

## SEE Project Generation

**South East Europe Transnational Programme**

**Kick off conference**

Budapest, 28 March 2008

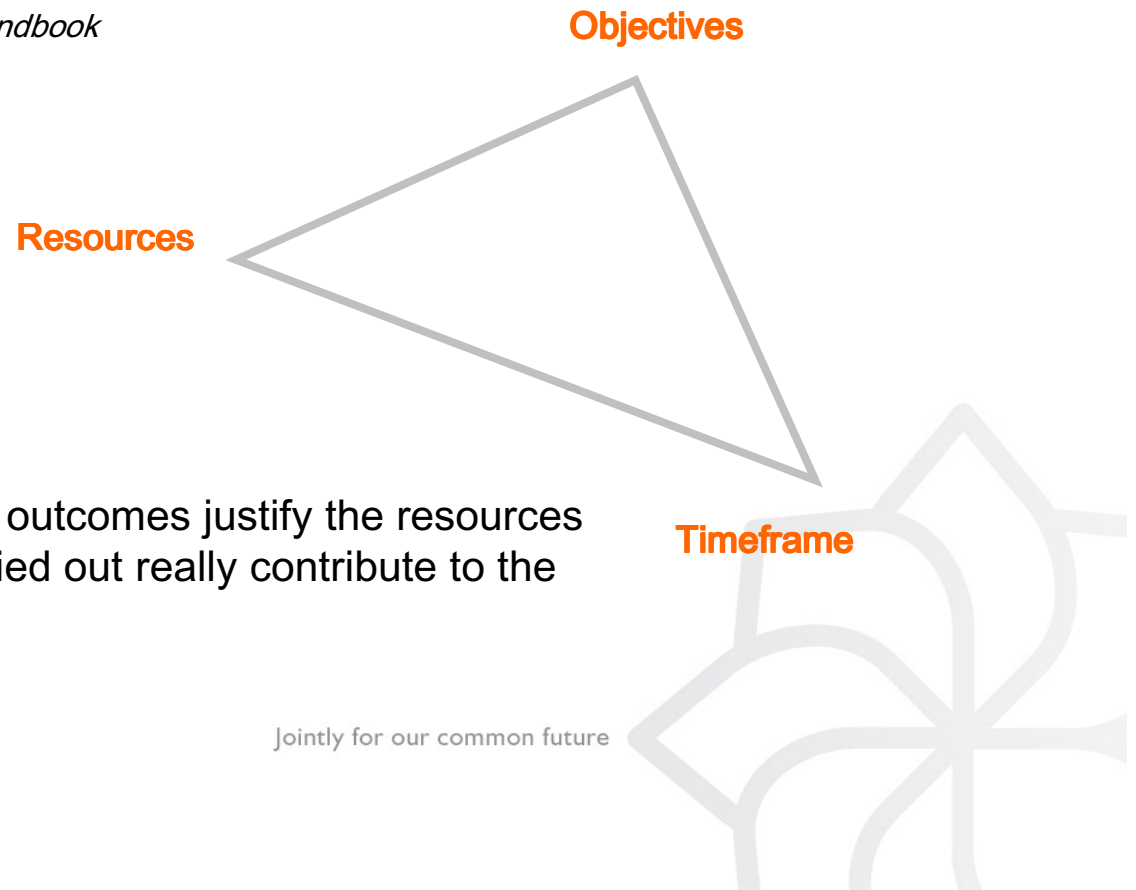
Jointly for our common future



## What is a project?

A project is defined by the need to achieve **fixed objectives** with **limited resources (budget and staff)** and within a **defined timeframe**

*Source: INTERACT Project Management Handbook*



A SEE project should be **efficient** (the outcomes justify the resources used) **and effective** (the activities carried out really contribute to the objectives)

### **Idea generation & partnership development**

**Partner search, elaboration of the idea, needs analysis, objectives**

### **Project development & application**

**Strategy & content, responsibilities, application requirements**

### **Awarding**

### **Contracting & start-up**

**Kick-off, detailed planning, contracts & agreements**

### **Implementation**

**Coordination of activities, reporting, monitoring, adjustments, financial management**

### **Closure**

**Post-project activities, use of results, follow-up**

### Starting questions and answers

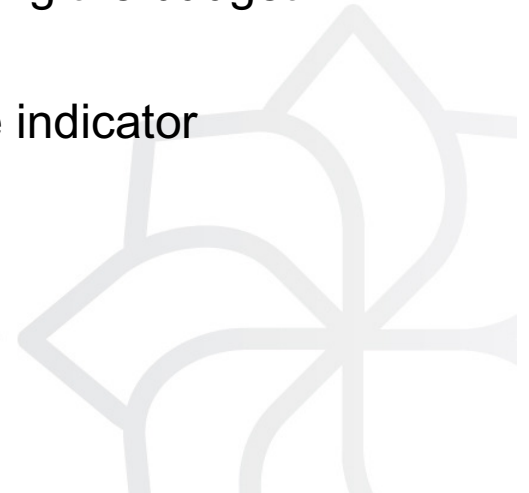
What are our needs? = territorial analysis

What do we want to change? = setting objectives

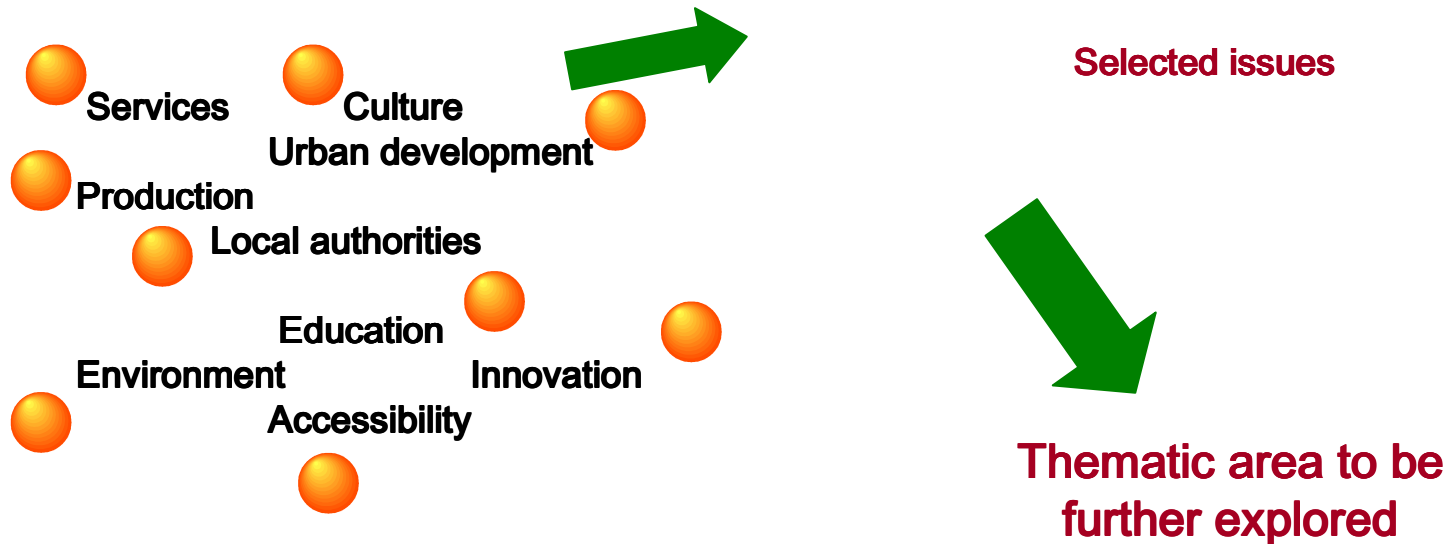
How will we achieve this? = defining partnership and activities in detail

What resources do we need to do this work? = developing the budget

How will we know if we have succeeded? = defining the indicator system



Idea generation: what are our needs?  
territorial analysis



What are the main characteristics of our territory?

What are our competences and expertise?



What has been already done? What is undergoing?

**Capitalisation** of results of past and on-going projects and interventions:  
Building upon past efforts and existing knowledge!

**Innovative** character of the project core (avoid duplication of the efforts)

**Synergies** with ongoing projects, to strengthen the impact of the activities



### Starting questions and answers

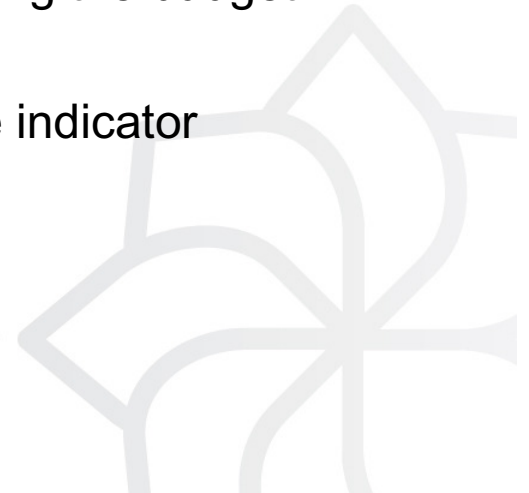
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Idea generation: what do we want to change?  
setting the objectives

Objectives must always be

clearly and logically **linked** to the needs and problems, the activities, the resources, the outputs and the results

**concrete** in a sense of knowing what exactly is going to be delivered

**quantifiable** and measurable

**realistic** for being achievable with the resources available





### Starting questions and answers

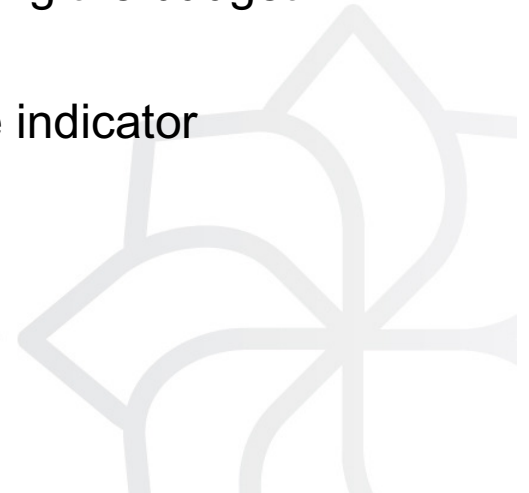
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## Idea generation: how will we achieve this? creating the partnership

### Getting the right mix

Good Partners have:

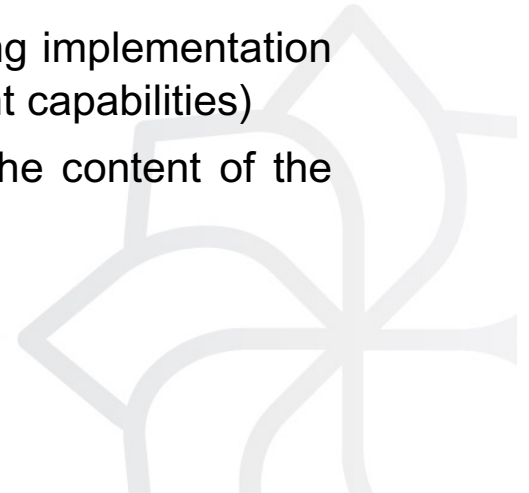
*Shared needs with other partners and complementary expertise* to support exchange of experience

*Commitment, enthusiasm and trust towards other partners* willingness to take part actively already during project development

*Good financial capabilities* in order to pre-finance project activities and secure co-financing

*Good technical and institutional capabilities* to allow a flowing implementation of the project's procedures (the LP has also good management capabilities)

*Knowledge of the relevant issues* in order to contribute to the content of the project



## Idea generation: how will we achieve this? Partners' complementarity

Explore partners' complementarity to allow the development of activities that will bring the right partners together on the right themes.

It helps when defining the results that need to be achieved and when explaining the value of the cooperation.

	<b>Lead Partner</b>	<b>Partner 1</b>	<b>Partner 2</b>	<b>Partner ...</b>
<b>Activity 1</b>	No experience Particularly interested in learning but significant experience for example.....	Minor experience, including ... Particularly interested in learning about ....	Some experience, for example ... Particularly interested in learning about ....	Significant experience, for example ....
<b>Activity 2</b>	No experience Particularly interested in learning about ....	.....		
<b>Activity ...</b>			Jointly for our common future	

Source: INTERACT Project Management Handbook

## Idea generation: how will we achieve this? A partnership for the SEE Programme

Partners from a minimum of three partner states, of which at least one shall be from a member state

Partners of the project are **eligible** (according to the eligibility rules set out in the operational programme, the Programme Manual and the respective Call for proposals)

The partnership is as large as required - as small as possible (the high number of partners is not an added value; the partnership dimension should be well justified and able to contribute in a balanced manner to the implementation of the transnational co-operation project )

## Idea generation: how will we achieve this? define the activities in detail

1. Break up the main project idea in activities
2. Check the eligibility of the types of activities
3. Set a detailed timetable
4. Describe the technical character of single actions
5. Define the role of each partner



### Starting questions and answers

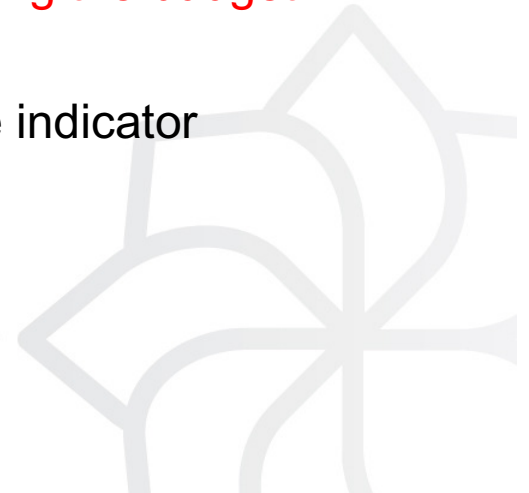
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## Calculate the realistic cost of involved resources

- ✓ The budget plan corresponds to the description of the activities
- ✓ The budget is reasonable compared to the number of partners involved
- ✓ The budget is appropriately distributed according to the timetable

### **Special rules for the setting the budget of the SEE projects:**

1. When involving IPA partners check the availability of IPA funds in each country
2. ENPI funds are not available for the 1st call. The involvement of ENPI partners can be done by applying the “ERDF 10% flexibility rule“
3. The “ERDF 20% flexibility rule” is not applicable for the 1st call

### Starting questions and answers

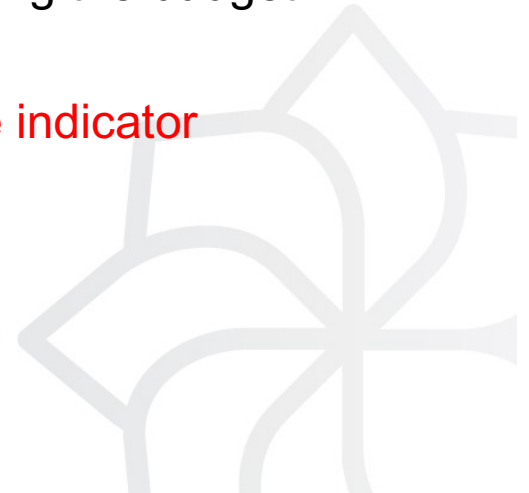
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Idea generation:  
how will we know if we have succeeded?  
defining the indicators system

- ✓ **Outputs:** Operational objectives  
What are the core (measurable) outputs going to be?
- ✓ **Results:** Concrete, strategic objectives  
What end result will we achieve with the project? What are the success criteria?
- ✓ **Impacts:** Overall, visionary objectives  
What impact is the project going to have in the longer term? – The overall aim of the project

### Transnational cooperation projects should:

- ✓ Have clear need for territorial cooperation

*Transnational programmes are defined by the value of cooperation between regions in different countries and projects that could be implemented just as effectively without cooperation have no place in the programmes.*

- ✓ Have clear links to the programme strategy

*The projects should fit into the programme! Partners should ask themselves whether their aims are the same as those of the programme*

- ✓ Give clear contribution to the cohesion policy

*Projects should be devoted to the achievements set by Lisbon and Gothenburg strategies*



## Types of projects for the SEE Transnational Programme

### Innovative

Innovation is an overall orientation of the programme. This includes approaches, partnerships, methodologies, tools but also the use of new technologies

### Integrated

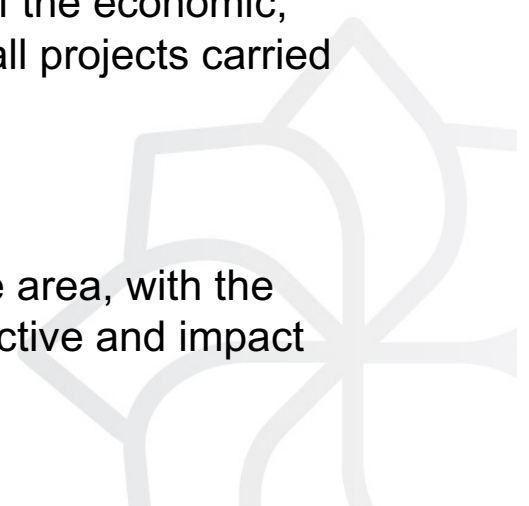
Cooperation will be promoted vertically (among different levels of government), horizontally (among different policy sectors and policy actors) and geographically (across administrative boundaries)

### Sustainable

The paradigms of sustainability (equal consideration of the economic, environmental and social pillars) shall be followed by all projects carried out by the programme

### Strategic

Projects relevant to the integration of the programme area, with the involvement of key actors and with long-term perspective and impact



and after the project is ended?

The three dimensions of transferability and sustainability of the project's results are an essential element of the SEE Programme and have to be foreseen at project level:

*Financial sustainability*: securing own resources or other sources of revenue for covering future operating and maintenance costs after the completion of the project;

*Institutional sustainability*: identification of structures that will take over the follow up of the action after the end of the project;

*Political sustainability*: impact of the project on the political choices that will lead to improved legislation, codes of conduct, methods, etc.

## Suggested SWOT analysis

### Strengths

- ✓ Consistency with the Operational Programme?
- ✓ Advantages of proposition?
- ✓ Capabilities?
- ✓ Resources, assets, people?
- ✓ Experience, knowledge, data?
- ✓ Innovative aspects?
- ✓ Location and geographical?
- ✓ Processes, systems, IT, communications?
- ✓ Cultural, attitudinal, behavioural?

### Opportunities

- ✓ Looking for new Project Partners?
- ✓ Synergies with other ideas, projects, etc?
- ✓ Technology development and innovation?
- ✓ Global influences?
- ✓ Market developments?
- ✓ Information and research?

### Weaknesses

- ✓ Disadvantages of proposition?
- ✓ Gaps in capabilities?
- ✓ Lack of competitive strength?
- ✓ Financials?
- ✓ Timescales, deadlines and pressures?
- ✓ Effects on core activities, distraction?
- ✓ Reliability of data, plan predictability?
- ✓ Morale, commitment, leadership?

### Threats

- ✓ Political effects?
- ✓ Legislative effects?
- ✓ IT developments?
- ✓ Sustaining internal capabilities?
- ✓ Obstacles?
- ✓ Insurmountable weaknesses?
- ✓ Loss of key staff?