


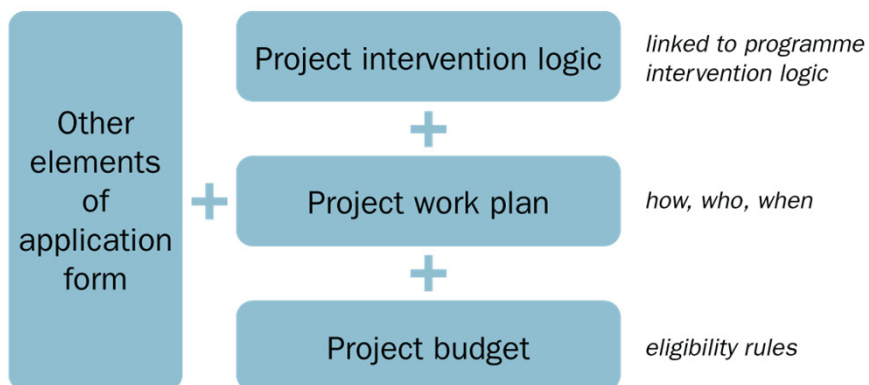
# Project Development

Interreg Project Management Camp  
12-15 September 2017 | Utrecht, The Netherlands  
 @InteractEU

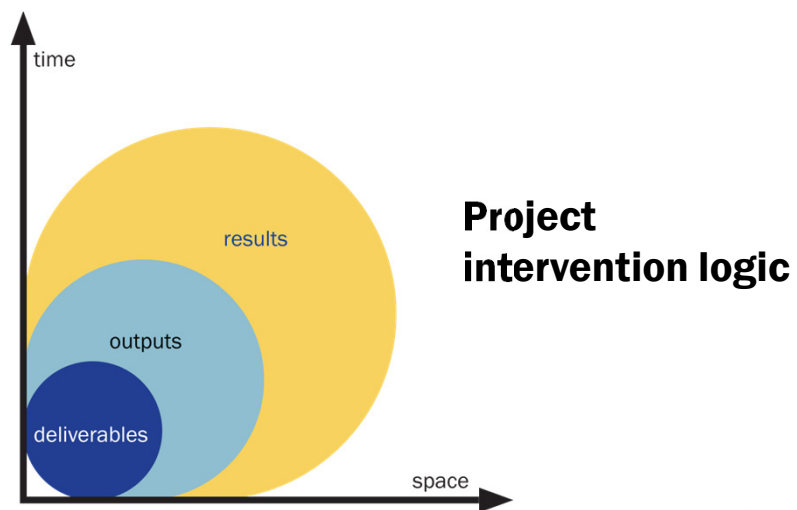
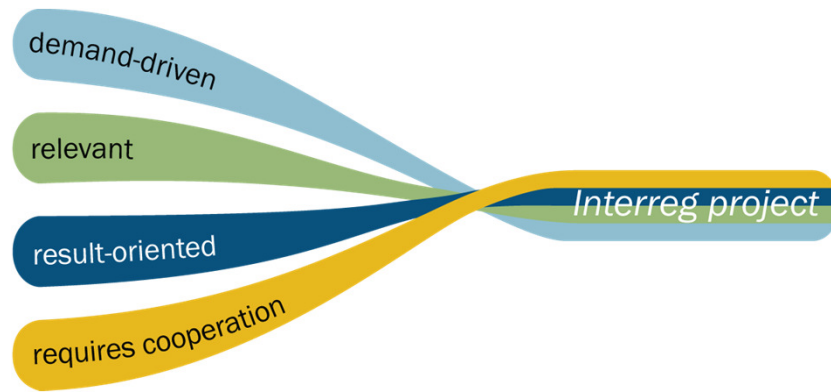
**Polona Frumen, Interact Programme**



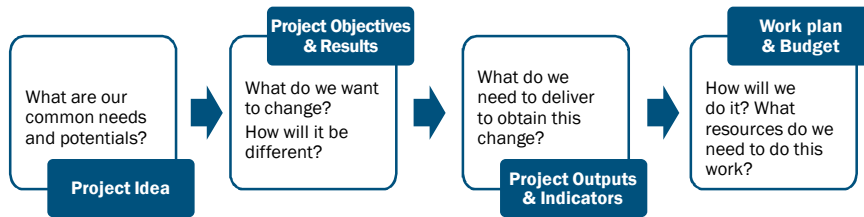
## What happens at this stage



## Project relevance, justification, context



## Project intervention logic



## Project objectives

Overall objective	Specific objective
It relates to the <b>strategic aspects</b> of the project and provides overall context for what the project is trying to achieve.	A <b>concrete statement</b> describing what the project is <b>trying to achieve</b> and for which it requires the production and use of the project outputs.
→ To reduce the impact of fires to the environment and population in the Tamtam lake area.	→ To establish a cross-border Coordinated Response Protocol (CPR) in case of fire in the Tamtam lake area.

## Use SMART method

<b>S</b>	<b>SPECIFIC</b>	Clear, concise, detailed
<b>M</b>	<b>MEASURABLE</b>	Quality and quantity
<b>A</b>	<b>ACHIEVABLE</b>	Realistic
<b>R</b>	<b>RELEVANT</b>	Sufficient contribution
<b>T</b>	<b>TIME-RELATED</b>	Specific time frame

How to use it → M - A / R - S - T




## SMART example

### Non-SMART specific objective:

To install remote fire alarm devices.

### SMART specific objective:

To install remote fire alarm devices in 220 households in the Tamtam lake area by the end of the project's second year.



## Are these specific objectives SMART?



1. To define joint risk assessment techniques in order to establish a permanent instrument for preventing, controlling and managing the risk and the predictable emergencies that may damage natural and cultural heritage and public buildings.
2. To develop a methodology to reduce the impact of events on cultural heritage in historical centres.
3. To set up co-creative centres to support students in the participating countries to generate, develop and commercialize their innovative ideas through entrepreneurship and/or open innovation.
4. To reduce the threat that IAS pose to the native biological diversity of the Adriatic Sea.



## Project results and outputs

Project result	Project main output
The <b>immediate advantage</b> of carrying out the project telling us about <b>the benefit</b> of using the project main outputs. It should indicate <b>the change</b> the project is aiming for.	The product of the activities funded telling us what has actually been <b>produced for the money given</b> to the project. It contributes directly to the achievement of the project result.
→ 40 % decrease in surface areas affected by fire in the Tamtam lake area.	→ 1 joint protocol (communication protocol for coordinated response of the firemen brigades in municipalities Glokula, Zadni and Murburg) → Surface area of 1.478 km <sup>2</sup> covered by project's measures

## Output or result?



- 1 Increased sustainable use of resources in the SMEs
- 2 Cross-border networks supported
- 3 Staff involved in the research and development
- 4 Increased cross-border interaction among senior citizens
- 5 Lower number of species that have negative consequences for their environment
- 6 Unemployed with direct access to joint employment initiatives

## Quality characteristics of project outputs

Capture what the resources are spent on

Clear contribution to programme output indicators

Measurable targets

Target groups involvement

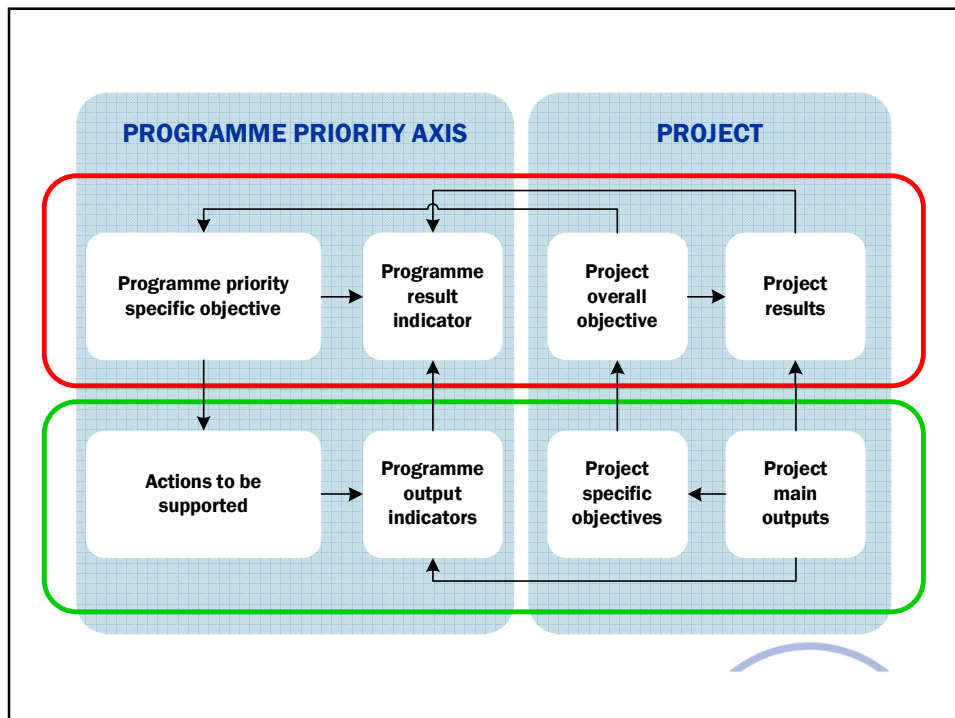
Durable

Transferable (if possible)



## Project intervention logic

<p><b>Overall objective</b></p> <p>→ To reduce the impact of fires to the environment and population in the Tamtam lake area.</p>	<p><b>Specific objective</b></p> <p>→ To establish a cross-border Coordinated Response Protocol (CPR) in case of fire in the Tamtam lake area.</p>
<p><b>Project result</b></p> <p>→ 40 % decrease in surface areas affected by fire in the Tamtam lake area.</p>	<p><b>Project main output</b></p> <p>→ 1 joint protocol (communication protocol for coordinated response of the firemen brigades in municipalities Glokula, Zadni and Murburg)</p> <p>→ Surface area of 1.478 km<sup>2</sup> covered by project's measures</p>



## How to make a link ...

Programme output indicators	Project main outputs
Number of people trained on energy efficiency	250 people from the whole programme area trained on energy efficiency in primary and secondary schools
Number of enterprises cooperating with research institutions	<ul style="list-style-type: none"><li>• 3 medium-sized enterprises</li><li>• 12 micro-sized enterprises (3 from each participating country)</li></ul>
Length of newly built, reconstructed or upgraded transport infrastructure	8 km of newly built road connecting village D from YY and town U from XX

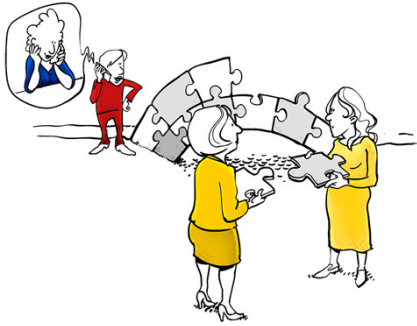


## Project work plan





## Work plan purpose

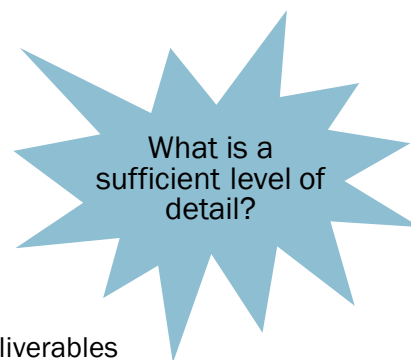


- To present realistic way to output delivery and result achievement
- To be able to give partners reliable advice on their roles
- To have a basis for budget plan



## How to present work plan

- Work packages
  - Activities
  - Deliverables
- Task distribution
  - Partners' involvement
  - Subcontractors
- Time plan
  - Timeframe for each activity
  - Delivery date for outputs and deliverables



## Time plan

Work plan and activities	Period 1				Period 2				Period 3			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 12	Month 12
<b>WP 1 Title</b>												
Activity 1.1												
Activity 1.2				● Deliverable 1.2.1								
Activity 1.3					● Deliverable 1.3.1							
Activity 1.4						● Output 1.1						
<b>WP 2 Title</b>												
Activity 2.1												
Activity 2.2								● Deliverable 2.2.1				
Activity 2.3								● Output 2.1				
<b>WP 3 Title</b>												

## Work plan tips

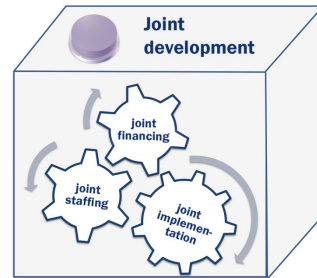


- Cluster activities in a logical way (not arbitrary) and in chronological order.
- Pay attention at the actual time that it will take to carry out all the activities.
- Plan generously in the case of data comparison or harmonisation processes; partnerships require a lot of time to agree on the details.
- Plan a soft start into the project.
- Plan to end thematic activities a few months before the end of the project.
- Reporting and communication take time.
- Include activities that foster further use of the outputs or continuation of the project work.



## Partner roles

- Lead partner
- Project partner
- Assimilated partner
- Associated partner / Observer



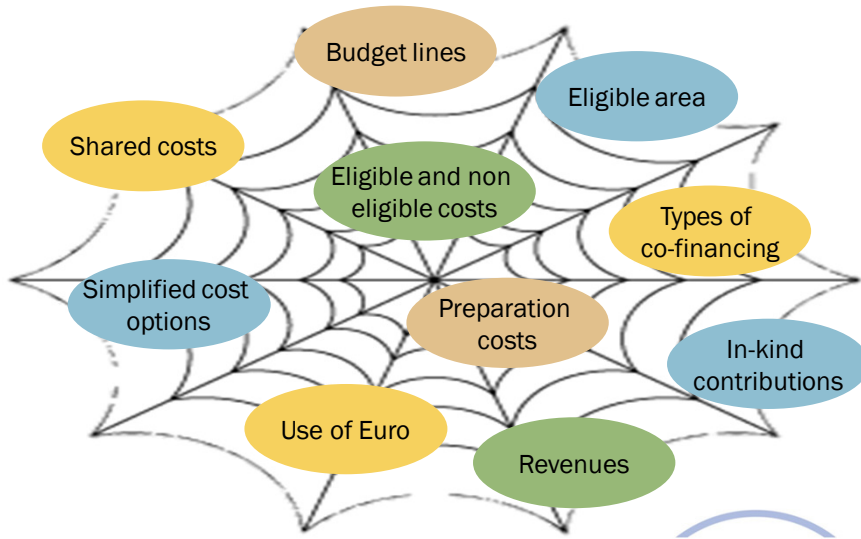
- Project manager
- Work package leader
- Working group leader



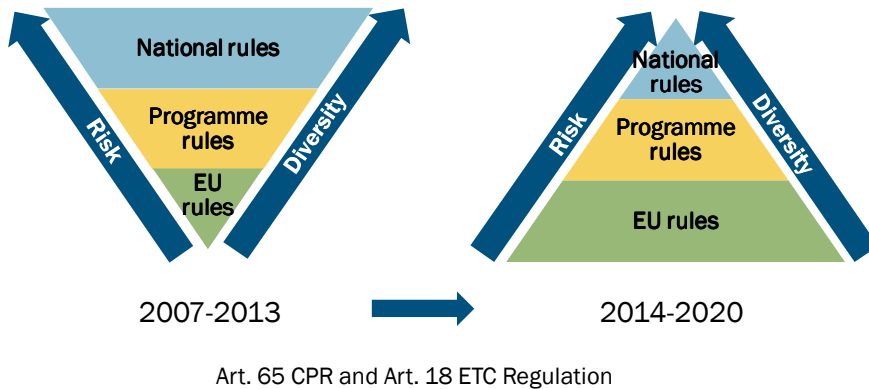
## Project budget



## What the project needs to know ...



## Hierarchy of rules on eligibility of expenditure



## Hierarchy of rules

*Rules on  
eligibility of expenditure!*

1. Rules defined in **EU** legal framework
  - Common Provisions Regulation (EU) 1303/2013
  - ERDF Regulation (EU) 1301/2013
  - ETC Regulation (EU) 1299/2013
  - Commission Delegated Regulation (EC) 481/2014 on eligibility of expenditure – *specific rules for cooperation programmes*
2. **Programme** rules
3. **National** rules



## Hierarchy of rules

1. Rules defined in **EU** legal framework
2. **Programme** rules
  - Established jointly by the Member States in the programme Monitoring Committee
  - Apply to the programme as a whole
  - Without prejudice to the rules on EU level
  - Stricter rules in areas not precisely regulated at the EU level or in areas prescribed by EU rules
3. **National** rules
  - For any other matters not covered by EU rules and programme rules



## Categories of expenditure = Budget lines

- |   |   |   |
|---|---|---|
| <ol style="list-style-type: none"> <li>1. Staff costs</li> <li>2. Office and administration</li> <li>3. Travel and accommodation</li> <li>4. External expertise and services</li> <li>5. Equipment</li> </ol> | } | <p><b>Categories of costs</b> listed in Art 18, ETC Reg. 1299/2013</p> <p><b>Specific rules</b> defined in the Del. Reg. 481/2014</p> |
| <ol style="list-style-type: none"> <li>6. Infrastructure and works</li> </ol>   | } | <p><b>General rules</b> defined in CPR Reg. 1303/2013</p>   |

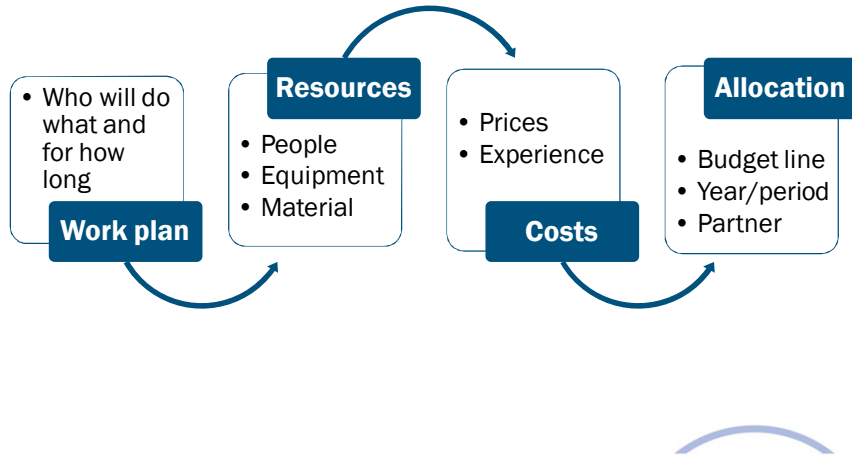


## Financing sources

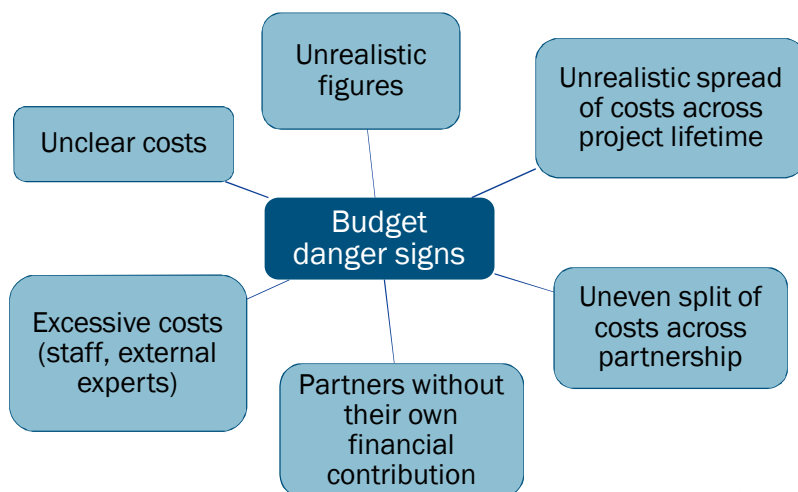
<p><b>Programme co-financing</b></p> <ul style="list-style-type: none"> <li>• ERDF, IPA II, ENI</li> <li>• ERDF equivalent</li> </ul>	<p>The programme financial support to the project. Depending on the programme, this entails support from EU funds (ERDF, IPA II, ENI) and ERDF equivalent (e.g. ,Norwegian fund, Swiss fund, etc.).</p>
<p><b>Co-financing rate (%)</b></p>	<p>The maximum rate of programme co-financing (separate for EU funds and each ERDF equivalent).</p>
<p><b>Contribution</b></p> <ul style="list-style-type: none"> <li>• public</li> <li>• private</li> </ul>	<p>Counterpart to programme co-financing secured by the partners (paid by the partners from their own resources, or paid to the partners from external sources).</p>
<p><b>Automatic public contribution</b></p>	<p>Public funding automatically allocated to a project partner from national/regional sources, external to the partner organisation.</p>



## Budget planning steps



## Project budget danger signs



## Budget planning tips

- Be realistic; check real costs.
- Project budget should reflect project partners' involvement in the activities planned.
- Tell partners how to plan the budget and what is possible/eligible.
- Make sure that partners' internal accounting systems are able to provide information on the programme's budget lines.
- Be aware that budgeting takes time. Start early enough.
- Realistic approach to the inevitable delays at project start.
- Guess based budgets are dangerous.
- No shortcuts and no standard budgets are available.



## Preparing the application

- **Human:** skills and expertise for content, planning, management and administrative aspects; early commitment is important
- **Financial:** partner search, planning meetings
- **Time:** research and development takes the most time, not filling in the application form; easy to underestimate; at least 6 months, sometimes up to 1-2 years

**Don't underestimate the resource input!**





## Check list: What is a good project?



### Project/programme coherence    Internal project coherence

- Relevance to specific programme area needs.
  - Contribution to programme objectives, results and outputs.
  - Clear need for cooperation across the border.
  - Identification and involvement of stakeholders throughout the project.
  - Long lasting solutions and effects.
- Sound project objectives with a logical flow between objectives, results, outputs and activities.
  - Clear division of roles and responsibilities on the basis of specialisation and capabilities of partners.
  - Well-defined and realistic work plan.
  - Convincing unity of the project application.



**INTERact**   
EUROPEAN UNION

## Cooperation works

All materials will be available on:

[www.interact-eu.net](http://www.interact-eu.net)

Contact: Polona Frumen, [polona.frumen@interact-eu.net](mailto:polona.frumen@interact-eu.net)

  
European Regional Development Fund