



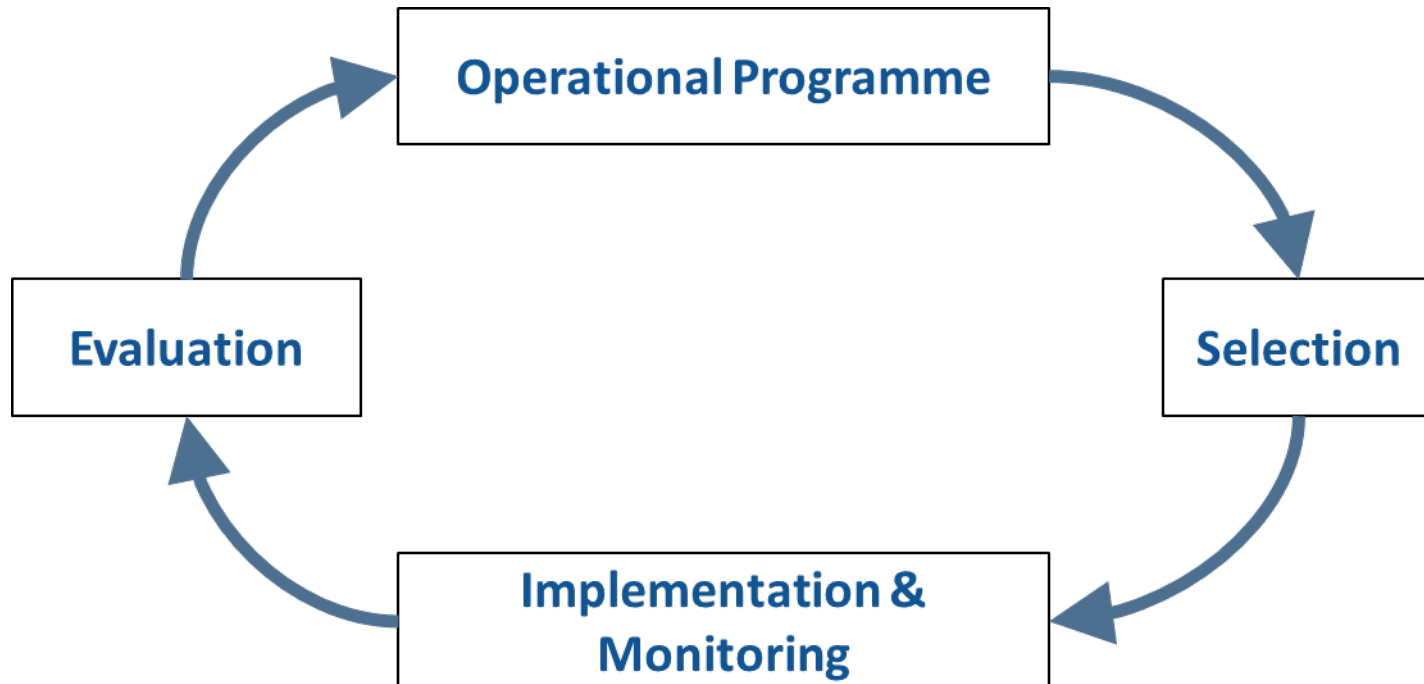
# Generating good project proposals + project selection

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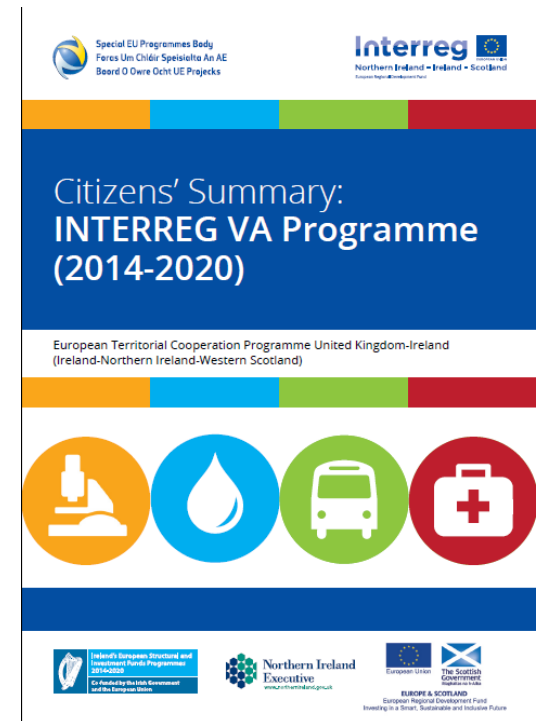
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# Generating good projects proposals and selection



# 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*

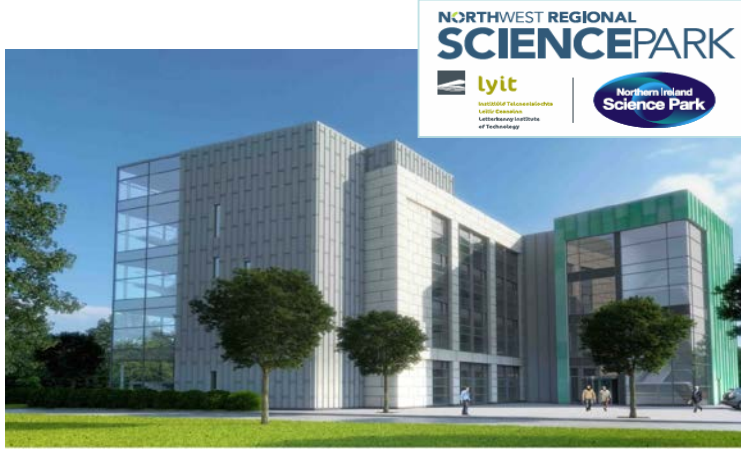
*Develop clear basis for scoring*

*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 31<sup>st</sup> 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



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