

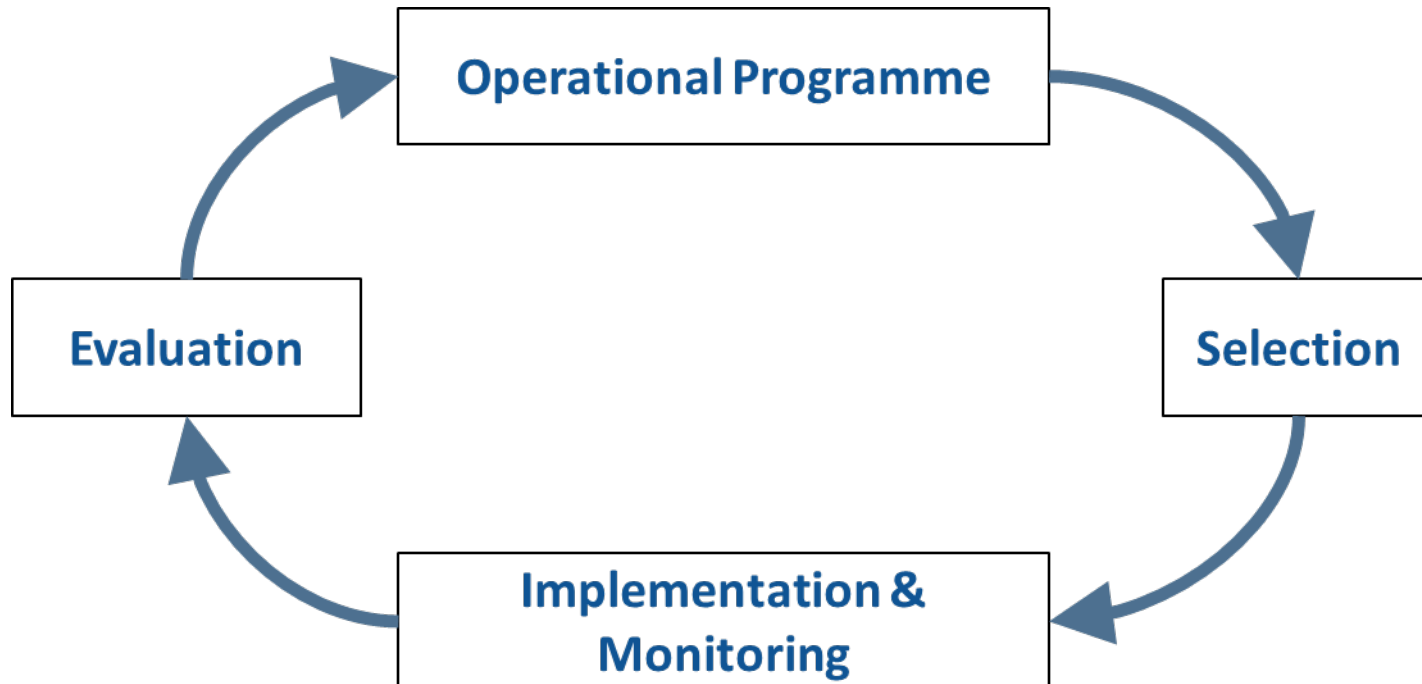


Generating good project proposals + project selection

Trainer: Shaun Henry
Position: Director, Managing Authority, Special EU Programmes Body, Northern Ireland (UK) and former Twinning Adviser, Romania

This training has been organised by EIPA-Ecorys-PwC under the Framework Contract Nr 2013.CE.16 B.AT 044. The opinions expressed are those of the contractor only and do not represent the EC's official position

Generating good projects proposals and selection



Getting good project proposals

- Inform potential beneficiaries
- Share the Operational Programme - “citizens summary”
- Explain the intervention logic
- Focus on results indicators and outputs



Getting good project proposals

- Training and workshops for potential beneficiaries
- Accessible information on website
- Frequently asked questions
- Key role for MA and IBs – do not out-source



Financial support for developing applications

For :

- Increase accessibility of programme
- Increase quality
- Reduces financial risk to applicants



Financial support for developing applications

Against :

- Disproportionate administrative burden on MA
- Ensuring equity and fairness
- Increase expectations
- Reduce ownership – consultant led



Getting good project proposals

Lots of time!



Selection of Operations

- OP has guiding principles for selection
(Article 96 2 b (iii) , 1303/2013)
- Including where appropriate:
 - the identification of main target groups;
 - specific territories targeted;
 - types of beneficiaries

Suggested selection criteria

Alignment with results and outputs

Value for money

Good project design

Cross cutting themes

Implementation plan

Selection of operations

- Selection is a Member State responsibility - not prescribed in detail at EU level
- No one size fits all



Selection of operations - role of PMC

Article 110 1303/2013

The monitoring committee shall examine and approve:

... the methodology and criteria used for selection of operations;

Selection of operations – role of MA

Article 125 1303 /2015

....draw up and, once approved, apply appropriate selection procedures and criteria that:

....ensure the contribution of operations to the achievement of the specific objectives and results of the relevant priority;

.... are non-discriminatory and transparent;

..... take into account the general principles set out in Articles 7 and 8;

Selection of operations – role of MA

Article 125 1303 /2015

...ensure that a selected operation falls within the scope of the Fund

...ensure that the beneficiary is provided with a document setting out the conditions for support

....satisfy itself that the beneficiary has the administrative, financial and operational capacity

Programme does not operate in isolation

Common Strategic Framework 3.2 (g)

Promote common approaches between ESI Funds:

- guidance for the development of operations;
- calls for proposals;
- selection processes;
- other mechanisms for integrated projects;
- macro regional + sea basin strategies (7.3)

Framework for selection

OP guiding principles

MA draw up selection criteria

PMC Approve

MA Implement procedures and criteria

Delegate to Intermediate Bodies

Selection criteria

Include in call for applications

Design of application form

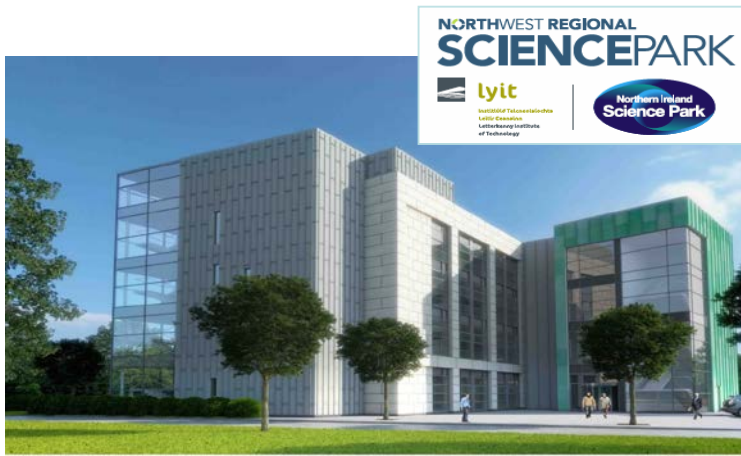
Basis for assessment report

Develop clear basis for scoring

Weighting of criterion

Project Selection - Aims

- Select projects best contributing to programme objectives
- Minimise administrative resources



Project Selection -previous experience

- Resource intensive
- Large number of applications
- Low success rate
- Long time for assessment and decision making
- Impact on absorption

Temporary versus Permanent

Permanent

- “rolling call”
- first come first served
- may result is delay in receiving applications
- financial profiling difficult
- suits standard projects of low complexity

Temporary versus Permanent

Temporary

- Several calls for programme period;
- Fixed closing dates;
- Ranking of applications;
- More control over financial profile;
- More resource intensive;
- Suits high competition, and range of designs.

Single or two stage

Single stage

- Simple easy to understand process - single form;
- Unsuitable applicants can invest a lot of resources in completing form;
- Decisions based on comprehensive information;
- Overall processing time may be reduced;

Single or two stage

Two stage

- First stage -short application;
- Filters non-eligible/weak applications;
- Applicants receive quick feedback;
- Only successful applications invest time in preparing detailed proposal;
- Overall process may take longer;

Good Practice

- involve stakeholders (manage conflict of interest);
- clear information to applicants;
- publish schedule of calls 12/24 months
- coordination of calls;
- minimize changes to call;
- establish and apply unit costs /bench marks

Selection and assessment

- Align criteria closely to the specific objectives, results and outputs;
- Publish clear and simple criteria;
- Explain assessment methodology in simple terms;
- Accept there is some subjectivity in scoring

Guidance to applicant - best practice

- Positively promote the call;
- Provide timely and clear information;
- List the result and output indicators;
- Include definition of outputs;
- Include financial allocation;

Guidance to applicant -best practice

- Facilitate networking;
- Single reference point;
- Hold workshops and explain the call;
- Answers queries and provide feedback;

Simplified Costs **EGESIF _14_0017**

- Include information on simplified costs in your call;
- Fixed rate over heads;
- Unit costs
- Can support result and output orientation

Preparation and submission –best practice

- Keep forms as short as possible;
- Design questions to fit criteria;
- Tailor the form for each call;
- Form proportionate to funding;
- Request only document essential for assessment;
- Ask for documents only once;



Preparation and submission –best practice

- Do not ask for documents if you can access information another way;
- Use electronic signature;
- Use e-cohesion for applications;
- Online tracking of applications;
- Discourage use of consultants;



Evaluation of applications – best practice

- Assess against criteria;
- Use technical experts;
- Rank applications on quality;
- Keep evidence for basis of score;
- Technical assessment informs decision making - doesn't make the decision.



Evaluation of applications – best practice

- Give unsuccessful applicants clear and timely feedback;
- Open and transparent system;
- Involve stakeholder in selection;
- Manage conflicts of interest;
- Set binding deadlines;



Evaluation of applications – best practice

- Establish reserve list for projects;
- Try to avoid rejections on administrative grounds;
- Move quickly to issue funding contract;
- Transparent appeals process.



Example of Two Stage Application Process

Stage 1 Application Process



Stage 1 Criteria

	Criterion	Weighting
1	Result and Output Orientation	20%
2	Quality of Project Design	20%
3	Cross-Border Co-operation	20%
4	Governance / Partnership	20%
5	Value for Money	20%

Stage 2 Application Process



Stage 2 Criteria

	Criterion	Weighting
1	Result & Output Orientation	20%
2	Quality of Project Design	20%
3	Cross-Border Co-operation	20%
4	Governance / Partnership	10%
5	Value for Money	20%
6	Sustainable Development	5%
7	Equality	5%

N + 3

Must submit claims within 3 years of the budget year; (CPR Article 136)

Can include programme advance and annual advance;

First target date 31st December 2017;

N+3 –Points for Consideration

- *Date of programme approval;*
- *First call;*
- *Processing times for applications;*
- *Date that contracts will be issued;*
- *Time lapse between contract and first payment;*
- *Profile of payments to project;*
- *Time lapse between payment and certification;*

N+3 – worse case or realistic?

- *Programme approved late 2014*
- *First call - early 2015?*
- *First contracts late 2015?*
- *Profile: Yr1: 0%; Yr 2: 25%; Yr 3: 25%; Yr 4: 50%.*
- *First payments early 2017?*
- *Certifying Authority cut off date September 2017*
- *9 months to achieve target!*

N + 3 – practitioner's perspective

- *The time to intervene is NOW!*
- *Early call is essential*
- *Project pipeline – identify early winners*
- *Work out required commitment level – and get plan in place*

NO EXPENDITURE - NO IMPACT



End



This training has been organised by EIPA-Ecorys-PwC under the Framework Contract Nr 2013.CE.16 B.AT 044. The opinions expressed are those of the contractor only and do not represent the EC's official position