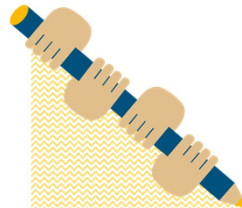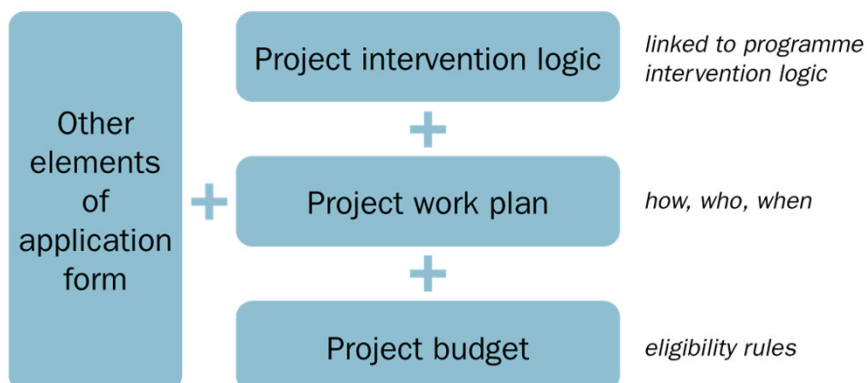# Project development

Interreg project management camp
3-6 July 2018 I Wroclaw, Poland
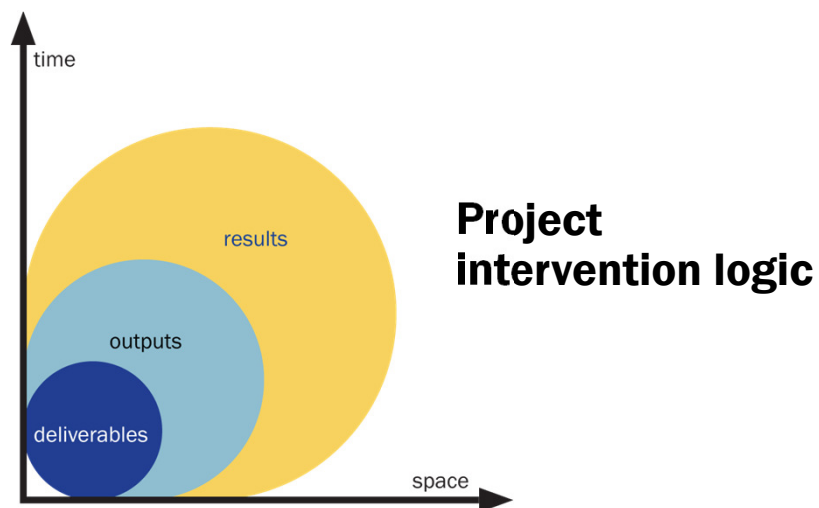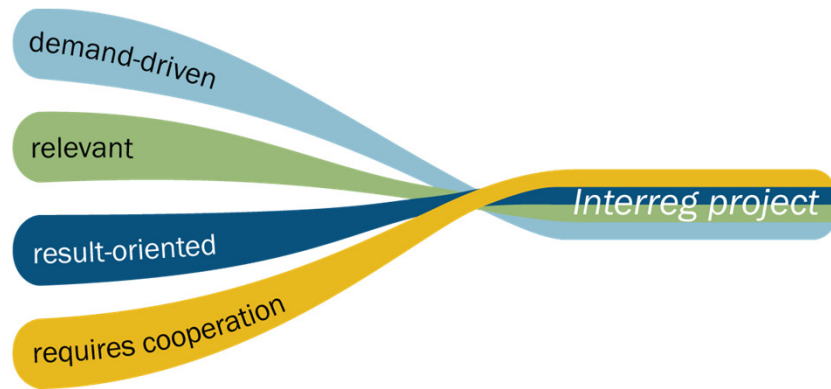
Peter Racz, Interact Programme

What happens at this stage

Other elements of application form	Project intervention logic	*linked to programme intervention logic*
	+	
	Project work plan	*how, who, when*
	+	
	Project budget	*eligibility rules*

Project relevance, justification, context

demand-driven
relevant
result-oriented
requires cooperation
Interreg project

Project intervention logic

time
results
outputs
deliverables
space

Project intervention logic

Project Idea
What are our common needs and potentials?

→

Project Objectives & Results
What do we want to change?
How will it be different?

→

Project Outputs & Indicators
What do we need to deliver to obtain this change?

→

Work plan & Budget
How will we do it? What resources do we need to do this work?

Project objectives

Overall objective	Specific objective
It relates to the **strategic aspects** of the project and provides overall context for what the project is trying to achieve.	A **concrete statement** describing what the project is **trying to achieve** 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

INTERact 🇪🇺

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

How to use it → M – A / R – S – T

SMART example

INTERact 🇪🇺

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.

Exercise: 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 **immediate advantage** of carrying out the project telling us about the **benefit** of using the project main outputs. It should indicate the **change** the project is aiming for.	The product of the activities funded telling us what has actually been **produced for the money given** 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 km² covered by project's measures

Exercise:
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 consequence 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

Overall objective	Specific objective
→ 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.
Project result	**Main project output**
→ 40% decrease in surface areas affected by fire in the Tamtam lake area.	→ 1 joint protocol (communication protocol for coordinated response of the fire brigades in municipalities Glokula, Zadni and Murburg) → Surface area of 1.478 km² covered by project's measures
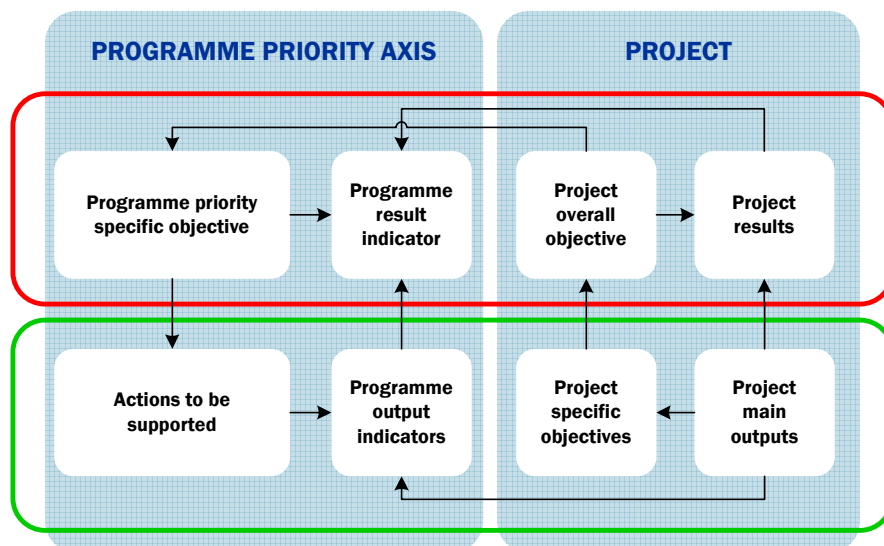
How to make a link …

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	• 3 medium-sized enterprises • 12 micro-sized enterprises (3 from each participaning country)
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

Group work:
Project intervention logic

How do we develop the intervention logic of an Interreg project?
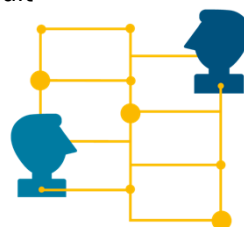
For this exercise:

- **Develop** project intervention logic which clearly contributes to one of the programme priority axes.

- **Define** 1 overall objective, 3 specific objectives, 1-2 results, up to 5 outputs.

- **Present** your project on the flip chart.

Project work plan

Work plan purpose

To present a realistic way to output delivery and result achievement

To have a basis for the budget plan

To be able to give partners reliable advice on their roles

INTERact

How to present the work plan

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

What is a sufficient level of detail?

INTERact

Time plan

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

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
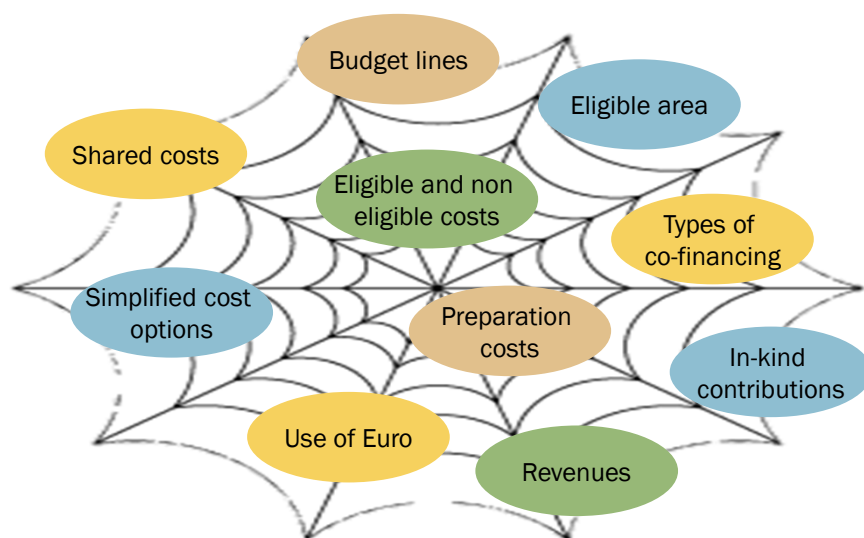- Project partner
- Assimilated partner
- Associated partner / Observer

- Project manager
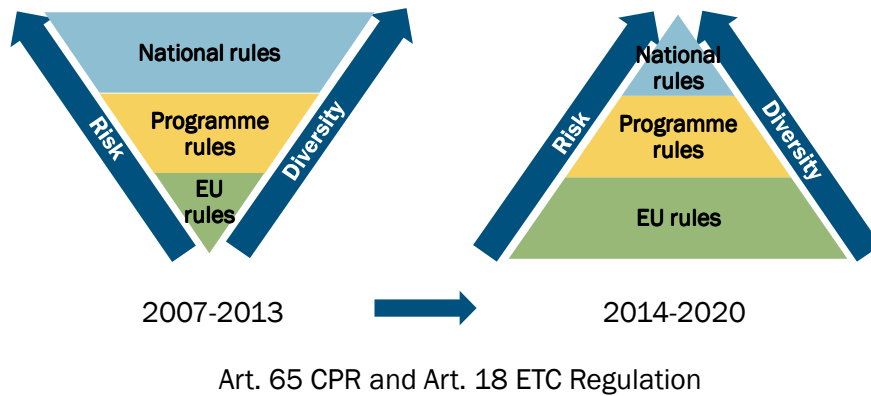- Working package leader
- Working group leader

Project budget

What the project needs to know ...

Budget lines

Eligible area

Shared costs

Eligible and non eligible costs

Types of co-financing

Simplified cost options

Preparation costs

In-kind contributions

Use of Euro

Revenues

Hierarchy of rules

1. Rules defined in the **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

1. Staff costs
2. Office and administration
3. Travel and accommodation
4. External expertise and services
5. Equipment

Categories of costs listed in Art 18, ETC Reg. 1299/2013

Specific rules defined in the Del. Reg. 481/2014

6. Infrastructure and works

General rules defined in CPR Reg. 1303/2013

Financing sources

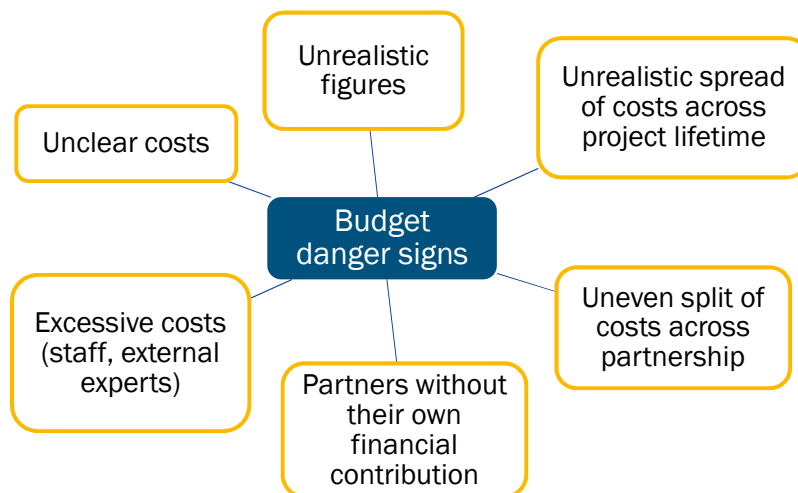|	
Programme co-financing • ERDF, IPA II, ENI • ERDF equivalent	The programme financial support to the project. Depending on the programme, this entails support from EU funds (ERDF, IPA II, ENI) and ERDF equivalent (e.g. ,Norwegian fund, Swiss fund, etc.).
Co-financing rate (%)	The maximum rate of programme co-financing (separate for EU funds and each ERDF equivalent).
Contribution • public • private	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).
Automatic public contribution	Public funding automatically allocated to a project partner from national/regional sources, external to the partner organisation.

Budget planning steps

INTERACT 🇪🇺
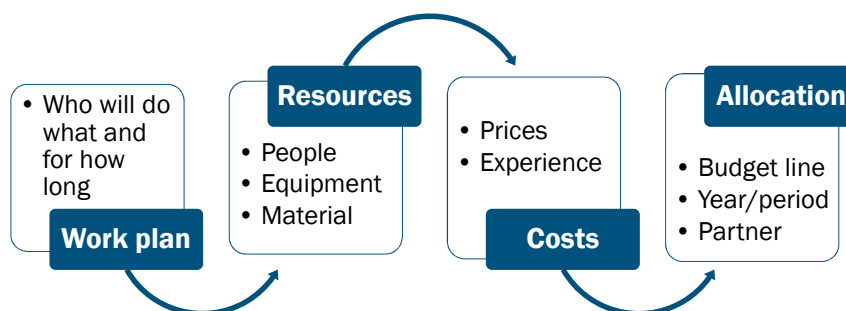
Exercise:
Project budget planning

How much will the organisation of a Network of business incubators meeting cost?

- Decide if any costs already proposed are not relevant or eligible.

- Add costs that are missing (if any)

- Estimate how much each part of the activities will cost.

- Attribute each cost item to a specific budget line.

- Sum up all the costs.

INTERACT 🇪🇺

Project budget danger signs

Unrealistic figures

Unclear costs

Unrealistic spread of costs across project lifetime

Budget danger signs

Excessive costs (staff, external experts)

Uneven split of costs across partnership

Partners without their own financial contribution

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!

What is a good project?

INTERACT

Project/programme 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.

Internal project coherence

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

Cooperation works

All materials will be available on:

www.interact-eu.net

European Regional Development Fund