management WP
- Implementation WP (by component?)
- Dissemination/Exploitation WP
- Quality assurance WP
- Evaluation WP (M&E)
- Closing Phase WP – now, in certain cases, trendy
- Others?

EIPA Do's and Don’ts 2014-2020

---

Common Work Packages

- What do these terms mean?
- How are they defined?
- What are crucial elements of these work packages?
- What do you have to take into account?
- Are there hints for writing a good work package?
GENERAL HINTS

Tips for proposal writing:

- CLEAR
  one, and ONLY one meaning

- ACCURATE & OBJECTIVE
  facts written and presented as they are - fully and fairly

- COINCISE
  easy to find needed information - brief, direct to the point

- CORRECT
  in grammar, punctuation and usage (avoid famous 2)

Any questions?
Work-plan, road-maps, deliverables, timetable and many more critical aspects

"Failing to plan is planning to fail"

Characteristics of a Grant Contract

- Grant Agreement
  - Conditions
  - Annexes
  - Budget
  - Procedures
  - Timeline
Actions:
• Establish office, staffing, project management, management procedures, financial administration
• Hold project kick-off with all partners participating
• Sign cooperation/working agreement with partners identifying responsibilities
• Transfer of funds to partners (if applicable)
• Develop more detailed activity schedule/work plan
• Undertake initial procurement (if any)
Implementation – Implementation phase

Actions:

- Implementation of activities
- Further procurement
- Documenting project outputs
- Internal monitoring of progress Reporting

Implementation – Monitoring progress

Internal Monitoring

- Update Log-frame (if and when necessary)
- Identify outputs/outcomes per activity
- Check progress against Work Plan and Log-frame
- Monitor project finances (on monthly basis, use income and expenditure sheet)
Implementation - Reporting

Interim Report(s):
- Narrative + Financial Report
- To be submitted as indicated in the contract
- Request for payment

Final Report:
- Narrative + Financial Report
- Audit Report (in most cases)
- Request for payment

Reports will be analysed based on given Indicators:

- **Outputs** are the products of the activities funded e.g. number of reports written, number of seminars held. What has actually been produced for the money given to the project.
- **Results** are the immediate advantages of carrying out these activities e.g. number of regional policy changes, number of members of target group given additional training. They tell us about the benefit of funding the outputs.
- **Impacts** are the sustainable long-term benefits of an activity e.g. improved regional situation because of more effective policies, fall in number of long-term unemployed, increase in biodiversity, increased regional GDP.
- **Outcomes** is used to describe the combination of project outputs, results and impacts.
"Dissemination and/or Exploitation of results"?

"Dissemination", is derived from the Latin for "abroad" (dis) and "seed" (semin).

To disseminate simply means to "spread widely". Dissemination is a planned process of providing information on the quality, relevance and effectiveness of the results of projects – and the programme - to key actors. Dissemination occurs as and when the results of projects/programme become available.

"Exploitation", in its positive meaning, is considered as "making use of and deriving benefit from (a resource)".

The EC divides exploitation measures into two distinct categories: mainstreaming and multiplication. **Mainstreaming** is "the planned process of transferring the successful results of projects and programmes to appropriate decision-makers in regulated local, regional, national or European systems". **Multiplication**, on the other hand, is "the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives."
Some examples (in your folder)

Any questions?
Two farmers growing corn

After a few weeks ....
Some insects...

Remedial action.....
Which are the definitions of:

- Monitoring
- Evaluation
- Audit
DEFINITIONS

MONITORING = an implementing tool for a systematic ongoing analysis of project implementation to check progress in order to take remedial action and update work plans.

EVALUATION = an assessment of ongoing and completed projects, programmes and policies, as regards their design, implementation and results.

AUDIT = an assessment of legality and regularity of project expenditure (and income) whether project funds have been used efficiently and economically - “sound financial management”.

MONITORING

• Ongoing - day by day - analysis of project implementation

• Monitoring is about comparing what was originally planned with what actually happens

• Systematic and continuous collection, analysis and use of management information to verify the project implementation.
Why monitoring?

- to support effective decision-making
- to check progress in order to take remedial action and update work plans
- to highlight strengths and weaknesses in project implementation: helps to deal with problems, to improve performance, to build on successes and to adapt to changing circumstances

Practical tools for monitoring: Logframe and work plans

Evaluation

An assessment, as systematic and objective as possible, of on-going and completed projects, programmes and policies, as regards their design, implementation and results.

Evaluation is an activity which is generally carried out:
- before a programme begins (ex-ante),
- in mid-cycle before renewal or cancellation (mid-term), or
- at the end when impact can be measured (ex-post).
The objectives of evaluation are:
- to judge the results of actions in order to check their conformity with set objectives
- to improve management, in particular by taking into account the lessons of past actions
- to achieve better transparency and accountability
- to improve present and future EC external policies and actions

Internal evaluation themes

☐ Relevance: To what extent are the objectives relevant to the evolving needs and priorities at regional, national and EU level?
☐ Efficiency: How were the resources (inputs) turned into outputs and results?
☐ Effectiveness: How far has the project contributed to achieving its specific and global objectives?
☐ Utility: Did the project have an impact on the target groups in relation to their needs?
☐ Sustainability: To what extent can the changes (or benefits) be expected to last after the programme has been completed?
and do not forget the Indicators

- **Specific**: Is it clear exactly what will be measured, in what geographical area measurements will be made, which units (number of participants, euros, kms etc.) will be used etc.?
- **Measurable**: Will the project be able to collect accurate information to measure progress towards the targets set? Information required easy to collect.
- **Achievable**: Closely linked to identifying what changes are anticipated as a result of the project work.
- **Relevant**: Will the indicators measure all of the project’s key activities?
- **Timed**: Stating when something should happen (e.g. increase in visitor numbers by the end of the project).
- Assessment of legality and regularity of project expenditure (and income)
- Assessment whether project funds have been used efficiently and economically - “sound financial management”
- Assessment whether project funds have been used effectively, i.e. for the purposes intended

Primarily a financial management focus
**Closure, what does it mean for you?**

- Closure = exit strategy
- with the staff
- with local partners
- with implementing partners
  - About activities
  - About material
THANK YOU for YOUR ATTENTION!

Gian Luca Bombarda

glbombarda@icperl.eu
EU FUNDING GLOSSARY 2014-2020: SCREENING OF EC SUPPORTIVE ACTIONS FROM A LOCAL AND REGIONAL PERSPECTIVE

Last update: October 2014.
The EU budget for the period 2014-2020 finances the Europe 2020 strategy objectives and the eventual implementation of a truly European budget, thus contributing to smart, sustainable and inclusive growth. The new budget limits the maximum EU expenditure for the EU of 28 to €1 082 555 million in current prices regarding commitments, representing 1.00% of the EU’s GNI, and €1 023 954 million in current prices regarding payments, representing 0.95% of the EU’s GNI. This means that the overall expenditure ceiling has been reduced by 3.4% in real terms, compared to the previous multiannual financial framework (MFF) 2007-2013. This is to reflect the budgetary pressures faced by Member States and to enable the consolidation of public finances at national level. It is the first time that the overall expenditure limit of a MFF has been reduced compared to the previous MFF.

Regarding the distribution within the new MFF, a strong emphasis is put on boosting growth and creating jobs (expenditure heading la: Competitiveness), which increased by more than 37% compared to the previous MFF.

In order to enhance the simplicity of the new EU budget, the number of separate programmes and instruments was reduced or programmes were merged where possible. An exemplary overview of this re-grouping can be found in the table below.

<table>
<thead>
<tr>
<th>EU FUNDING NAMES OF MERGED PROGRAMMES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horizon 2020</td>
<td>Horizon 2020 combines all research and innovation funding provided during 2007-2013 through the 7th Framework Programme for Research and Technical Development, the innovation related activities of the Competitiveness and Innovation Framework Programme (CIP) and the European Institute of Innovation and Technology (EIT).</td>
</tr>
<tr>
<td>The Union Programme for Education, Training, Youth and Sport (ERASMUS +)</td>
<td>This new programme replaces 7 previous programmes – the Lifelong learning Programme (Erasmus, Leonardo da Vinci, Comenius and Grundtvig), Youth in Action, and five international cooperation programmes (Erasmus Mundus, Tempus, Alfa, Edulink and the programme for cooperation with industrialised countries).</td>
</tr>
<tr>
<td>Employment and Social Innovation (EaSI)</td>
<td>The EaSI integrates the following three programmes: Progress (Programme for Employment and Social Solidarity), EURES (European Employment Services) and the European Progress Microfinance Facility and extends their coverage.</td>
</tr>
<tr>
<td>Asylum and Migration Fund (AMF) and Internal Security Fund (ISF)</td>
<td>These two funds replace six previous instruments like the European Refugee Fund; The European Fund for the Integration of Third Country Nationals; the European Return Fund; the External Borders Fund; the programme for the Prevention of and Fight against Crime (ISEC) and the Prevention; Preparedness and Consequence Management of Terrorism and other Security-related Risks (CIPS).</td>
</tr>
<tr>
<td>Justice</td>
<td>This programme combines the drug prevention and Information, Criminal Justice; and Civil Justice</td>
</tr>
<tr>
<td>Programme</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Rights, Equality and Citizenship</td>
<td>This programme merges the gender equality and non-discrimination sections of the PROGRESS programme, fundamental rights and citizenship; and also Daphne III.</td>
</tr>
<tr>
<td>Partnership Instrument (PI)</td>
<td>The Partnership Instrument is the major innovation of the 2014-2020 external instruments package. It replaces the Instrument for Cooperation with Industrialised Countries (ICI) and aims to promote the EU’s 2020 Strategy aboard (e.g. in the areas of competitiveness, research and innovation, migration) and address major global challenges (e.g. energy security, climate change and environment).</td>
</tr>
<tr>
<td>Creative Europe</td>
<td>This programme combines the Culture and Media programmes and includes a new financial facility to improve access to finance for small- and medium-sized enterprises (SME) and organisations in the cultural and creative sectors.</td>
</tr>
</tbody>
</table>

In addition, all programmes have been re-designed and adjusted to allow a better results-orientation, more efficiency and a better coordination and complementarity between the different funds.

This document analyses a sample of EC supportive actions considered most relevant for 2014-2020 from a local and regional perspective (e.g. public administrations and agencies, universities, SMEs etc.) and does not present an exhaustive list of funds under the MFF 2014-2020. The relevance level of each fund or action is given in the tables at the bottom of each funding action. It is valued from 1 star (less relevant) to 5 stars (most relevant)*.

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* This paper does not necessarily reflect the views of the European Commission and/or the EIPA Barcelona.

**A general overview of the MFF 2014-2020 and the different programmes, including the respective legislation, can be found at [http://ec.europa.eu/budget/mff/index_en.cfm](http://ec.europa.eu/budget/mff/index_en.cfm).
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B: Economic, Social and Territorial Cohesion
   1.10 Cohesion Fund
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   2.2 European Maritime and Fisheries Fund (EMFF)
   2.3 Environment and climate action (LIFE)

3. Security and citizenship
   3.1 Asylum and Migration Fund (AMF)
   3.2 Internal Security Fund (ISF)
   3.3 Justice
   3.4 Rights, Equality and Citizenship
   3.5 Europe for Citizens
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  4.1 Instrument for Pre-accession assistance (IPA II)
  4.2 European Neighbourhood Instrument (ENI II)
  4.3 Instrument for Development and Cooperation
  4.4 Partnership Instrument (PI)
  4.5 Instrument for Democracy and Human Rights Worldwide
  4.6 Instrument Contributing to Stability and Peace
  4.7 Technical Assistance and Information Exchange Instrument (TAIEX), Twinning and Support for Improvement in Governance and Management (SIGMA)

5. Others
  5.1 Interoperability Solutions For European Public Administrations (ISA)
1. Smart and Inclusive Growth:

A: Competitiveness for growth and jobs

### 1.1 HORIZON 2020

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Research and Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>The EC budget for the period 2014-2020 is €77.03 billion in current prices</td>
</tr>
</tbody>
</table>

Horizon 2020 is the financial instrument to implement the Innovation Union, an EU 2002 flagship initiative to tackle Europe's global competitiveness. It combines all research and innovation funding provided during 2007-2013 through the 7th Framework Programme for Research and Technical Development, the innovation related activities of the Competitiveness and Innovation Framework Programme (CIP) and the European Institute of Innovation and Technology (EIT). With a budget increase of nearly 30% in real terms compared to the 7th Framework Programme, Horizon 2020 is the biggest EU Research and Innovation programme so far.

| Target Group | Universities, research centres, multinational corporations, SMEs (small to medium-sized enterprises), public administrations, even individuals, from anywhere in the world. |

<table>
<thead>
<tr>
<th>Actions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research and innovation actions (funding rate: 100%)</strong>:</td>
<td>- To establish new knowledge and/or explore the feasibility of new products, processes, services or solutions</td>
</tr>
<tr>
<td></td>
<td>- Research and technology development, Limited demonstration and pilot activities</td>
</tr>
</tbody>
</table>

| Innovation actions (funding rate: 70% (for non-profits: 100%)): | - Plans and arrangements for new products, processes or services including prototyping, testing, piloting, etc. |
| | - Distinction between 'demonstration or pilot' and 'market replication' |

| Coordination and support actions (funding rate: 100%): | - Accompanying measures such as standardisation, dissemination, communication, networking support services, mutual learning, design studies, strategic planning |

| SME instrument (varying funding rate according to stage): | - Instrument for all types of innovative SMEs, works in 3 phases covering the whole innovation cycle, complemented by mentoring and coaching |
| | - Each phase is open to new entrants |

| ERA-NET Cofund (funding rate: 33%): | - To support public-public partnerships (incl. joint programme initiatives between MS) in their preparation, implementation, coordination, etc. of joint activities and Union topping up of a transnational call for proposals |

| Pre-Commercial Procurement (PCP) Cofund actions (funding rate: max. 70% of total eligible costs): | - To encourage public procurement of research, development and validation of new solutions while opening up opportunities for industry and researchers active in Europe. |
| | - Group of buyers undertakes a joint procurement with one joint evaluation of the offer |

| Public Procurement of Innovative Solutions (PPI) Cofund (funding rate: max. 20% of eligible costs): | - To enable a group of procurers to share the risks of an early adoption of innovative solutions; joint procurement and evaluation are obligatory |
| | - Each action needs to focus on one joint unmet need |

| Description | The primary aim of Horizon 2020 is to strengthen the EU's position as a world leader in science, to help make Europe a more attractive location to invest in research and innovation and to bring excellent research results to market which will deliver direct benefits to citizens, such as affordable health-care, protection against cyber crime, and the transition to a resource-efficient, low-carbon economy. It aims at building a society and an economy based on knowledge and innovation and works through three mutually reinforcing priorities of 'Excellence Science', 'Industrial Leadership' and 'Societal Challenges'. In addition, the objectives 'Spreading excellence and widening participation' (€816 million) and 'Science with and for Society' (€463 million) contribute to the general objective of Horizon 2020. |

The Horizon 2020 programme focuses on three areas such as excellent science, industrial leadership and societal challenges. Moreover, a part of the Horizon 2020 budget goes to funding the European Institute of Innovation and Technology (EIT), research activities carried out under the Euratom Treaty and non-nuclear research carried out by the Joint Research Centre, the EC's in-house science service. Similar to the funds of the cohesion policy, Horizon 2020 provides major simplification.

<table>
<thead>
<tr>
<th>1. EXCELLENT SCIENCE</th>
<th>Budget: €24 441 million in current prices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong>:</td>
<td>€24 441 million in current prices</td>
</tr>
</tbody>
</table>
The Excellent Science Programme aims to raise the level of excellence in Europe's science base and ensure a steady stream of world-class research to secure Europe's long-term competitiveness. It will support the best ideas, develop talent within Europe, provide researchers with access to priority research infrastructure, and make Europe an attractive location for the world’s best researchers.

**Project types**

1. Support of talented and creative European researchers via the European Research Council (ERC)
2. Funding for future and emerging technologies that will support collaborative research in order to extend Europe's capacity for advanced and paradigm-changing innovation
3. Support of excellent and innovative research training as well as attractive career and knowledge-exchange opportunities through cross-border and cross-sector mobility of researchers to best prepare them to face current and future societal challenges via the Marie Skłodowska-Curie Actions
4. Networking of priority research infrastructure to foster the innovation potential and human capital.

**Main target Group**

Independent researchers of any age, including starting researchers making the transition to being independent research leaders in their own right, from any country in the world, will be supported.

**Description 2. INDUSTRIAL LEADERSHIP**

**Budget:** €17 016 million in current prices

The Industrial Leadership priority aims at making Europe a more attractive location to invest in research and innovation (including eco-innovation), by promoting activities where businesses set the agenda. It will provide major investment in key industrial technologies, maximise the growth potential of European companies by providing them with adequate levels of finance and help innovative SMEs to grow into world-leading companies.

**Projects types**

- 'Leadership in enabling and industrial technologies': Support for ICT, nanotechnologies, advanced materials, biotechnology, advanced manufacturing and processing, and space, as well as support for cross-cutting actions to capture the accumulated benefits from combining several Key Enabling Technologies;
- Facilitated access to risk finance for debt and equity finance of R&D and innovation-driven companies;
- Union wide support for innovation in SMEs.

**Description 3. SOCIETAL CHALLENGES**

**Budget:** €29 679 million in current prices

The “Societal challenges” programme’s aim is to tackle major issues affecting the lives of European citizens. It will increase the effectiveness of research and innovation in responding to key societal challenges by supporting excellent research and innovation activities.

**Supported activities**

- Health, demographic change and wellbeing;
- Food security, sustainable agriculture, marine and maritime research and the Bio-economy;
- Secure, clean and efficient energy;
- Smart, green and integrated transport;
- Climate action, environment resource efficiency and raw materials;
- Europe in a changing world - Inclusive, innovative and secure societies.
- Secure societies - Protecting freedom and security of Europe and its citizens

**Links**

1.2 PROGRAMME FOR THE COMPETITIVENESS OF ENTERPRISES AND SMEs (COSME)

**Responsible DG**  
DG Enterprise and Industry

**Budget**  
The EC budget for the period 2014-2020 is €2 298 243 000 in current prices

The COSME Programme aims to achieve the following general objectives:

- strengthen the competitiveness and sustainability of the Union’s enterprises, particularly SMEs;
- encourage an entrepreneurial culture and promote the creation and growth of SMEs.

This program aims to facilitate access to finance for Small and Medium-sized Enterprises (SMEs) creating an environment favourable to business creation and growth encouraging an entrepreneurial culture in Europe, as well it will increase the sustainable competitiveness of EU companies and also will help for small businesses to operate outside their home countries and to improve their access to markets.

COSME will ensure continuity with initiatives and actions already undertaken under the Entrepreneurship and Innovation Programme (EIP), as well as continue the many successful features of the EIP, while simplifying management of the programme to make it easier for entrepreneurs and small businesses to benefit. COSME will specifically tackle transnational issues that – thanks to economies of scale and the demonstration effect – can be more effectively addressed at European level.

**Target Group**  
Small and Medium-sized Enterprises (SMEs)
- Existing entrepreneurs (small businesses in particular) – easier access to funding for development, consolidation and growth of their business.
- Future entrepreneurs (including young people) – assistance in setting up their own business.
- National, regional and local authorities – tools for effectively reforming policy: reliable, EU wide data and statistics, best practice and financial support to test and scale up sustainable solutions for improving global competitiveness

**Description**  
The main objectives of COSME are:
- facilitating access to finance for Small and Medium-sized Enterprises (SMEs)
- creating an environment favorable to business creation and growth
- encouraging an entrepreneurial culture in Europe
- increasing the sustainable competitiveness of EU companies
- helping small businesses operate outside their home countries and improving their access to markets

**Main actions:**
- Improving the framework conditions for the competitiveness and sustainability of Union enterprises including in the tourism sector by supporting coherence and consistency in implementation as well as informed policy-making at Union level.
- Promoting entrepreneurship, including among specific target groups: Activities will include simplifying administrative procedures, developing entrepreneurial skills and attitudes, especially among new entrepreneurs, young people and women, and promoting second chances for entrepreneurs.
- Improving access to finance for SMEs in the form of equity and debt: Financial instruments for growth, including new equity and debt platforms to provide equity facility and loan guarantees, will enable SMEs to access funding more easily.
- Improving access to markets inside the Union and globally: Growth-oriented business support services will be provided via the Enterprise Europe Network. There will also be support for international industrial cooperation, particularly to reduce differences in regulatory and business environments between the EU and its main trading partners.

**Links**  
http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm

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<thead>
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<th>Assessment</th>
<th>Local/Regional Administrations</th>
<th>Local/Regional Agencies</th>
<th>Universities</th>
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<th>Entrepreneurship</th>
<th>SMEs</th>
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<tbody>
<tr>
<td>COSME</td>
<td>***</td>
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</tbody>
</table>

1.3 THE UNION PROGRAMME FOR EDUCATION, TRAINING, YOUTH AND SPORT (ERASMUS+)

**Responsible DG**  
DG Education and Culture

**Budget**  
The EC budget for the period 2014-2020 is €14 774 524 000 in current prices

The main aim remains the same – to improve people’s skills and ultimately their employability as well as to support the modernisation of education and training systems. Erasmus+ replaces seven existing programmes with one: it brings together the existing Lifelong Learning Programme (Erasmus, Leonardo da Vinci, Comenius and Grundtvig), Youth in Action, and five international cooperation programmes (Erasmus Mundus, Tempus, Alfa, Edulink and the programme for cooperation with industrialised countries).

**Target Group**  
Pupils, students, trainees, volunteers or involved associations;
- All categories of education personnel;
- People in the labour market;
- Institutions and organisations providing learning opportunities within the programme;
- The persons and bodies responsible for systems and policies at local, regional and national level;
- Enterprises, social partners and their organisations at all levels, including trade organisations and chambers of commerce and industry;
- Bodies providing guidance, counselling and information services;
- Participants', parents' and teachers' associations;
- Research centres and bodies;
- Non profit making organisations, voluntary bodies, NGOs.

- All EU member states; Iceland, Liechtenstein, Norway, Switzerland, Turkey and the Yugoslav Republic of Macedonia (the full participation of these non-EU countries is subject to special multilateral or bilateral agreements). Third countries can participate as Partner Countries.

Description

Erasmus+ is the new programme proposed by the European Commission for education, training, youth and sport. Erasmus+ is based on the premise that investing in education and training is the key to unlocking people's potential, regardless of their age or background. It helps them to increase their personal development, gain new skills and boost their job prospects.

The programme will support three main types of actions:

- **Key Activity 1: Learning mobility for individuals**, both within the EU and beyond, including: mobility of learners and staff (study and training, traineeships, teaching and professional development and non-formal youth activities such as volunteering), joint master degrees and master student loan guarantees. The target number is more than 4 million people to get involved in mobility actions.
- **Key Activity 2: Cooperation or Innovation and the Exchange of Good Practices** between educational institutions, youth organisations, businesses, local and regional authorities and NGOs, to encourage the development and implementation of innovative practices in education, training and youth activities, and to promote employability, creativity and entrepreneurship. This includes transnational strategic partnerships, knowledge alliances between higher education institutions and businesses, sector skills alliances for the development of joint vocational education and training curricula, capacity building for institutional modernisation and internationalisation processes and IT platforms;
- **Key Activity 3: Support for policy reforms** in Member States and cooperation with non-EU countries, with a focus on strengthening the evidence-base for policy making and exchange of good practices (knowledge in the fields of education, training and youth; prospective initiatives). Support to European policy tools including the implementation of EU transparency tools, cross-country studies and support for specific policy agendas such as the Bologna (higher education) and Copenhagen (vocational education and training) processes. In addition, stakeholder dialogue and policy and programme promotion will be funded.

Two completely new elements will be part of Erasmus+:
- A loan guarantee scheme to help Master's degree students to finance their studies abroad and to acquire the skills needed for knowledge intensive jobs (see Key Activity 1).
- The creation of 400 'knowledge alliances' and 'sector skills alliances'. Knowledge alliances are large-scale partnerships between higher education institutions and businesses to promote creativity, innovation and entrepreneurship by offering new learning opportunities and qualifications (see Key Activity 2).

Link

http://ec.europa.eu/education/erasmus-for-all/

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Local/Regional Administrations</th>
<th>Universities</th>
<th>Research Centres</th>
<th>NGOs</th>
<th>Entrepreneurship</th>
<th>Individuals</th>
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<tr>
<td>Erasmus+ Programme</td>
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**NEW**

### 1.4 EMPLOYMENT AND SOCIAL INNOVATION (EaSI)

The EU Programme for Employment and Social Innovation (EaSI) is supporting employment and social policies across the EU. Together with the European Social Fund and the European Globalisation Fund (EGF), it forms the third pillar of the EU Initiative for Employment and Social Inclusion 2014-2020. The EaSI integrates three existing programmes and extends their coverage: Progress for the modernisation of employment (Programme for Employment and Social Solidarity), job mobility via EURES (European Employment Services) and the European Progress Microfinance Facility for access to finance and supporting social entrepreneurship. It will enable the Commission to increase policy coherence and impact of its instruments, which have common objectives, thus contributing to the Europe 2020 Strategy for Jobs and Growth.

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Employment, social affairs &amp; inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>A total budget of €919 469 000 in current prices for 2014-2020, of which 61% will be allocated to PROGRESS, 18% for EURES and 21% for Microfinance Facility.</td>
</tr>
</tbody>
</table>
### MICROFINANCE FACILITY AND SOCIAL ENTREPRENEURSHIP

<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
<th>€193 088 490 in current prices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Group</strong></td>
<td>• Member States, EEA countries and EU candidate and potential candidate countries and private institutions providing microfinance loans and/or guarantees to self-employed individuals or micro-enterprise owners established in the 27 EU countries.</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>The European Progress Microfinance Facility was created to help people who face difficulties in securing a traditional bank loan, get better access to microcredit and become self-employed or set up their own business. Progress Microfinance is supported by the European Commission and the European Investment Bank, and managed by the European Investment Fund. The programme will: • extend the support given to microcredit providers under the current European Progress Microfinance Facility; • provide funding for capacity-building of microfinance institutions; • include investments for developing and expanding social enterprises. The Microfinance facility does not provide direct financing to micro-entrepreneurs or individuals, but it works through microcredit providers at national, regional or local level.</td>
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### PROGRESS

<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
<th>€560 876 090 in current prices</th>
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<tbody>
<tr>
<td><strong>Target Group</strong></td>
<td>EU Countries; candidate and potential candidate countries; EFTA/EEA countries. (National authorities; local and regional authorities; public employment services; national statistics offices; specialised bodies, universities and research institutes; employers’/employees’ associations and non-governmental organisations, etc.).</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>The PROGRESS programme is a financial instrument supporting the development and coordination of EU policy in the following five areas: • Employment • Social inclusion and social protection • Working conditions • Anti-discrimination • Gender equality For the period 2014-2020, Progress will continue its current activities (analysis, mutual learning and grants) and will have a specific budget for social innovation and experimentation.</td>
</tr>
</tbody>
</table>

### EURES

| **Budget** | Approx. €20 million per year, 1/3 of the budget for transparency of job vacancies and the EURES job Portal, 1/3 for services for the recruitment and placing of workers, 18% for cross-border partnerships and the remaining share for cross-cutting issues |
| **Target Group** | Public employment services, vocational training services, employers and trades union organisations, national, regional and local authorities and other institutions dealing with employment and vocational training, social partners |
| **Description** | With the new proposal, the overall EURES system will be strengthened beyond 2013: • EaSI will finance the EURES core activities at cross-border level, while the national EURES activities can be financed under the European Social Fund in order to support workers’ mobility and help companies recruit abroad • at EU level, the EURES Portal will offer modernised self-service tools for jobseekers and employers: EURES will be used to create and develop new targeted mobility schemes. It will notably allow for the development of ‘Your First EURES job’ scheme. |

### Assessment

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<thead>
<tr>
<th><strong>Microfinance Facility and Social Entrepreneurship</strong></th>
<th>Local/Reg. Admin.</th>
<th>Universities</th>
<th>Research Centres</th>
<th>NGOs</th>
<th>Entrepreneurship</th>
<th>Individuals</th>
<th>Institutions providing microfinance</th>
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<tbody>
<tr>
<td><strong>Progress</strong></td>
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<td><strong>EURES</strong></td>
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**Note:** The assessment scale ranges from 1 to 5, with 5 being the highest. The specific values for each category are not provided in the table.
1.5 CUSTOMS 2020

**Responsible DG**: Taxation and Customs Union

**Budget**: The EC budget for the period 2014-2020 is €522,943,000 in current prices

**Target Group**: Member States; potential Candidates and Candidate countries. External experts (e.g. representatives of other authorities, trade, national and international organisations, and possibly other experts)

**Description**: Customs 2020 supports cooperation between customs authorities in the EU to help maximise their efficiency and avoid mismatches in their work, which could hinder the functioning of the Customs Union. It will facilitate networking, joint actions and training amongst customs personnel, while also funding IT systems to enable the development of a fully fledged electronic customs in Europe.

The Customs 2020 programme will include some new joint action tools:
- Expert teams are structured forms of cooperation, pooling expertise and/or addressing specific operational activities.
- Actions for public administration capacity building will support customs authorities that face particular difficulties, be it lacking knowledge, expertise, organisational or any other deficiencies which can be overcome through tailor made support actions provided by fellow countries and or Commission officials.

**Link**: [EC website](http://ec.europa.eu/taxation_customs/customs/cooperation_programmes/index_en.htm)

**Assessment**

<table>
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<tr>
<th>Nat. Admin.</th>
<th>Nat. Agencies</th>
<th>Universities</th>
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1.6 FISCALIS 2020

**Responsible DG**: Taxation and Customs Union

**Budget**: The EC budget for the period 2014-2020 is €234,300,000 in current prices

**Target Group**: EU Member States; Candidate countries and potential candidate countries. 'External experts' might also participate in specific actions (e.g. representatives of other authorities, trade, national and international organisations, and possibly other experts) if required to realise the programme objectives.

**Description**: The objectives of the Fiscalis 2020 programme address the identified challenges and expected problems for tax policy and authorities in Europe in the next decade. The overarching objective of the programme is to strengthen the internal market through efficient and effective taxation systems. To provide an adequate answer to the future challenges in the tax area in the Union, the following specific objective has been defined for the programme: improve the operation of the taxation systems, in particular through cooperation between participating countries, their tax authorities, their officials and external experts.

The programme has the following priorities:
- to fight against tax fraud, tax evasion and tax avoidance, in particular by enhancing effective and efficient administrative cooperation and exchange of information
- to contribute to the reduction of administrative burden on tax administrations and compliance costs for taxpayers
- to work towards efficient tax administration, in particular as regards tax compliance and administrative capacity of tax administrations.
- to enhance a coherent application and implementation of Union tax policy.

**Link**: [EC website](http://ec.europa.eu/taxation_customs/taxation/tax_cooperation/fiscalis_programme/index_en.htm)

**Assessment**

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The European Commission adopted for Anti-fraud two proposals programmes: Pericles and Hercule III 2020. With a budget of 7.7 million euro and 105 million euro respectively. The objective of the EU's anti-fraud policy is to protect the financial interests of the European Union by preventing, deterring, investigating and ensuring the prosecution of fraud against the EU budget. The policy is implemented by the European Anti-Fraud Office (OLAF) which is part of the Commission but conducts investigations in full independence. These programmes help to ensure that the EU and national budgets are well-protected and that the money should be spent for their intended purpose and reach the intended recipients.

1.7 PERICLES

**Responsible DG**: DG Home affairs

**Budget**: The EC budget is €7,344,000 in current prices

**Target Group**: Member and candidate States; third countries with existing agreements.
**Description**

The Pericles 2020 programme is an exchange, assistance and training programme to strengthen the protection of euro banknotes and coins in Europe and worldwide.

The specific objective of the Programme is to protect the euro banknotes and coins against counterfeiting and related fraud, by supporting and supplement the measures undertaken by the Member States and assisting the competent national and European authorities in their efforts to develop between themselves and with the European Commission a close and regular cooperation, also including third countries and international organisations.

The short-term objectives of the Programme:

- raising awareness of the Union and international dimension of the euro; expanding general knowledge related to the protection of the euro;
- supporting the prevention and contributing to repression of euro counterfeiting and related fraud through specialised training and assistance in these areas;
- promoting convergence of high-level training activities for trainers, taking into consideration national operational strategies;
- supporting the development of specific legal and judicial protection of the euro.

**Link**


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<th>Nat. Agencies</th>
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**1.8 HERCULE III**

**Responsible DG**

DG Home affairs

**Budget**

The EC budget for the next five years is €104,918,000 in current prices

**Target Group**

National or regional administrations of a Member State or a third country; research and educational institutes; non-profit making entities provided that they have been established and have been operating for at least one year.

**Description**

The Hercule III programme is dedicated to fighting fraud, corruption and any other illegal activities affecting the financial interests of the EU. It focuses in particular on cooperation between the Commission, via the European Anti-fraud Office (OLAF), competent authorities in the Member States, and other European institutions and bodies.

The programme aims at ensuring equivalent protection in the Member States and in all EU institutions, bodies and agencies. Actions provided under the Hercule III programme include: technical and operational support for law enforcement authorities in the Member States in their fight against illegal cross-border activities, financing concrete projects such as the purchase of x-ray scanners and professional training activities.

Organisation of specialised training, and risk analysis training workshops, as well as conferences, aimed at:

- Further fostering better understanding of Union and national mechanisms;
- Exchanging experience between the relevant authorities in the Member States, and third countries as well as representatives of international organisations, including specialised law enforcement services;
- Coordinating the activities of Member States, third countries, and international public organisations;
- Disseminating knowledge, particularly on better identification of risk for investigative purposes;
- Developing high-profile research activities, including studies;
- Improving cooperation between practitioners and academics;
- Further raising the awareness of the judiciary and other branches of the legal profession for the protection of the financial interests of the Union.

**Link**


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1.9 CONNECTING EUROPE FACILITY (CEF)

**Responsibility DG**
- DG Mobility and Transport
- DG Energy
- DG Connect

**Budget**
The EC budget for the period 2014-2020 is €33 242 259 000 in current prices.

**Target Group**
International organisations; joint undertakings (public or private); entities which do not have legal personality under the applicable national law.

**Description**
The Connecting Europe Facility (2014-2020) is a new, integrated programme enabling the preparation and implementation of projects of Common interest within the framework of the trans-European networks (TEN) policy in the sectors of energy, transport and telecommunications. In particular the Connecting Europe Facility aims to support the implementation of projects aiming at the development and construction of new or upgrading of existing infrastructure in the field of transport, energy and telecommunications.

The aim of this programme is to contribute to smart, sustainable and inclusive growth by developing modern and high performing trans-European networks, thus bringing forward benefits for the entire European Union in terms of competitiveness and economic, social and territorial cohesion within the Single Market and creating an environment more conducive to private and public investment through a combination of financial instruments and Union direct support and by exploiting synergies across the sectors:

**Transport** €26 250 582 000 in current prices (€11 305 500 000 of these will be transferred from the Cohesion Fund exclusively for cohesion countries from 2017 onwards). The EU has a crucial role to play in coordinating between Member States when planning, managing and funding cross-border projects. A well-functioning network is essential to the smooth operation of the single market and will boost competitiveness. Supported activities are: rail interoperability, sustainable, decarbonised and efficient rail systems in the long run, interconnection of transport modes, accessibility of services, etc.

**Energy** €5 850 075 000 in current prices. Promoting the further integration of the internal energy market and the interoperability of electricity and gas networks across borders; Enhancing Union security of supply; Contributing to sustainable development and protection of the environment.

**Telecommunications networks** €1 141 602 000 in current prices. Creation and/or enhancement of interoperable and, whenever possible, internationally compatible core service platforms and supporting generic services, accelerating the deployment of fast and ultra fast broadband networks, attracting new investors and project promoters; replicability and scaling up of innovative projects and business models, and promoting the interconnection and interoperability of national public services online as well as access to such networks.

**Link**

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<th>Local/Reg. Admin.</th>
<th>Local/Regional Agencies</th>
<th>Universities</th>
<th>Research Centres</th>
<th>NGOs</th>
<th>SMEs</th>
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<tr>
<td>Connecting Europe Facility</td>
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</table>
B: Economic, Social and Territorial Cohesion

European Structural and Investment (ESI) Funds in the area of Cohesion Policy: European Regional development Fund (ERDF), European Social Fund (ESF), Cohesion Fund

Around €351.8 billion will be made available for the instruments of the reformed EU Cohesion Policy (European Regional development Fund (ERDF), European Social Fund (ESF), Cohesion Fund). A Common Strategic Framework (Council Regulation (EU) No 1303/2013) lays down the common basis for a better coordination of the European Structural and Investment funds (the three funds of Cohesion Policy, the European Agricultural Fund for Rural Development (EAFRD) and the European Maritime and Fisheries Fund (EMFF) and also connects these funds to other EU instruments like Horizon 2020 or the Connecting Europe Facility. Together with simpler accounting standards, more targeted reporting demands and increased usage of digital technology (‘e-Cohesion’), the common set of rules largely simplifies the management of the funds under Cohesion Policy and contributed to cutting red tape.

The level of investment of the different funds depends on the level of development of each region, which are classified into less developed regions, transition regions and more developed regions (see also below under ‘Budget’).

In order to ensure targeted growth and to contribute to the Union strategy for smart, sustainable and inclusive growth as well as the Fund-specific missions, including economic, social and territorial cohesion, each ESI Fund supports specific areas of the following 11 thematic objectives:

1. Strengthening research, technological development and innovation;
2. Enhancing access to, and use and quality of, ICT;
3. Enhancing the competitiveness of SMEs, of the agricultural sector (for the EAFRD) and of the fishery and aquaculture sector (for the EMFF);
4. Supporting the shift towards a low-carbon economy in all sectors;
5. Promoting climate change adaptation, risk prevention and management;
6. Preserving and protecting the environment and promoting resource efficiency;
7. Promoting sustainable transport and removing bottlenecks in key network infrastructures;
8. Promoting sustainable and quality employment and supporting labour mobility;
9. Promoting social inclusion, combating poverty and any discrimination;
10. Investing in education, training and vocational training for skills and lifelong learning;
11. Enhancing institutional capacity of public authorities and stakeholders and efficient public administration.

Within each fund, different allocations of investment have been agreed depending on the specific fund and the degree of development of a specific region. In addition, there will be an increased use of financial instruments (loans, guarantees, equity/venture capital, etc.).

In the new funding period, ex ante conditionalities for funding apply to a priority of a given programme when it has a direct and genuine link to, and a direct impact on, the effective and efficient achievement of a specific objective for an investment priority or a Union priority. The applicability of these ex ante conditionalities is assessed by Member States in the preparation phase of the new programmes and – where applicable – in the Partnership Agreements. In addition, consistency with agreed National Reform Programmes and Country-Specific Recommendations of the European Semester are fostered, as well as with strategic plans, like the Smart Specialisation Strategies in the case of the ERDF, business-friendly reforms or measures to improve public procurement. Thus, clear, transparent and measurable aims and targets are set for the accountability of results. Depending on the progress towards these goals, additional funds (the ‘performance reserve’) can be made available to well-performing programmes towards the end of the period.

Budget

For the next period 2014-2020, cohesion policy will benefit €351.8 billion in current prices. (Including funding for the new Connecting Europe Facility)

Fund will be allocated by three categories of regions:

- **Less developed regions** (€182.17 billion in current prices) This category concerns those regions whose GDP per capita is less than 75% of the average GDP of the EU-27
- **Transition regions** (€35.38 billion in current prices) This category will include all regions with a GDP per capita between 75% and 90% of the EU-27 average.
- **More developed regions** (€54.35 billion in current prices). This category concerns those regions whose GDP per capita is above 90% of the average GDP of the EU-27.

Links


1.10 COHESION FUND

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Regional Policy</th>
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<tbody>
<tr>
<td>Budget</td>
<td>€63.4 billion in current prices</td>
</tr>
<tr>
<td>Target Group</td>
<td>Regional and Local stakeholders</td>
</tr>
<tr>
<td>Description</td>
<td>The Cohesion Fund serves to reduce the countries' economic and social shortfall, as well as to stabilise their economy. It is now subject to the same rules of programming, management and monitoring as the ESF and the ERDF. It will continue to support Member States with Gross national Income (GNI) per capita of less than 90% of the EU-27 average in making investments in Trans-European transport (TEN-T) networks and the</td>
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environment. Member States eligible are BG, CZ, EL, EE, HR, CY, LV, LT, HU, MT, PL, PT, RO, SI and SK. Part of the Cohesion Fund allocation (€11 305 500 000 in current prices) will be ring-fenced to finance core transport networks under the new Connecting Europe Facility.

Allocations can be made via the Cohesion Fund in the following categories:

- trans-European transport networks, notably priority projects of European interest as identified by the EU. The Cohesion Fund will support infrastructure projects under the Connecting Europe Facility;
- environment: here, the Cohesion Fund can also support projects related to energy or transport, as long as they clearly benefit the environment in terms of energy efficiency, use of renewable energy, developing rail transport, supporting intermodality, strengthening public transport, etc.

The Cohesion Fund can also support projects related to energy, as long as they clearly present a benefit to the environment, for example by promoting energy efficiency and the use of renewable energy.

Links

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**1.11 EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)**

**Responsible DG**
DG Regional Policy

**Target Group**
Regional and Local stakeholders.

**Description**
The European Regional Development Fund (ERDF) aims to strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between regions. This is done through sustainable development and structural adjustment of regional economies, including the conversion of declining industrial regions, the improvement of accessibility, economic activities linked to cultural heritage and tourism development, and of regions whose development is lagging behind. Although the ERDF supports all 11 thematic objectives, it has a special focus on the first 4 areas of the thematic objectives of the ESI Funds (innovation and research, the digital agenda, support for SMEs and the low-carbon economy). Member States will have to invest a large share of the ERDF (50-80%) in these four priority areas.

The thematic concentration of the 11 objectives varies according to the classification of the regions into more developed, transition and less developed regions with specific allocations for northernmost regions with low population density and outermost regions.

Specific attention is paid to sustainable urban development via integrated action strategies managed by cities themselves taking into account economic, environmental, climate, demographic and social challenges while promoting rural-urban linkages. At least 5% of the ERDF will be dedicated to these sustainable urban actions. Each MS establishes principles in its Partnership Agreement for the selection of urban areas eligible for such an integrated approach. In addition, innovative actions in the area of sustainable urban development such as studies and pilot projects and an urban development network for capacity-building and the exchange of experience will be supported (Regulation (EU) No 1301/2013, Art. 7-7).

Particular attention will be paid to areas with specific natural or demographic features, with a specific additional allocation for the outermost and sparsely populated regions.

Links

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**1.11.1 EUROPEAN TERRITORIAL COOPERATION: Cross-border & transnational cooperation and interregional cooperation**

**Responsible DG**
DG Regional Policy

**Budget**
According to the European Territorial Cooperation Regulation (EU) No 1299/2013, roughly €9 billion will be available for European Territorial Cooperation from 2014-2020: 6.6 billion € for the cross-border cooperation, €1.8 billion for the transnational cooperation and €500 million for the inter-regional cooperation (INTERREG EUROPE). All prices given here are 2011 prices.

**Target Group**
Regional and Local stakeholders, and Public bodies.
European Territorial Cooperation is financed by the ERDF with the overall objective is to improve the effectiveness of regional policies and instruments. Thus, it aims to support the 11 thematic objectives of the ESI Funds. The three strands of European Territorial Cooperation will be continued and are:

- **Cross-border cooperation** – funding for projects involving regions and local authorities on either side of a common land or maritime border, such as Franco-German projects to promote integrated regional development. This may include fostering cross-border use of infrastructure, tackling challenges identified at both sides of the border such as poor ICT or transport infrastructure accessibility, declining local industries, lack of networks among local and regional administrations, low levels of research and innovation and take-up of ICT, environmental pollution, risk prevention, negative attitudes towards neighbouring country citizens and aim to exploit the untapped growth potential in border areas, etc. Cross-border cooperation programmes also apply to border regions in at least one Member State and one third country not covered under external financial instruments of the Union.

- **Transnational cooperation** – funding for projects between national, regional and local entities in larger transnational areas, such as EU countries and regions around the Baltic Sea or the Alps.

- **Interregional cooperation** – to foster the exchange of experience and best practices between regions and to facilitate EU-wide policy learning on thematic objectives and urban development, including urban-rural linkages, to improve implementation of territorial cooperation programmes and actions as well as promoting analysis of development trends in the area of territorial cohesion through studies, data collection and other measures. These interregional objectives are implemented via the programmes INTERREG Europe, URBACT III, INTERACT III and ESPON 2020 (see below).

At least 80% of the ERDF allocation to cross-border cooperation programmes and transnational cooperation programmes has to be used for a maximum of four thematic objectives. All thematic objectives may be selected for interregional cooperation programmes.

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### 1.11.1.1 INTERREGIONAL COOPERATION: INTERREG Europe

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<tr>
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<th>DG Regional Policy</th>
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<tbody>
<tr>
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<tr>
<td>Target Group</td>
<td>Regional and local authorities of the EU-28, Norway and Switzerland</td>
</tr>
</tbody>
</table>

**Description**

The INTERREG Europe Operational Programme is currently under revision. The information of point 1.11.1.1 is based on the draft operational programme (dated 7 May 2014) available at http://www.interreg4c.eu/fileadmin/User Uploaded/PDFs/INTERREG EUROPE – final.pdf.

INTERREG Europe programme facilitates EU-wide policy learning and the capitalisation of practices among regional actors. It supports the exchange of experience and sharing of practices to improve regional policies in view of the Growth and Jobs goal and where relevant the European Territorial Cooperation goal. As interregional cooperation under European Territorial Cooperation, it will be financed by the ERDF. It is based on Regulation (EU) No 1299/2013 (ETC regulation), article 2(3)(a).

The provisional four thematic objectives that will mainly be addressed by INTERREG Europe are:

1. Strengthening research, technological development and innovation (T01)
2. Enhancing the competitiveness of SMEs (T03)
3. Supporting the shift towards a low-carbon economy in all sectors (T04)
4. Protecting the environment and promoting resource efficiency (T06)

First calls will be published in February 2015.

**Link**

http://www.interreg4c.eu/interreg-europe/

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### 1.11.1.2 INTERREGIONAL COOPERATION: URBACT III

<table>
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<tr>
<th>Responsible</th>
<th>DG Regional Policy</th>
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</table>

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**Link**

http://ec.europa.eu/regional_policy/cooperate/cooperation/index_en.cfm (not updated yet)
**Budget**
€74.3 million (provisional)

**Target Group**
Practitioners, city managers, elected representatives and stakeholders from other public agencies, the private sector and civil society of the 28 Member States and two Partner Countries (Norway and Switzerland)

**Description**
The URBACT III operation Programme is currently under revision. The information of point 1.11.1.2 is based on the final draft of the operational programme (dated 7 April 2014) available at [http://urbact.eu/](http://urbact.eu/).

URBACT III is a European exchange learning programme promoting sustainable urban development, enabling cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. As interregional cooperation under European Territorial Cooperation, it will be financed by the ERDF.

URBACT III will be governed by Regulation EU 1299/2013 Article 2 (3) b stating that “ERDF supports interregional cooperation to strengthen the effectiveness of cohesion policy in promoting the exchange of experience concerning the identification, transfer and dissemination of good practices on sustainable urban development, including urban-rural linkages.”

URBACT III will mainly focus on thematic objective 11 of the ESI Funds ‘Enhancing institutional capacity and efficient public administration’, and in particular on ‘Disseminating good practice and expertise and capitalising on the results of the exchange of experience in relation to sustainable urban development, including urban-rural linkages’ (Article 7 (1) (c) (ii, ECT Regulation 1299/2013).

The proposed URBACT III programme will tackle the following four specific objectives:
1. Capacity for Policy Delivery: To improve the capacity of cities to manage sustainable urban policies and practices in an integrated and participatory way.
2. Policy Design: To improve the design of sustainable urban policies and practices in cities.
3. Policy Implementation: To improve the implementation of integrated and sustainable urban strategies and actions in cities.
4. Building and Sharing Knowledge: To ensure that practitioners and decision makers at all levels have access to knowledge and share know how on all aspects of sustainable urban development in order to improve urban development policies.

To reach these objectives, URBACT III will develop three types of interventions: transnational exchange, capacity-building and capitalisation & dissemination.

URBACT will work with all types of cities in Europe; the opportunity will be given to the cities to use these new urban tools proposed in the ERDF regulation. In addition, URBACT III will complement and participate in the Urban Development Network established by Reg. 1301/2013, Art. 9.

First calls will be published in February 2015.

**Link**

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### 1.11.1.3 INTERREGIONAL COOPERATION: INTERACT III

**Responsible DG**
DG Regional Policy

**Budget**
Approximately €40 million (provisional)

**Target Group**
Institutions and organisations that have been set up around Europe to manage territorial cooperation programmes - Managing Authorities, Joint Technical Secretariats, Monitoring Committees, National Contact Persons, First Level Controllers, Certifying Authorities and Audit Authorities across Europe.

**Description**
The INTERACT III operation Programme is currently under revision. The information of point 1.11.1.3 is based on [http://www.interact-iii.eu/](http://www.interact-iii.eu/).

INTERACT III will provide assistance to stakeholders that are implementing programmes under the European Territorial Cooperation Objective as Cross-border Cooperation (CBC) Programmes; other Interreg Programmes (URBACT, ESPON, INTERREG Europe); European Neighbourhood Instrument Programmes (ENI II) and the Instrument for Pre-Accession Programmes (IPA III) to name a few. It is set up to reinforce the effectiveness of cohesion policy by promoting exchange of experience concerning the identification, transfer and dissemination of good practices and innovative approaches in relation to implementation of territorial cooperation programmes and actions concerning territorial cooperation and the use of EGTCS.

INTERACT III will be governed by Regulation (EU) No 1299/2013, point (c) of Article 2(3).
1.11.1.4 INTERREGIONAL COOPERATION: ESPON 2020 (European Spatial Planning Observatory Network)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Regional Policy</th>
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</thead>
<tbody>
<tr>
<td>Budget</td>
<td>€41.3 million (provisional)</td>
</tr>
<tr>
<td>Target Group</td>
<td>European, national and regional policy-makers and practitioners working in the field of Cohesion Policy and ETC, Authorities implementing ESI Funding programmes and preparing periodical Reporting, Public authorities and other policy actors at national, regional and local level in the EU Member State, as well as in the 4 Partner States of Iceland, Liechtenstein, Norway and Switzerland</td>
</tr>
<tr>
<td>Description</td>
<td>The ESPON 2014-202 programme is currently under revision. Information to point 1.11.1.4 is based on the draft cooperation programme (7 March 2014) available at <a href="http://www.espon.eu/export/sites/default/Documents/Programme/ESPON2020/ESPON2020Consultation/CP_PUBLIC_CONSULTATION_ESPON_2020-V5-4-3-2014.pdf">http://www.espon.eu/export/sites/default/Documents/Programme/ESPON2020/ESPON2020Consultation/CP_PUBLIC_CONSULTATION_ESPON_2020-V5-4-3-2014.pdf</a>. The ESPON Programme will be governed by the European Territorial Cooperation Regulation 1299/2013, Art. 2, (3d), which calls for reinforcing the effectiveness of cohesion policy by promoting: “analyses of development trends in relation to the aims of territorial cohesion, including territorial aspects of economic and social cohesion, and harmonious development of the European territory through studies, data collection and other measures”. Thus, the purpose is to contribute to a Cohesion Policy that has the maximum effect in supporting the Europe 2020 Strategy, strengthening the capacity of the EU economy to grow, innovate and generate employment, and to deliver a positive and lasting impact in promoting territorial cohesion and harmonious development across EU regions and Member States. The programme seeks to build upon the very significant pan-European territorial evidence and research base successfully carried through during the ESPON 2006 and ESPON 2013 programmes, to further strengthen evidence informed policy making across the EU territory and to contribute to enabling regions and cities to develop place-based responses to the Europe 2020 challenges of smart, sustainable and inclusive growth. The ESPON 2020 Programme will be guided by the following 5 provisional objectives: 1. Specific Objective 1: Continued production of territorial evidence. 2. Specific Objective 2: Upgraded knowledge transfer and analytical user support. 3. Specific Objective 3: Improved territorial observation and tools for territorial analyses. 4. Specific Objective 4: Wider outreach and uptake of territorial evidence. 5. Specific Objective 5: Leaner, effective and efficient implementation provisions and proficient programme assistance</td>
</tr>
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</table>

1.12 EUROPEAN SOCIAL FUND (ESF)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Employment, Social Affairs &amp; Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>€80.3 billion</td>
</tr>
<tr>
<td>Target Group</td>
<td>Regional and Local stakeholders</td>
</tr>
<tr>
<td>Description</td>
<td>The European Social Fund (ESF) is the European Union’s main financial instrument for investing in people. It increases the employment opportunities of European citizens, promotes better education, and improves the situation of the most vulnerable people at risk of poverty and thus aims at mitigating the consequences of the economic crisis. The regulation proposes to target the ESF on four thematic objectives throughout the Union: • Promoting employment and supporting labour mobility; • Promoting social inclusion and combating poverty; • Investing in education, skills and lifelong learning; • Enhancing institutional capacity and an efficient public administration.</td>
</tr>
</tbody>
</table>
ESF changes for 2014-2020 are:

- There will be an obligatory **minimum share** of 23.1% of the ESF within overall Cohesion Policy spending has been set. The definite shares for each country depend on the respective challenges in the area of employment. The concrete amounts will be included in the Partnership Agreements. In any case, the share of the ESF in each Member State cannot be lower than the share of the ESF of the Structural Funds resources in the 2007-2013 period;
- Moreover, 20% of ESF investments will be committed to **activities improving social inclusion and combating poverty**. Similar like the other Cohesion Policy Funds, the ESF will focus its intervention on a limited number of well-defined priorities in order to foster impact and results-orientation;
- The ESF will also contribute with a top-up of €3.2 billion to the Youth Employment Initiative tackling young people not in employment, education or training (NEETs) in regions with rates of more than 25% of youth unemployment (see also the YEI below);
- More support will be provided for **social innovation and transnational cooperation**;
- There is a greater focus on participation by **social partners and civil society** in implementing ESF activities, and in particular participation by non-governmental organisations (NGOs);
- The ESF can also be used to guarantee loans taken by Member State bodies to finance measures within its scope of intervention.

**1.12.1 Youth Employment Initiative (YEI)**

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Employment, Social Affairs &amp; Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Group</td>
<td>Regional authorities (NUTS 2) with levels of youth unemployment above 25%</td>
</tr>
<tr>
<td>Budget</td>
<td>€6.4 billion (€3.2 billion top-up in current prices. Member States benefitting from the YEI will have to complement this special support by at least the same amount drawn from their ESF allocations.)</td>
</tr>
</tbody>
</table>
| Description    | The Youth Employment Initiative applies to regions with more than 25% of youth unemployment and targets young people under 25 (in some Member States also under 30) not in employment, education or training (NEETs). It will add to and reinforce the very considerable support already provided through the EU structural funds. It will act in support of measures set out in the youth employment package proposed by the Commission in December 2012 and in particular to support the Youth Guarantee following its adoption. It will help Member States to implement their Youth Guarantee Implementation Plans. These are centred around 6 axes:  
  - Building up partnership-based approaches,  
  - early intervention and activation,  
  - supportive measures enabling labour market integration,  
  - use of EU Funds,  
  - assessment and continuous improvement of the scheme,  
  - and its swift implementation  
As such, they aim at preventing early-school leaving, fostering employability and removing practical barriers to employment. |


### Assessment

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<th>Individuals</th>
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<tbody>
<tr>
<td>YEI</td>
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**Link** [http://ec.europa.eu/esf/home.jsp?langId=en](http://ec.europa.eu/esf/home.jsp?langId=en)
2. Sustainable growth: natural resources

2.1 THE COMMON AGRICULTURAL POLICY (CAP) AFTER 2013

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Agriculture and Rural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>The EC budget for the next seven years is €408.31 billion in current prices, of which €312.74 billion for Pillar I and €95.57 billion for Pillar II.</td>
</tr>
<tr>
<td>Description</td>
<td>The Common Agricultural Policy (CAP) is designed to deliver a modern, sustainable and efficient agricultural sector in Europe. This blueprint aims to strengthen the competitiveness and the sustainability of agriculture and maintain its presence in all regions, in order to guarantee European citizens healthy and quality food production, to preserve the environment and to help develop rural areas. The programme is built on two pillars: <strong>Pillar I</strong> (European Agricultural Guarantee Fund; EAGF) will continue to provide direct support to farmers and to support market measures. Direct support and market measures are funded entirely by the EU budget, so as to ensure the application of a common policy throughout the single market and to allow for an integrated administration and control system. <strong>Pillar II</strong> (European Agricultural Fund for Rural Development; EARDF) will continue to deliver specific environmental public goods, improve the competitiveness of the agriculture and forestry sectors and promote the diversification of economic activity and quality of life in rural areas including regions with specific problems. The EARDF is part of the European Structural and Investment Funds (ESI Funds) and thus the Common Strategic Framework applicable to the Cohesion Policy Funds applies here as well. Within the two pillar structure, the design of the policy is comprehensively modernised and simplified so as to deliver a fairer, greener policy, aligned with the Europe 2020 objectives. To maximise the synergies between rural development policy and the EU's other territorial development funds, the European Agricultural Fund for Rural Development (EAFRD) will be incorporated in the Partnership Agreements between the Commission and each Member State. These contracts are linked to the objectives of the Europe 2020 strategy and the National Reform Programmes. They set out an integrated strategy for territorial development supported by all of the relevant EU structural funds, including rural development.</td>
</tr>
</tbody>
</table>

Link: [http://ec.europa.eu/agriculture/cap-funding/index_en.htm](http://ec.europa.eu/agriculture/cap-funding/index_en.htm)

2.1.1 EUROPEAN AGRICULTURAL GUARENTEE FUND (EAGF)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Agriculture and Rural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>The EC budget for the next seven years is €312 735 000 000.</td>
</tr>
<tr>
<td>Target Group</td>
<td>Farmers.</td>
</tr>
<tr>
<td>Description</td>
<td>The European Agricultural Guarantee Fund (EAGF) is financed under Pillar II of the Common Agricultural Policy (CAP). The EAGF finances direct payments to farmers and measures to respond to market disturbances, such as private or public storage and export refunds. As regards expenditure managed jointly by the Member States and the Commission, the EAGF finances: • measures regulating or supporting agricultural markets; • direct payments to farmers under the CAP; • the Union's financial contribution to information and promotion measures for agricultural products on the internal market; • the Union's financial contribution to the Union School Fruit and Vegetables Scheme; As regards expenditure managed centrally by the Commission, EAGF financing covers: • promotion of agricultural products, undertaken either directly by the Commission or through international organisations; • measures, taken in accordance with Union law, to ensure the conservation, characterisation, collection and utilisation of genetic resources in agriculture; • the establishment and maintenance of agricultural accounting information systems; • agricultural survey systems, including surveys on the structure of agricultural holdings.</td>
</tr>
</tbody>
</table>

Link: [http://ec.europa.eu/agriculture/cap-funding/index_en.htm](http://ec.europa.eu/agriculture/cap-funding/index_en.htm)

<table>
<thead>
<tr>
<th>Assessment</th>
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<th>Individual</th>
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<tbody>
<tr>
<td>EAGF</td>
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</tbody>
</table>
2.1.2 EUROPEAN AGRICULTURAL FUND FOR RURAL DEVELOPMENT (EAFRD)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Agriculture and Rural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>The EC budget for the next seven years is €95,577,500,000.</td>
</tr>
<tr>
<td>Target Group</td>
<td>- Farmers, especially young farmers</td>
</tr>
<tr>
<td></td>
<td>- Natural or legal person</td>
</tr>
<tr>
<td></td>
<td>- Micro- and small- enterprises in rural areas, small producer groups</td>
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<td></td>
<td>- LEADER Local Action Groups (LAGs)</td>
</tr>
<tr>
<td></td>
<td>- Clusters and networks, operational groups comprising farmers, forest managers, rural communities, researchers, NGOs, advisors and other actors concerned by innovation in the agricultural sector</td>
</tr>
</tbody>
</table>
| Description    | The EAFRD is financed under Pillar II of the Common Agricultural Policy (CAP). It aims to contribute to the Europe 2020 Strategy by promoting sustainable rural development throughout the Union in a complementary manner to the other instruments of the common agricultural policy CAP to cohesion policy and to the common fisheries policy. Rural development as well contributes to the competitiveness of agriculture, the sustainable management of natural resources and climate action and the balanced territorial development of rural areas. EAFRD is following these six EU-wide priorities:  
  1. fostering knowledge transfer and innovation in agriculture, forestry and rural areas;  
  2. enhancing competitiveness of all types of agriculture and enhancing farm viability;  
  3. promoting food chain organisation and risk management in agriculture;  
  4. restoring, preserving and enhancing ecosystems dependent on agriculture and forestry;  
  5. promoting resource efficiency and supporting the shift towards a low-carbon and climate-resilient economy in the agriculture, food and forestry sectors;  
  6. promoting social inclusion, poverty reduction and economic development in rural areas. The EAFRD will act in the Member States through rural development programmes. These programmes will implement a strategy to meet the Union priorities for rural development through a set of measures, for the achievement of which aid from the EAFRD will be sought. Member States may include within their rural development programmes thematic sub-programmes, contributing to the Union priorities for rural development, aimed to address specific needs identified, in particular in relation to:  
    (a) young farmers;  
    (b) small farms;  
    (c) mountain areas;  
    (d) short supply chains. |
| Link           | [http://ec.europa.eu/agriculture/cap-funding/index_en.htm](http://ec.europa.eu/agriculture/cap-funding/index_en.htm) |

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<th>Individual</th>
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<tr>
<td>EAFRD</td>
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2.2 EUROPEAN MARITIME AND FISHERIES FUND (EMFF)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG for Maritime Affairs and Fisheries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>The EC budget for the next seven years is €6.5 billion in current prices.</td>
</tr>
<tr>
<td>Target Group</td>
<td>European coastal and inland communities dependent on fishing; sectors of the maritime economy; European fisheries; aquaculture; the European processing industry; consumers; scientists and researchers in the fields of marine environment, climate change, coastal protection, governance, social sciences, maritime economy, etc.; companies engaged in coastal or offshore economic activities and the enterprises that provide services to them; Authorities in charge of different aspects of maritime affairs.</td>
</tr>
</tbody>
</table>
| Description    | EMFF is the new financial instrument that helps to deliver the growth, jobs and sustainability objectives of the reformed Common Fisheries Policy (CFP) and support the implementation of the EU Integrated Maritime Policy (IMP). Three thematic objectives pursued by the EMFF are:  
  1. Promoting employment  
  2. Enhancing the competitiveness of the fisheries and aquaculture  
  3. Protecting the environment and resource efficiency  
  It underpins the social dimension of the reformed CFP and will create added value for the on-land side of the policy, through, inter-alia, support to the development of aquaculture and to sustainable and inclusive territorial development. The envelope devoted to fisheries and maritime affairs also includes Partnership Agreements with third countries and contributions to regional fisheries management organisations. The EMFF in itself has a budget of €6.5 billion. In line with the Europe 2020 strategy, the objectives for 2014-2020 are structured around four pillars in the EMFF:  
  1. Smart. Green Fisheries to foster the transition to sustainable fishing, which is more selective, produces no discards, and does less damage to marine ecosystems. The support will focus on |
innovation and added value that can make the fisheries sector economically viable and resilient to external shocks and to competition from third countries.

- Smart, Green Aquaculture to make this industry economically viable, competitive, green and able to face global competition, while providing EU consumers with healthy and highly nutritional products.
- Sustainable and Inclusive Territorial Development to reverse the decline of many coastal and inland communities dependent on fishing, by adding more value to fishing-related activities, and by diversifying to other sectors of the maritime economy.
- Integrated Maritime Policy to support priorities which generate savings and growth and cut across sectors, such as marine knowledge, maritime spatial planning, integrated coastal zone management, integrated maritime surveillance, the protection of the marine environment and of biodiversity, and the adaptation to the adverse effects of climate change on coastal areas.

In addition to these four pillars, the EMFF includes accompanying measures for data collection and scientific advice, control, governance, fisheries markets (including in outermost regions), voluntary payments to Regional Fisheries Management Organisations and technical assistance.


### 2.3 PROGRAMME FOR THE ENVIRONMENT AND CLIMATE ACTION (LIFE)

**Responsible DG**: DG Environment

**Budget**: The EC budget for the period 2014-2020 is €3 456 655 000 in current prices

The total financial envelope for the LIFE Programme in the MFF Communication for the period 2014-2020 expressed in current prices is €3 456 655 000 in current prices. Of this amount €2 592 491 250 is allocated to the sub-programme for Environment, of which half of the resources dedicated to projects financed by means of action grants will be allocated to support the conservation of nature and biodiversity. €864 163 750 is allocated to the sub-programme for Climate Action.

**Target Group**: Public and/or private bodies, but the programme focuses on public and non-profit organisations dealing with environment.

**Description**: The new LIFE Programme includes two subprogrammes; one for Environment and one for Climate Action. The creation of a subprogramme for Climate Action upgrades the former thematic strand "climate change" under the LIFE+ Environment Policy and Governance component. The LIFE Programme is a catalyst for promoting implementation and integration of environmental and climate objectives in other policies and Member State practice. This program support better environmental and climate governance at all levels.

The sub-programme for Environment supports efforts for better implementation and integration of environmental objectives in the following areas:

- "Environment and Resource Efficiency" focuses on implementation of environment policy and exclude market replication-oriented innovation;
- "Biodiversity" develops best practices for wider biodiversity challenges, while keeping its focus on Natura 2000;
- "Environmental Governance and Information" promotes knowledge sharing, dissemination of best practices, and better compliance, in addition to awareness raising campaigns.

The sub-programme for Climate Action will support efforts for better implementation and integration of climate-related objectives in the following areas:

- "Climate Change Mitigation" focuses on reducing greenhouse gas emissions and on the shift towards a low-carbon economy.
- "Climate Change Adaptation" focuses on increasing resilience to climate change;
- "Climate Governance and Information" focuses on increasing awareness, communication, cooperation and dissemination on climate mitigation and adaptation actions, as well as to support better environmental and climate change governance at all levels.


### Assessment Table

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<tbody>
<tr>
<td>EMFF</td>
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<td>LIFE</td>
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</table>
3. Security and Citizenship

The number of funds will be reduced from six to two: A new Asylum and Migration fund and Internal Security Fund replace the European Fund for the Integration of Third Country Nationals, the European Refugee Fund, the External Borders Fund, the European Return Fund and the two specific programmes Prevention of and fight against crime (ISEC) and Prevention, Preparedness and Consequence management of Terrorism and other Security-related risks (CIPS). This new structure of funding will allow for a better understanding of the rules by all partners, creating economies of scale. Moreover, a flexible emergency response mechanism in the two Funds allow the EU to react rapidly to fast evolving crisis situations, such as mixed migratory flows or terrorist attacks or cyber-attacks.

3.1 ASYLUM AND MIGRATION FUND (AMF)

**Responsible DG**
DG Home Affairs

**Budget**
The EC budget for the period 2014-2020 is € 3.137 billion in current prices.

**Target Group**
Citizens, national, regional and local authorities of the EU Member States, candidate countries. As well international organisations, public and private.

**Description**
The Asylum and Migration Fund focuses on people flows and the integrated management of migration. It supports actions addressing all aspects of migration, including asylum, legal migration, integration and the return of irregularly staying non-EU nationals.

Main objectives:

- to strengthen and develop the Common European Asylum System, including its external dimension;
- to support legal migration to the Union in line with the economic and social needs of Member States and promote the effective integration of third-country nationals, including of asylum seekers and beneficiaries of international protection;
- to enhance fair and effective return strategies in the Member States with emphasis on sustainability of return and effective readmission in the countries of origin;
- to enhance the solidarity and responsibility sharing between the Member States, in particular towards those most affected by migration and asylum flows.

This programme is still awaiting adoption by the Council.

**Link**
http://ec.europa.eu/dgs/home-affairs/financing/fundings/index_en.htm

3.2 INTERNAL SECURITY FUND (ISF)

**Responsible DG**
DG Home Affairs

**Budget**
The EC budget for the period 2014-2020 is € 3.764 billion in current prices.

**Target Group**
National, regional and local authorities of the EU Member States, candidate countries. As well international organisations, public and private law organisations, education and research organisations, non-governmental organisations.

**Description**
The Internal Security Fund supports the implementation of the Internal Security Strategy and the EU approach to law enforcement cooperation, including the management of the union's external borders. It also covers the development of new IT systems, such as the future entry/exit system and the Registered Traveller Programme.

It contains two strands:

- **Borders and visa (ISF-Borders)**: supporting a common visa policy to facilitate legitimate travel, ensure equal treatment of third country nationals and tackle irregular migration; supporting integrated borders management, harmonisation of border management measures; activities formerly financed under the External Borders Fund (EBF)
- **Police cooperation and crime prevention (ISF-Police)**: Targeting the fight against crime (combating cross-border, serious and organised crime including terrorism, etc.); managing risk and crisis (enhancing capacity for managing effectively security-related risk and crisis, and preparing for protecting people and critical infrastructure against terrorist attacks and other security related incidents)

**Link**
http://ec.europa.eu/dgs/home-affairs/financing/fundings/

<table>
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<th>Entrepreneurship</th>
<th>Individuals</th>
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<tr>
<td>Asylum and Migration Fund</td>
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3.3 JUSTICE PROGRAMME
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<tr>
<th><strong>Responsible DG</strong></th>
<th>DG Justice</th>
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</thead>
</table>
| **Budget** | The EC budget for period 2014-2020 is €377 604 000 in current prices. The Justice programme is the successor of three 2007-2013 programmes finances within the Fundamental Rights and Justice Framework Programme:  
- Civil Justice (JCIV),  
- Criminal Justice (JPEN),  
- Drug Prevention and Information Programme (DPIP). |
| **Target Group** | Member States, EFTA countries which are party to of the EEA Agreement, accession countries, potential countries and candidate countries. As well public and/or private bodies and entities legally established in other third countries. Members of the judiciary and judicial staff (professionals associated with the judiciary), international organisations and NGOs, institutions and public or private organisations. Local, national and regional authorities, national bodies for judicial training, etc.. |
| **Description** | The general objective of the Programme is to contribute to the creation of a European area of justice by promoting judicial cooperation in civil and criminal matters. The programme promotes effective, comprehensive and consistent application of Union legislation in the areas of judicial cooperation and fosters access to justice and prevents and reduces drug demand and supply. As well this programme aims to promote equality between women and men and combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation in all its activities. |
| **Main Objectives** |  
- To promote effective, comprehensive and consistent application of Union legislation in the areas of judicial cooperation in civil and criminal matters.  
- To improve information on the legal systems in the Member States and access to justice.  
- To promote the training activities for members of the judiciary and judicial staff.  
- To improve mutual learning, cooperation, awareness raising and dissemination activities.  
- To stimulate networking among specialised bodies and organisations, national, regional and local authorities at European level.  
- To facilitate access to justice.  
- To prevent and reduce drug demand and supply. |

### 3.4 RIGHTS, EQUALITY AND CITIZENSHIP PROGRAMME

<table>
<thead>
<tr>
<th><strong>Responsible DG</strong></th>
<th>DG Justice</th>
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</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>The EC budget for the next seven years is €439 473 000.</td>
</tr>
<tr>
<td><strong>Target Group</strong></td>
<td>NGOs, Institutions and Public and Private Organisations, Universities, Research Institutes, National, Regional and Local Authorities, International Organisations and other not-profit civil society organisations.</td>
</tr>
</tbody>
</table>
| **Description** | The Rights and Citizenship Programme — to promote and protect rights conferred on EU citizens under the EU Treaties and the EU Charter of Fundamental Rights. It replaces three existing EU spending programmes which provide EU support for measures encouraging respect for fundamental rights and citizenship, tackling violence against women and children, and promoting non-discrimination, diversity and gender equality.  

The new Rights and Citizenship Programme focuses EU funding on five specific areas:  
- Making it easier to exercise rights derived from EU citizenship;  
- Promoting effective implementation of the principles of non-discrimination and equality;  
- Ensuring a high level of data protection;  
- Enhancing respect for the rights of the child;  
- Empowering consumers and businesses to trade across borders. |
| **Supported activities** |  
- Analytical activities such as collection of data and statistics; studies, researches, analysis and surveys; monitoring and assessment of the transposition and application of Union legislation and of the implementation of Union policies; workshops, seminars, experts meetings, conferences;  
- Training activities such as staff exchanges, workshops, seminars, train-the-trainers events, development of online/other training modules;  
- Mutual learning, cooperation, awareness raising and dissemination activities, such as identification of, and exchanges on, good practices, innovative approaches and experiences;  
- Support for main actors, such as support for Member States when implementing Union law and policies; support for key European level networks whose activities are linked to the implementation of the objectives of the Programme; networking among specialised bodies and organisations, national, regional and local authorities at European level; funding of experts’ networks; funding of European level observatories. |
3.5 EUROPE FOR CITIZENS PROGRAMME

**Responsible DG**
DG Education and Culture

**Budget**
The EC budget for the next seven years is €186 million in current prices.

**Target Group**
The programme is open to all stakeholders promoting European integration, in particular local authorities and organisations, European public policy research organisations (think-tanks), citizens’ groups and other civil society organisations (such as survivors’ associations), and educational and research institutions.

**Description**
Europe for Citizens aims to promote active European citizenship with the main scope of bridging the gap between citizens and the European Union through financial instruments that promote active European citizenship. It intends to encourage cooperation between citizens and organisations from different countries and facilitate the development of a sense of belonging to common European ideals and to promote the process of European integration. The programme will support activities to increase awareness and citizens’ understanding of the EU, its values and history, such as the remembrance of Europe’s past and partnerships between cities (town-twinning). It will also help people become more engaged in civic and democratic activities through debates and discussions on EU-related issues.

The programme consists of the following two strands:

**Strand 1: “Remembrance and European citizenship”**
programme seeks to support organisations to promote debate and activities on European integration and history at a transnational level or when a clear European dimension is addressed.

**Strand 2: “Democratic engagement and civic participation”**
programme seeks to develop citizens’ understanding and capacity to participate in the Union policy making process and to develop opportunities for solidarity, societal engagement & volunteering at Union level.

**Horizontal action: Valorisation.**
These two strands will be complemented by horizontal actions for analysis, dissemination and exploitation of project results. It will include “capacity building” - the development of support measures to exchange best practices, to pool experiences between stakeholders at local and regional levels.

In order to achieve its objectives, the programme will finance inter alia the following types of actions, implemented on a transnational level or with a clear European dimension:

- citizens’ meetings and town twinning;
- support for organisations of a “general European interest”;
- debates/studies and interventions on defining moments in European history;
- reflections/debates on common values;
- initiatives to raise awareness of the EU institutions and their functioning.

**Link**
http://eacea.ec.europa.eu/europe-for-citizens_en

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3.6 HEALTH FOR GROWTH PROGRAMME

**Responsible Agency**
DG Health and Consumers

**Budget**

**Target Group**
Public authorities, public sector bodies, research and health institutions, public administrations, universities, higher education establishments and undertakings, other legal entities. Also non-governmental organizations and commercial firms. (Financial support is not available for individuals).
The Health for Growth programme aims to provide greater support to Member States to help them achieve innovative and sustainable health systems. As such, it aims to promote the uptake of innovation for health systems' reform, for example, through Health Technology Assessment (HTA) and eHealth solutions.

The Health for Growth Programme, which aims at strengthen the link between economic growth and a healthy population, is the third action supporting the objectives of the EU's Health strategy and it focuses on four specific objectives:

1. To contribute innovative and sustainable health systems;
2. To increase access to better and safer healthcare for EU citizens;
3. To prevent diseases and promote good health and environments for healthier lifestyles;
4. To protect citizens from cross-border health threats.


### 3.7 CONSUMER PROGRAMME

**Responsible DG**: DG Health and Consumers

**Budget**: The EC budget for the next seven years is €188 829 000 in current prices. The programme will finance and maintain the RAPEX network: EU rapid alert system for all dangerous consumer products; CPC Network: network of national enforcement authorities; ECC-net: network of European Consumer Centres.

**Target Group**: Member States, EEA countries, candidate countries, western Balkan countries, third countries covered by the European Neighbourhood Policy. Public bodies; non-profit organisations; non-governmental, non-profit and independent European consumer organisations; consumer protection officials.

**Description**: The Consumer programme aims to contribute to protecting the health, safety and economic interests of European citizens. The programme intends to integrate consumer interests in all Community policies, and places a special focus on consumer protection and consumer awareness in the new Member States.

The programme has four priorities:

1. Safety: to consolidate and enhance product safety through effective market surveillance throughout the EU;
2. Information and education: to improve consumers' education, information and awareness of their rights, to develop the evidence base for consumer policy and to provide support to consumer organisations;
3. Rights and redress: to consolidate consumer rights in particular through regulatory action and improving access to redress including alternative dispute resolution;
4. Enforcement (SIRE): to support enforcement of consumer rights by strengthening cooperation between national enforcement bodies and by supporting consumers with advice.


### 3.8 CREATIVE EUROPE

**Responsible DG**: DG Education and Culture

**Budget**: The EC budget for the period 2014-2020 is €1 462 724 000 in current prices.

The Creative Europe programme supports European cinema and the cultural and creative sectors, enabling them to increase their contribution to jobs and growth. It thus supports tens of thousands of artists, cultural professionals and cultural organisations in the performing arts, fine arts, publishing, film, TV, music, interdisciplinary arts, heritage, and the video games industry, allowing them to operate across Europe, to reach new audiences and to develop the skills that are needed in the digital age. By helping European cultural works to reach new audiences in other countries, the new programme will also contribute to safeguarding and promoting Europe's cultural and linguistic diversity.

**Target Group**: Small and medium enterprises (SMEs) and 'microenterprises' of fewer than 10 people in the area of art; not-for-profit organisations; the cultural and creative sector;
The Creative Europe programme gives support to safeguard and promote the European cultural and linguistic diversity and support to strengthen the competitiveness of the sector; thereby it will contribute to the EU 2020 strategy and its flagship initiatives.

Creative Europe supports the cultural and creative sectors to seize the opportunities of the ‘digital age’ and globalisation. Moreover, it enables the sectors to reach their potential so that they can contribute to the Europe 2020 goals for sustainable growth, jobs and social cohesion. In addition, it opens up new international opportunities, markets and audiences and builds on the success of the MEDIA and Culture programmes. To sum up, Creative Europe provides a lot of opportunities such as gain new skills for cultural organisations and to strengthen their capacity to operate internationally.

The Creative Europe programme consists of the following strands:

1. **Culture sector initiatives (Culture sub-programme)**, such as those promoting cross-border cooperation between creative organisations, platforms to promote emerging artists and stimulating European programming for cultural and artistic works, networks helping the cultural and creative sector to operate competitively and transnationally, and literary translation;

2. **Audiovisual sector initiatives (Media sub-programme)**, including Initiatives that aim to promote the distribution of works and the access to markets; initiatives for the development of projects or a set of projects (slate funding); support for the production of television programmes or video games; activities to increase interest in and improve access to audiovisual works, films, festivals, etc.; measures that facilitate international co-production and strengthen the circulation and distribution of works; Activities to build the skills and capacities of audiovisual sector professionals.

3. **A cross-sectoral strand**, including a Guarantee Facility and transnational policy cooperation

4. **an Cross-sectoral Strand addressed to all cultural and creative sectors including a Guarantee Facility targeting the cultural and creative sectors; the promotion of transnational policy cooperation and a network of Creative Europe Desks**

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**Link**

http://ec.europa.eu/programmes/creative-europe/index_en.htm
4. Global Europe

### 4.1 INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Enlargement</th>
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<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>The EC budget for the next seven years is €11,698,668,000 in current prices.</td>
</tr>
<tr>
<td><strong>Target Group</strong></td>
<td>Any natural person or legal entity based in the eligible countries. (Candidate countries): Croatia; The former Yugoslav Republic of Macedonia; Iceland; Montenegro; Turkey. (Potential candidate countries): Albania; Bosnia and Herzegovina; Serbia; Kosovo issues. Target group depends on the given call, but the Regional stakeholders are especially involved in preparing for the implementation of EU cohesion after accession and in the case of potential candidate countries the &quot;transition assistance and institution building&quot; component.</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>The Instrument for Pre-accession Assistance II is designed to create a single framework and to unite under the same instrument both Candidate and Potential Candidate Countries, thus, facilitating the transfer from one status to another.</td>
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</table>
| **IPA Objectives:** | - Strengthen democratic institution  
  - Reform public administration, carry out economic reforms  
  - Promote respect for human rights as well as minority right and gender equality  
  - Support the development of civil society and advance regional co-operation  
  - Contribute to sustainable development and poverty reduction |
| **Supported activities:** | Assistance will address the following policy areas:  
  (a) the transition process towards Union membership and capacity building;  
  (b) regional development;  
  (c) employment, social policies and human resources development;  
  (d) agriculture and rural development;  
  (e) regional and territorial cooperation. |
| **Revisions to the design and implementation modalities:** |  
  - The delivery of assistance will be made more coherent, strategic and result-oriented;  
  - The delivery of assistance will be made more flexible and tailored to address needs;  
  - The deployment of assistance will be made more efficient and effective. |
| **Link** | http://ec.europa.eu/enlargement/instruments/overview/index_en.htm |

### 4.2 EUROPEAN NEIGHBOURHOOD INSTRUMENT (ENI II)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Development and Cooperation - EuropeAid</th>
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<tr>
<td><strong>Budget</strong></td>
<td>The EC budget for the next seven years is €15,432,634,000 in current prices.</td>
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<tr>
<td><strong>Target Group</strong></td>
<td>Public and private bodies, local and regional and others decentralized bodies in the partner countries, Community institutions and bodies.</td>
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<tr>
<td><strong>Description</strong></td>
<td>The European Neighbourhood Policy (ENP) was developed in 2004 and covers 16 partners to the East and South of the EU's borders, namely Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, the Republic of Moldova, Morocco, the occupied Palestinian territory, Syria, Tunisia and Ukraine. Under the ENP the EU offers its neighbours a privileged relationship, building upon a mutual commitment to values and principles such as democracy and human rights, the rule of law, good governance, market economy principles and sustainable development, including climate action. ENI replaces the European Neighbourhood and Partnership Instrument (ENPI) 2007-2013. ENI promotes enhanced political cooperation and progressive economic integration between the Union and the partner countries. ENI will help to better streamline the scope of the Instrument and strengthen links with relevant internal policies, while maintaining its current flexibility. This new horizontal regulation will also allow for updating the implementation provisions and address the lack of coherence between the external instruments, and contribute to an increased clarity of rules, efficiency and coherence of the Union action.</td>
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<tr>
<th>Assessment</th>
<th>Local/Regional Administrations</th>
<th>Local/Regional Agencies</th>
<th>Universities</th>
<th>NGOs</th>
<th>Entrepreneurship</th>
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<td>IPA</td>
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NEW
The main objectives of the programme are:

- Promoting prosperity in the EU neighbourhood by supporting neighbours’ economic reform processes
- Increasing freedom and democracy in our neighbourhood by deepening political cooperation, on the basis of shared values and common interests
- Encouraging security and stability by working with neighbours to address environment and counter-terrorism issues – in line with the European Security Strategy.

Union support under this Regulation will be programmed through: bilateral programmes, multi-country programmes and Cross-Border Cooperation programmes.

Priorities:
- Civil society
- Economic and rural development
- Education & employment for youth
- Boosting small business
- Energy cooperation
- Management of natural resources
- Climate change adaptation
- Transport connections
- Easier mobility of people
- Human rights & Justice

**4.3 INSTRUMENT FOR DEVELOPMENT COOPERATION**

**Responsible DG**
DG Development and Cooperation - EuropeAid

**Budget**
The EC budget for period 2014-2020 is €19 661 639 000 in current prices.

**Target Group**
Decentralised bodies of the partner countries (municipalities, provinces, departments and regions), joint bodies set up by the partner countries and regions with the Community, non state actors, as well as international organisations and EU agencies.

**Description**
The Development Cooperation Instrument increases the effectiveness of the EU development cooperation by merging the previous numerous geographic and thematic mechanisms into a single instrument. It assists developing countries on their way to reducing poverty and enhancing sustainable development and social progress towards faster integration into the world economy.

DCI consists of three categories of programmes:
Bilateral and regional geographic programmes covering cooperation with Asia, Latin America, Central Asia, the Middle East and South Africa.

The main objectives:
- Assist developing countries to reduce poverty;
- Enhance sustainable development;
- Support faster integration into world economy;
- Foster human rights;
- Promote democracy and good governance;
- Strengthen relationships between the European Union and partner countries.

Supported activities:
- Geographical Programmes (will support the cooperation with developing countries, territories and regions).
- Thematic Programmes - Global Public Goods and Challenges thematic programme: include
  - Inter alia, environment and climate change, sustainable energy, human development (including health, education, gender equality, employment, skills, social protection and social inclusion as well as economic development-related aspects) food security and migration and asylum.
- Civil Society Organisations (CSOs) and Local Authorities (LAs) thematic programme;
  - Promote an inclusive and empowered civil society and local authorities, increase awareness and mobilisation on development issues, and strengthen the capacity for policy dialogue on development.
- Pan-African Programme (will support in particular activities of transregional, continental and trans-continental nature.)
4.4 PARTNERSHIP INSTRUMENT (PI)

Responsible DG
Service for Foreign Policy Instruments (working alongside the European External Action Service) and DG Development and Cooperation - EuropeAid

Budget
The EC budget for period 2014-2020 is €954 765 000 in current prices.

The programme primarily aims to support cooperation measures with developed and developing countries which play an increasingly prominent role in the international economy and trade, in multilateral fora, in global governance and in addressing challenges of global concern and where the Union has significant interests.

Target Group
All third countries, regions and territories may be eligible for cooperation under this Regulation.

Description
The Partnership Instrument replaces the financing Instrument for Cooperation with Industrialised and other high income countries and territories (ICI) 2007-2013, which has been the EU’s main vehicle for collaboration with developed countries. Although the ICI has been extended to cover developing countries, with the adoption of the ICI+ on 1st December 2011, it was limited in scope. The Partnership Instrument is designed to overcome this limitation of the EU’s ability to engage internationally in the most effective way. It fills the gap described above and, in particular, to allow the EU to pursue agendas beyond development cooperation with global players, improving access to third country markets, but also to defend core EU interests with any other partner country as the need arises. It also aims to underpin new relationships with countries graduating from bilateral development assistance.

This programme focus on these kind of objectives:

- To promote policy dialogues and by developing collective approaches and responses to challenges of global concern.
- To improve market access and to develop trade, investment and business opportunities for European companies.
- To strengthen public diplomacy, education/academic cooperation and outreach activities to promote Union’s values and interests.

Supported activities:
The Partnership Instrument aims to give priority to supporting external EU policies like trade as well as the external dimension of EU policies on climate change, the environment, energy, transport, employment and social policy, as well as information and communication technologies.

- Promotion of cooperation, partnership and joint undertakings between economic, academic and scientific actors in the EU and the partner countries
- Stimulation of bilateral trade, investment flows and economic partnership
- Promotion of dialogues between political, economic and social actors and NGOs
- Promotion of people-to-people links, education and training programmes and intellectual exchanges and enhancement of mutual understanding between cultures and civilisations
- Promotion of cooperative projects in the areas of research, science and technology, energy, transportation and environmental matters
- The enhancement of awareness about and understanding of the European Union and of its visibility in partner countries
- Support for specific initiatives, including research work, studies, pilot schemes or joint projects.

Link
http://ec.europa.eu/dgs/fpi/what-we-do/partnership_instrument_en.htm
4.5 INSTRUMENT FOR DEMOCRACY AND HUMAN RIGHTS WORLDWIDE

Responsible DG | DG Development and Cooperation - EuropeAid
---|---

Budget | The EC budget for period 2014-2020 is €1 332 752 000 in current prices.

Target Group | Civil society organisations; public and private sector non-profit organisations; national, regional and international bodies; international and regional inter-governmental organisations; natural persons (where their help is necessary for achieving the aims of the EIDHR) from countries.

Description | The EIDHR aims are to contribute to an increased respect for human rights and fundamental freedoms and to promote democratic reforms in third countries through support to civil society organisations support. Furthermore to support and enhance the international framework for the protection, promotion and monitoring of human rights, the promotion of democracy and the rule of law and reinforce an active for civil society within these frameworks.

The scope of the EIDHR covers five objectives:

- Enhancing respect for human rights and fundamental freedoms in countries where they are most at risk;
- Strengthening the role of civil society in promoting human rights and democratic reform, in supporting the peaceful conciliation of group interests and, in consolidating political participation and representation;
- Supporting actions on human rights and democracy issues in areas covered by EU Guidelines, including on human rights dialogues, on human rights defenders, on the death penalty, on torture, on children and armed conflict, on the rights of the child, on violence against women and girls and combating all forms of discrimination against them, on International Humanitarian Law and on possible future guidelines;
- Supporting and strengthening the international and regional framework for the protection and promotion of human rights, justice, the rule of law and the promotion of democracy;
- Building confidence in and enhancing the reliability and transparency of democratic electoral processes, in particular through election observation.

Supported activities:

- Support for human rights defenders;
- Education in the area of human rights and democracy;
- Support for civil society organisations focusing on human rights;
- Fostering cooperation of civil society with international organisations, and supporting civil Society activities aimed at monitoring the implementation of instruments concerning human rights;
- Promoting observance of international humanitarian law.

Link | http://www.eidhr.eu/home

Assessment | Local/Regional Administrations | Local/Regional Agencies | Universities | NGOs | Entrepreneurship | Individuals
---|---|---|---|---|---|---
EIDHR | *** | *** | ** | *** | ** |

4.6 INSTRUMENT CONTRIBUTING TO STABILITY AND PEACE

Responsible DG | Service for Foreign Policy Instruments together with the European External Action Service
---|---

Budget | The Commission proposes to allocate €70 billion for the 2014-2020 period for the external Instruments. The foreseen allocation for IfS €2 338 719 000 in current prices for the 7 years.

Target Group | International, regional and sub-regional organizations, as well as state and non-state actors. (Non-state actors such as non-governmental organisations, organisations representing indigenous peoples, local citizens' groups and traders' associations, co-operatives, trade unions, organisations representing economic and social interests, local organisations (including networks) involved in de-centralized regional cooperation and integration, consumer organisations, women and youth organisations, teaching, cultural, research and scientific organisations, universities, churches and religious associations and communities, the media and any non-governmental associations and private and public foundations).

Description | Instrument for Stability is designed to provide an adequate response to instability and crises and to longer-term challenges with a stability or security aspect. The Instrument for Stability will be an effective, immediate and integrated response to situations of crisis and instability in third countries.

Specific aims of this regulation are:

- In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's development and cooperation policies;
- To prevent conflicts, ensure preparedness to address pre- and post-crisis situations and build peace;
- To address specific global and trans-regional threats having a destabilising effect, including climate change.
4.7 TAIEX – TECHNICAL ASSISTANCE AND INFORMATION EXCHANGE INSTRUMENT, TWINNING AND SIGMA

**Responsible DG**
DG Enlargement/ Development and Cooperation - EuropeAid

**Budget**
No information about the budget for the 2014-2020 period is available yet.

**Target Group**
- Civil servants working in public administrations at national and sub-national level and in associations of local authorities;
- The Judiciary and Law Enforcement authorities;
- Members of Parliaments and civil servants working in Parliaments and Legislative Councils;
- Professional and commercial associations representing social partners, as well as representatives of trade unions and employers’ associations;
- Interpreters, revisers and translators of legislative texts.

**Description**
TAIEX (Technical Assistance and Information Exchange), TWINNING and SIGMA (Support for Improvement in Governance and Management; joint instrument of the EU and the OECD) are instruments applicable to candidate and potential candidate countries as well as to countries in the immediate vicinity of the EU, in North Africa, the Middle East and Europe, as part of the EU’s neighbourhood policy. The instruments foster strategic reforms and the modernisation of public administration – in the case of candidate countries they are often connected to the transfer of knowledge and experience in the relation to the EU acquis. In the case of accession, candidate and potential candidate countries, the instruments are funded via the European Union’s Instrument for Pre-Accession Assistance (IPA II) and in the case of third countries via the ENII.

TAIEX funds **short-term peer-to-peer technical assistance, advice and training**, provided mainly in 3 ways:
- workshops attended by officials from beneficiaries’ administrations
- expert missions that provide in-depth advice to beneficiaries’ administrations
- study visits to EU countries’ administrations.

Additionally, TAIEX features since 2008 a **People-to-People Facility (P2P)** and a **Local Administration Facility (LAF)** to strengthening the institutional capacity of local and regional authorities in view of further alignment of EU requirements and the exchange of best practice.

TWINNING strives to share good practices developed within the EU with beneficiary public administrations and to foster long-term relationships between administrations of existing and future EU countries. This instrument is built around various EU priorities agreed between the Member States and the beneficiary countries under the condition of mandatory results achieved. Two Project Leaders (one on behalf of the Member State leading the project, the other of the beneficiary administration) and a Resident Twinning Adviser (RTA) are the backbone of Twinning projects. The RTA coordinates the project and is seconded from the lead MS to the beneficiary administration for a minimum of 12 months. The work plan of a Twinning project usually foresees expert missions, training events and awareness raising visits.

SIGMA relies on a team of around 20 experts who provide assistance (recommendations, advice, methodologies,...) in 5 key areas: Civil service and public administration, organisation and functioning; Policy making; Public finance and audit; Public procurement and Strategy and reform.
5. **Others**

### 5.1 INTEROPERABILITY SOLUTIONS FOR EUROPEAN PUBLIC ADMINISTRATIONS (ISA)

<table>
<thead>
<tr>
<th>Responsible DG</th>
<th>DG Informatics (DIGIT)</th>
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<tbody>
<tr>
<td>Budget</td>
<td>€164.1 million budget allocated for a five-year period (2010-2015).</td>
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<tr>
<td>Target Group</td>
<td>European public administrations (indirectly also businesses and citizens as they benefit from seamless government solutions).</td>
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<tr>
<td>Description</td>
<td>Citizens and businesses expect efficient public services across Europe. ISA - the Interoperability Solutions for European Public Administrations programme – is a supporting action addressing this need by facilitating efficient and effective cross-border electronic collaboration among European public administrations. The programme enables the delivery of electronic public services and ensures the availability, interoperability, re-uses and sharing of common solutions. ISA contributes to the Digital Agenda and the eGovernment Action Plan. It implements the European Interoperability Strategy (EIS) and it applies the European Interoperability Framework (EIF). Supported activities:</td>
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<td>• Common frameworks in support of interoperability such as policies, strategies, specifications, methodologies, guidelines and similar approaches and documents</td>
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<td></td>
<td>• Assessment of ICT implications of Community legislation</td>
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<td>• Common services e.g. applications and infrastructures</td>
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<td>• Generic tools such as demonstrators, shared and collaborative platforms, common components and similar building blocks.</td>
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<td>• Accompanying measures</td>
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<tr>
<th>Assessment</th>
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<th>Local/Regional Agencies</th>
<th>Entrepreneurship</th>
<th>Individuals</th>
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<td>ISA</td>
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