Allocation of funds

Programme management for beginners
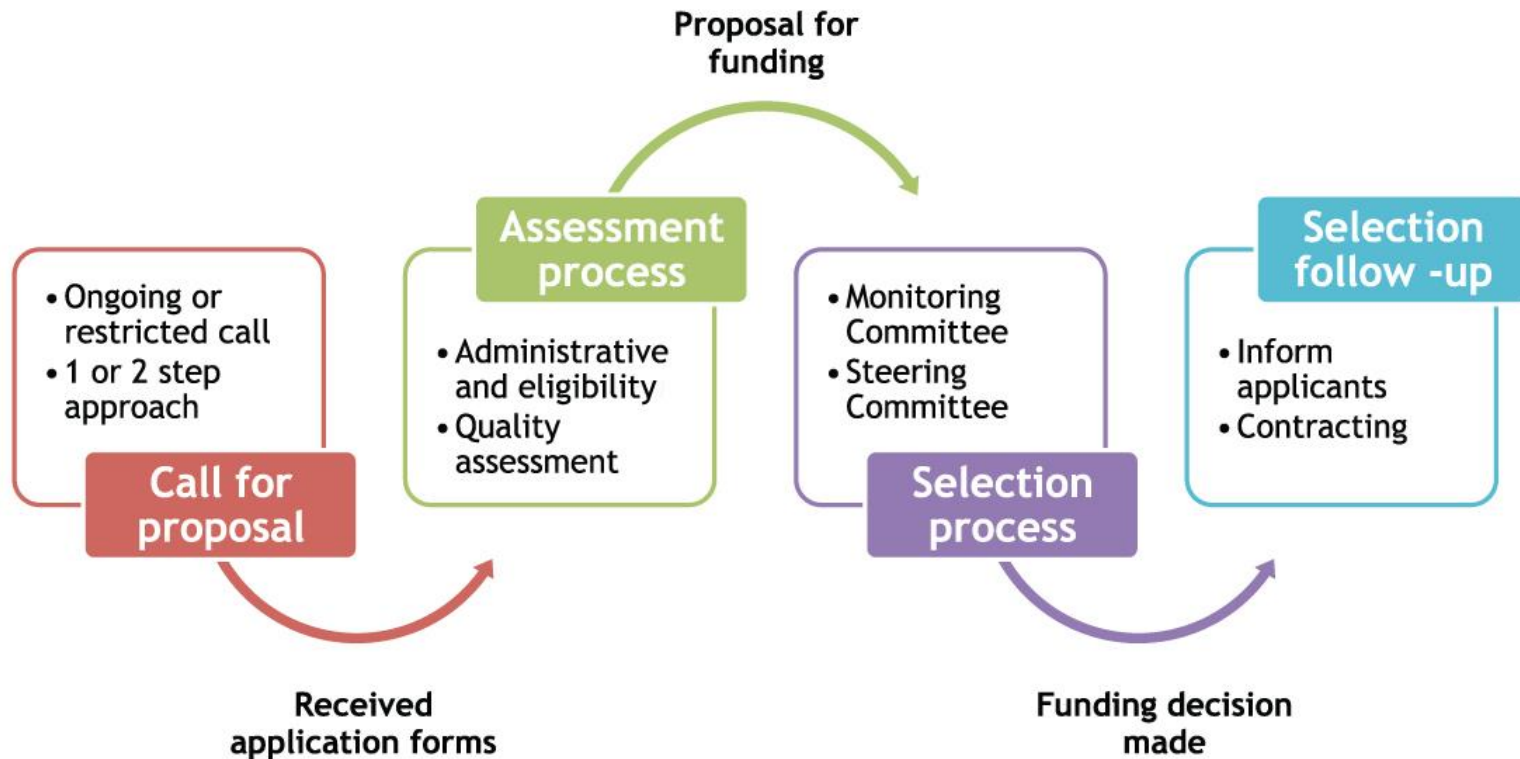19-20 April 2017| Stockholm, Sweden
@InteractEU

Kelly Zielniewski, Interact Programme
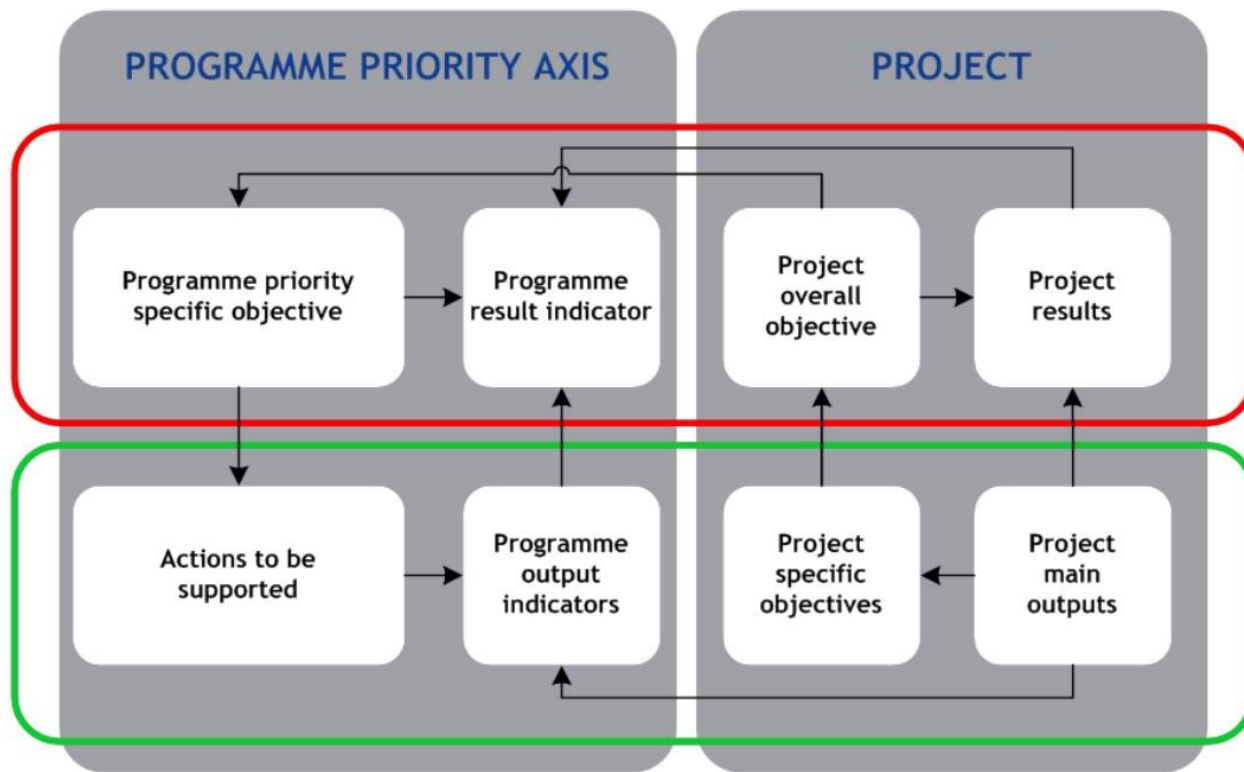
European Regional Development Fund

Project selection process

Why is it important?

Programmes' success depend on the selected projects and on how they perform → Intervention logic

How to achieve the best outcomes out of this selection process?

- appropriate calls for proposals

- guidance and support

- effective assessment procedure

- relevant assessment criteria & methodology
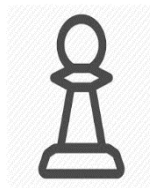
- team of assessors that works

Types of calls for proposals

I – <u>Based on focus</u>

OPEN CALL

TARGETED CALL

CALL FOR
STRATEGIC PROJECTS

CALL FOR SMALL
PROJECT FUND

Open vs targeted calls

OPEN CALLS	TARGETED/STRATEGIC CALLS
+ flexibility	+ stronger response to programme objectives (due to specific requirements)
+ a wide range of opportunities for applicants	+ more focused projects
+ easier for new beneficiaries	+ more and better control at programme level
+ strong interest	
BUT…	**BUT…**
- high number of applications to deal with	- more ambitious and more demanding
- competitive context	- political back-up
- no strong strategic character	- capacity of regions to develop projects
	- less applicants

Types of calls for proposals

II – <u>Based on the duration of the submission phase</u>

ONGOING CALL
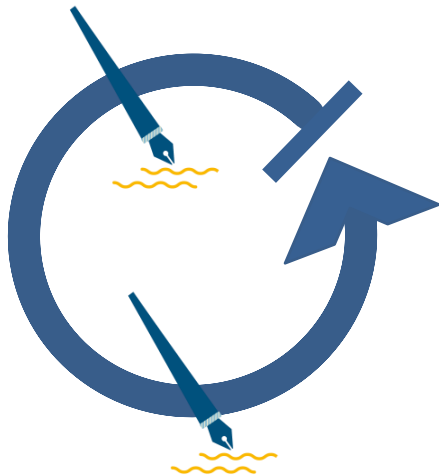
call launched,
no deadline

RESTRICTED CALL

deadline for
submission

Ongoing vs restricted calls

| ONGOING CALLS	RESTRICTED CALLS
+ reasonable workload	+ conditions can be changed (topics, etc.)
+ easier procedure for applicants	+ more control
+ flexibility	+ more publicity
	+ more support & guidance
BUT...	**BUT...**
- less publicity	- high workload
- less support provided	- less user-friendly
	- more demanding
	- lack of maturity of a project

Types of procedures

One-step procedure

- full application package submitted

- complete assessment

Two-step procedure

- more common practice in the programming period 2014-2020

- closer follow-up & support
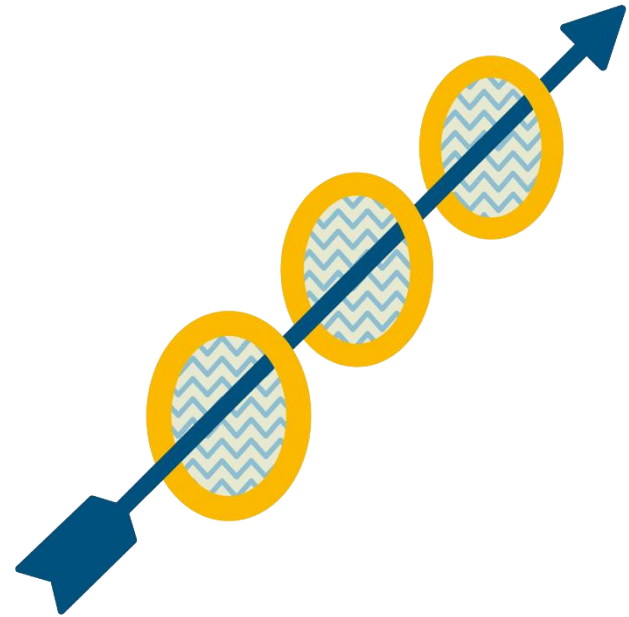
2-step procedure - HOW does it work?

1st step ➔ submission of an Expression of Interest (EoI) / Concept Note (CN) incl. a general description of project objectives, expected outputs and results, work plan, overall budget, and structure of the partnership.

2nd step ➔ submission of the full application. Project data from the EoI can only be changed to a certan extent.

2-step procedure - WHY does it work?
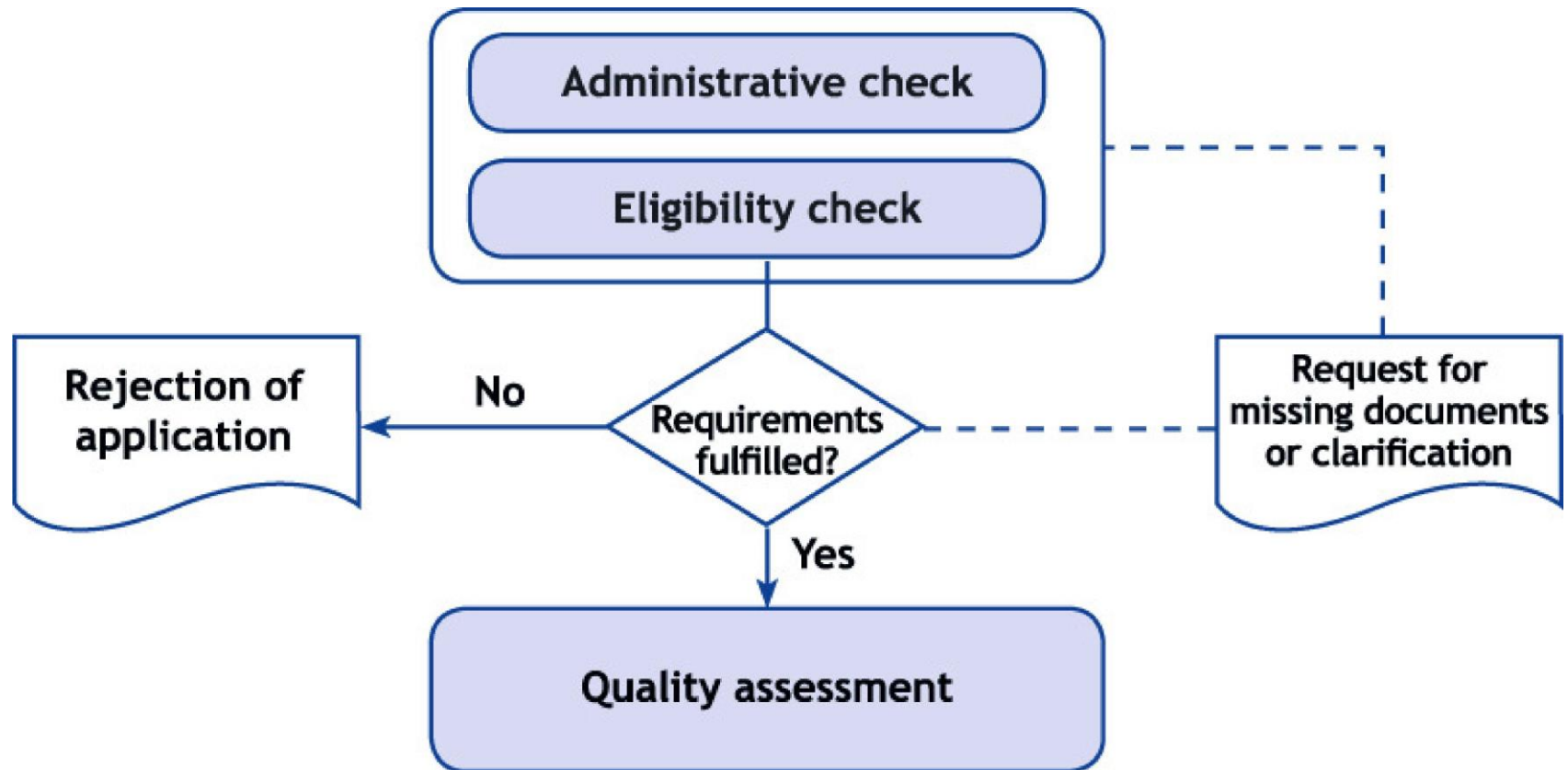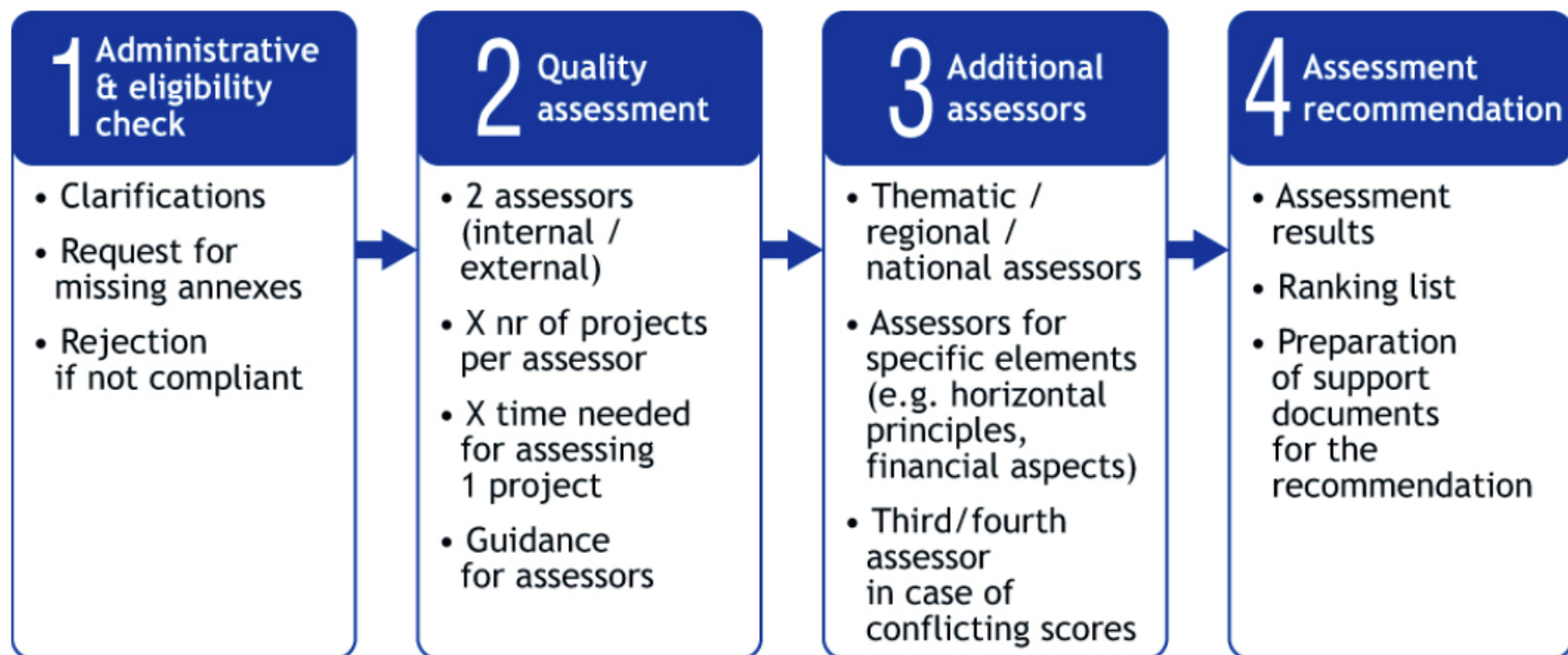
- less resources needed as not all projects are assessed in depth

- better time management

- saved time and costs at applicant level;

- close support to applicants offered (if only limited number of proposals are invited to submit the full project proposal, the programme can advise projects more into details)

- decreasing risk of receiving low-quality projects

Assessment process

1 Administrative & eligibility check

- Clarifications
- Request for missing annexes
- Rejection if not compliant

2 Quality assessment

- 2 assessors (internal / external)
- X nr of projects per assessor
- X time needed for assessing 1 project
- Guidance for assessors

3 Additional assessors

- Thematic / regional / national assessors
- Assessors for specific elements (e.g. horizontal principles, financial aspects)
- Third/fourth assessor in case of conflicting scores

4 Assessment recommendation

- Assessment results
- Ranking list
- Preparation of support documents for the recommendation

Assessment – who takes care?

Internal assessors

- members of the joint secretariat

External assessors

- thematic experts/horizontal issues

- ministry staff

- regional bodies

- …

INTERNAL ASSESSORS	EXTERNAL ASSESSORS
+ involved in identifying programme priority/objectives + good knowledge of the programme/projects + better understanding + more experience in terms of what does/doesn't work + can detect early warning signs + higher commitment	+ necessary professional background + thematic knowledge + fresh eyes + no conflict of interest + anonymous
BUT…	BUT…
- conflict of interest/impartiality - lack of sectorial experience - staff turnover/inexperienced staff - capacity when too many applications received	- lack of knowledge about the programme - lack of understanding on territorial cooperation - tend to focus on their field of expertise - costly

Assessment principles

- objectivity

- common understanding and agreement on how to proceed

- transparency

- fair equal treatment to applicants: assessment should be based on the application form **only**!

Assessment - descriptive & scoring system

Scale 1	Scale 2	Scale 3
1 – poor / very poor	-2 – very poor	0 – insufficient
2 – fair / poor	-1 – poor	1 – sufficient
3 – good / adequate	0 - fair	3 – appropriate
4 – very good / good	+1 – good	5 – completely appropriate
5 – excellent	+2 – excellent	

| Criterion	Max score	Weighting	Weighted final score
1. STRATEGIC CRITERIA			
1.1 Project's context (relevance and strategy)	10	X3	30
1.2 Cooperation character	10	X3	40
1.3 Project's contribution to programme's objectives, expected results and outputs	10	X4	40
1.4 Partnership relevance	10	X1	10
2. OPERATIONAL CRITERIA			
2.1 Management	10	X3	30
2.2 Communication	10	X1	10
2.3 Work plan	10	X2	20
2.4 Budget	10	X2	20
TOTAL			**200**
QUALITY THRESHOLD (65 %)			**130**

Guidance & tools for assessors

Assessment manual:

- understanding/agreement among programme partners about topics

- joint approach whether external or internal, experienced or less-experienced for a coherent assessment

- basic rules and main principles

- more detailed information for external assessors

Assessment tools:

- assessment grids, reports

- templates, standard letters

- sheets
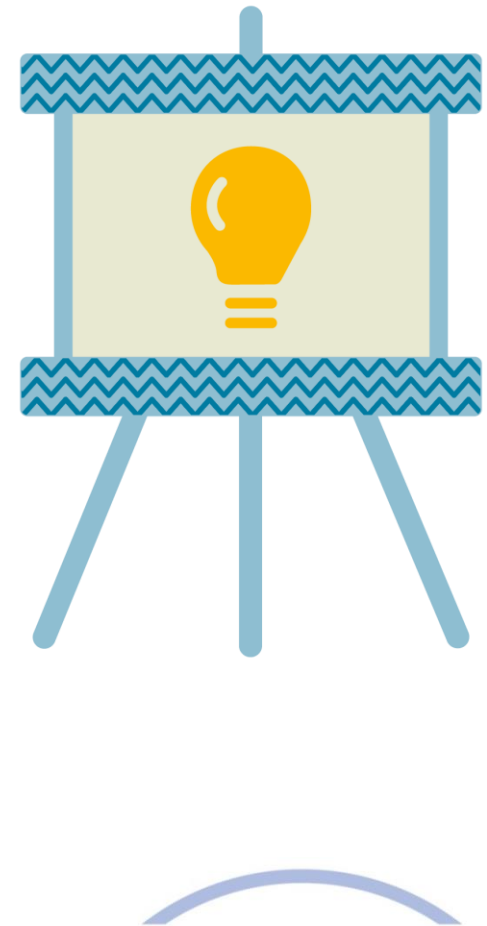
Practical tips & further considerations

- provide detailed documentation and support to applicants

- encourage applicants to take JS advice/self-assessment

- invest & train new staff (case studies)

- learning by doing process

- constant use of assessment guidance/available tools/documents

- 4-eyes principle

- internal review/discussion after each call for proposals

- an assessor should be able to defend his/her assessment result in front of MC, applicant, ...

- exchange practices with other programmes on assessment approaches, test!

- set up a team of assessors that works

- well-written projects are not always the best projects when it comes to implementation!

Cooperation works

All materials will be available on:

www.interact-eu.net