

Mikko Tiira, the LIFE line

- Engaged with LIFE since 1999 preparing first LIFE application
- WWF Finland, first NGO managed LIFE Project 2000 2003
- LIFE Monitoring Team (Astrale GEIE) 2005 2009
 - Finland, Estonia, Latvia, Lithuania and Poland
- Unofficial National Contact Point 2010 -
- LIFE trainer for National Info Days 2010 -
- Currently Development Manager at MHPWF (MH since 2010)
 - E.g. Project portfolio management, LIFE promotion (MH and National LIFE group)
- LIFE trainer for LIFE capacity projects and IP
 - e.g. Denmark, Sweden, Estonia, Lithuania and Hungary
- Managed 2 LIFE projects (other best of the best; Boreal Peatland LIFE)
- Involved with the preparation of several traditional LIFE projects (mostly Nature)
- Consultation of the ongoing LIFE projects at MH and beyond
- Development of LIFE management tools
- Midwife of Finnish LIFE IP





Program in nutshell

- MH PWF in brief
- 2. LIFE projects of MH PWF
- 3. What is the LIFE programme?
- 4. LIFE characteristics
- LIFE technical and financial issues
- 6. Problems to avoid
- 7. Good quality LIFE proposal with eProposal
- 8. How to manage projects, especially LIFE projects
- 9. Tools for projects -Trouble tree, stakeholder analysis and logical framework
- 10. LIFE tools
- 11. Projects and their management at MH PWF
- 12. Developing your project ideas, using tools

Continuous and open discussion!

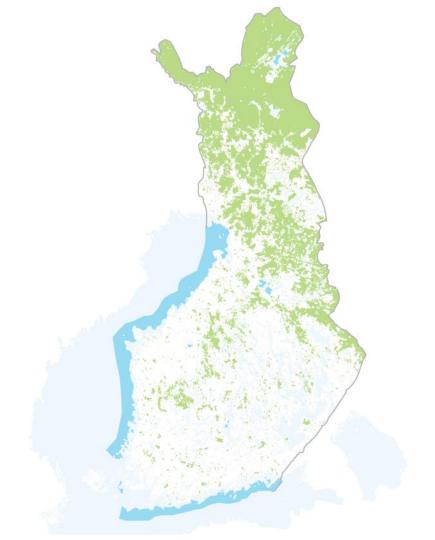




What is Metsähallitus?

A state enterprise governing all state-owned lands and waters.

- business activities include a forestry company Metsähallitus Metsätalous Oy, seed production and selling of holiday plots and forest estates (estate development)
- public administration duties and services are under Parks & Wildlife Finland -unit
- responsibility covers an area over 12 million hectares - one third of Finland's total area
- www.metsa.fi/web/en





Parks & Wildlife Finland

- Parks & Wildlife Finland (P&WF) is a Metsähallitus unit responsible for public administration duties and services in the fields of:
 - nature conservation
 - outdoor recreation
 - management planning
 - sustainable game and fisheries
- Parks & Wildlife Finland:
 - manages protected areas
 - maintains outdoor recreation facilities free for public
 - guarantees sustainable hunting and fishing including permit sales





Organisation of Parks & Wildlife Finland

EXECUTIVE DIRECTOR				
D F	DMINISTRATION: Deputy director EVELOPMENT: Director INANCIES: Financial Manager OMMUNICATIONS: ommunications Manager	SOUTHERN FINLAND Regional Director	OSTROBOTHNIA Regional Director	LAPLAND Regional Director
WILDLIFE FII	PA MANGEMENT: Manager	Regional Manager	Regional Manager	Regional Manager
	NATURE PROTECTION: Manager	Regional Manager	Regional Manager	Regional Manager
	RECREATION: Manager	Regional Manager	Regional Manager	Regional Manager
		Regional Teams Superintendents	Regional Teams Superintendents	Regional Teams Superintendents
S S	DIRECTOR, GAME AND FISHERIES			
PARK		SOUTHERN FINLAND	OSTROBOTHNIA	LAPLAND
	GAME AND FISHERIES	Manager	Manager	Manager

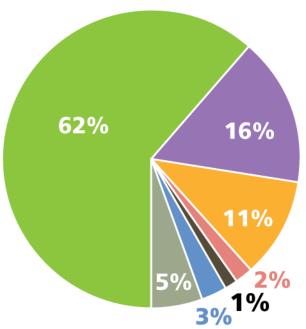


PWF's finances in 2015

Projects
Clear increase in EU
funding in 2016

 P&WF´s activities are largely financed from the national government budget. Additional funding is obtained from EU programmes and fees paid for hunting and fishing permits.









LIFE projects in Finland - organisation





National level

- Chaired by MoE (NCP) and also MAF involved (cofinancier)
- LIFE NATURE working group with all key beneficiaries
 MHPWF, FEI, NRI, REG ENV, GFC, NGOs
- Meeting twice a year; spring and autumn
 - Discussing ideas
 - Coordination who makes the proposal and with whom
 - Experiences from ongoing projects
 - General comments on application round feedback

Role of MoE

- Cofinancier (30 80t€ per project), no financial assistance to proposal preparation
- Organasing Info Days (1 day) together with PW&F -General info and Writer's workshop
- (PW&F unofficial assistance to all applicants, NAT, BD and related INFO)





LIFE projects in Finland - organisation





MH PWF

- Preparation of the project concept, project description approved by the board of P&WF
- Full-time project manager at least 9 months (replication projects 2-3 months)
- Additional expert on budget and maps
- Focus on logical structure! strategy
- Core concept from nature conservation engaging other processes, whole house onboard
- Team work; regional experts, regular Skype and thematic workshops (e.g. communication, monitoring, stakeholder involment)
- Engaging partners through workshops; participatory methods, aiming at open process
- Tools for preparing budget and defining actions (A,C) per site (excel)
- Clear timetables Site selection closed in May, application completed at least 3 weeks before DL
- Quality control, Final workshop analysing the proposal with selection criteria





LIFE projects in Finland

- Since 1995
- In total 49 LIFE projects (50. and 51. under revision)
 - 20 CoB (Nature 18, LIFE co-op 1, LIFE IP 1)
 - 29 AB (Nature 25, Environment 2, Info 1 and BD 1)
- Total budget 95 M€ (EU share 49,3 M€)
 - Total MHLP 42,3 M€ (EU share 23,1 M€)
- Mostly habitat related but also species projects
- Currently involved in 9 LIFE projects (5 as CoB)
- Typically 3-5 beneficiaries but also very large consortiums; clear role and additional value (nearly 30 beneficiaries)
 - Regional Environment Authorities (private areas, permits)
 - Universities, research institutes (monitoring, assessments)
 - Forestry (public, private and commercial); protection and restoration
 - NGOs (volunteer, dissemination, nature education)
 - Municipalities and ministries (co-financiers)









Typical content - usually quite conservative, lately more innovative but...

- Planning; management and species actions plans and technical/restoration plans (approval of the plans), training recently justifications needed especially for management plans
- Supplementary inventories on habitats and species included indirectly affected (lately also cultural heritage) avoid showing you lack essential data, multipurpose
- Restoration and management actions (implementing the technical plans) peatlands, forests, eskers, broad-leaved forests, meadows, alien species eradication, also recurring actions for limited duration; usually at tens of sites around the country, main bulk of the work, outsourced
- Land purchase/one off compensation; used as co-financing; both inside N2000 and new voluntary areas
- Dissemination (exhibitions, leaflets, DVDs, social media...); stakeholder approach, novel approaches culture and nature
- Engaging volunteers (co-operation with NGOs); camps, species protection
- Mediawork social media, excursions, best practice guidelines

METSÄHALLITUS

- Infrastructures; nature trails, camping sites, observation platforms, toilets; 10% and clear nature conservation and/or dissemination justification
- Monitoring actions and effectiveness (more focus on socio-economic) universities, RIs

Habitat projects

- Peatlands (over 20)
- Boreal forests (app 15)
- Wetlands (app 10)
- Seminatural grasslands
- Broad-leaved forests
- Eskers (sun exposed habitats)
- Sandy habitats
- Marine inventories
- Sustainable use (ENV)
- From few sites to over 100 N2000 sites
- Only 2 international (3rd in revision)







Species projects

- Lesser white-Fronted Goose (x3)
- Arctic fox (x2)
- Flying squirrel
- Wild forest reindeer (x2)
- Saimaa Ringed Seal
- Cray fish (info)
- Lady's Slipper
- Escape LIFE; BD (ex-situ plant/moss species protection)





Integrated LIFE

- FRESHABIT LIFE IP NATURE
 - Road map to implementing the PAF
 - LIFE as a catalyst









Some reasons for success

- Investing to full-time project manager
- Organisational structure; PWF works throughout Finland
- Geographical coverage and many habitat types/ sites targeted
- Broad variety of actions; focus on best practices, lately also more method development, demonstration and innovation
- Development of best practices (habitat restoration)
- Broad scope in beneficiaries (authorities academia NGOs citizens) cross cutting, engaged at early stage, participatory approach
- More focus on demonstration and innovation aspects multipurpose
- Combining PW&F's, national objectives and steering with LIFE
- Use of METSO (voluntary protection program) and VELMU (underwater inventory program)
- Combining LIFE and rural development program
- Increased cost awareness (financial tools for monitoring and planning) cost efficiency
- · Engasing citizens; voluntary work
- Experience in managing projects shared openly









What is the LIFE Programme?



Dedicated solely to the implementation of the EU environmental policies



Components of LIFE

- "Traditional" Projects":
 - LIFE Environment and Resource Efficiency (ENV)
 - LIFE Nature and Biodiversity (NAT)
 - LIFE Environmental Governance and Information (GIE)
 - LIFE Climate Change Mitigation (CCM)
 - LIFE Climate Change Adaptation (CCA)
 - LIFE Climate Governance and Information (GIC)
- Preparatory Projects
- Integrated Projects (sub-programme for environment)
- Technical Assistance Projects (sub-programme for environment)
- Capacity Building Projects



METSÄHALLITUS



- <u>Objective</u>: Implementation, updating and development of various Community environmental policy and legislation
- Actions related to Union policy on water, air, soil, urban environment, noise, chemicals, environment and health, waste and natural resources, forests
- Focus: To bridge the gap between research and development results and widespread implementation, and to improve innovative solutions
- Approach: Must be demonstration (test, evaluate and disseminate actions, new or unknown in the
 project's specific context, such as geographical, ecological, socio-economic, and that could be
 applied elsewhere in similar circumstances or pilot (technique or method that has not been applied
 or tested before, or elsewhere, and that offer potential environmental or climate advantages
 compared to current best practice and that can subsequently replicated on a larger scale to similar
 situations
- The demonstration character is particularly important; projects must be implemented on a technical scale that allows evaluation of technical and economic viability of large scale introduction
- Fulfilling at least one <u>project topic (MAWP)</u> and preferable included in the indicative list topics for application round



Linked to the following thematic priorities (potential topics in the guidelines)

- Water, including the marine environment: WF, Marine SF, Flood directive implementation safe and efficient use of water resources
- Waste: Union waste legislation (prevention, re-use and recycling), resource efficiency and lifecycle impact of products, consumption patterns and dematerialisation of the economy
- Resource Efficiency incl. including soil and forests, and green and circular economy: industrial symbiosis and knowledge transfer, and development of new models for the shift towards a circular and green economy; Soil Thematic Strategy, forest monitoring and information systems, and to prevent forest fires
- Environment and Health, including chemicals and noise: Actions linked to the Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), Environmental Noise and Seveso III (major accident preventation) directives
- Air quality and emissions, including urban environment: integrated approaches in implementing the Air quality legislation; facilitate compliance with Union AQ and related air emissions standards including the National Emissions Ceilings directive, implementation of the Industrial Emissions Directive, with a special emphasis on improving BAT definition and implementation process, ensuring easy public access to information and enhancing the contribution of the IED to innovation





"Close-to-market" projects are welcome!

- Technical readiness
 - previous technical preparatory work, scale
- · Technical process and state of the art
 - technical description of the solution, why and how better that current best practices
- Scale and output of the project
 - the scale e.g. production capacity and output of the project e.g. quantity produced, allow assessing technical and economical viability
- Quantification of environmental benefits
 - difference to baseline, LCA if needed
- Market positioning, supply chain, competitors and economic feasibility
 - potential market size, supply chain, customers, barriers, economic feasibility
- Sustainability and project continuation
 - clear strategy for maintaining project results through commercialization and industrialization (business and marketing plan, investment studies, market/competitor analysis...)
 - possible generation of revenues and the inclusion of close to market activities are welcome
- Replicability and transferability
 - market replication to other sectors, entities, regions or countries





"Normal projects"

- Implementing in practice environment related directives
- Improving current methods and developing completely new ways
- · Broad scale from noise to urban planning, from waste to energy...
- Same principles apply (readiness, process, difference to current, scale and output, benefits, replicability, transferability, sustainability)

LIFE Environment proposals should **NOT** focus on:

- Focusing on best practices
- Research and technological development activities
- Investment in existing technology
- Studies not specifically addressing the objective aimed at by the proposal
- Development of industrial capacity
- Project focusing solely or largely to climate issues (LIFE CLIMA)





LIFE NATURE AND BIODIVERSITY

Nature

 Contributes to the implementation of the Birds and Habitats Directives (Council Directives 79/409 EEC and 92/43/EEC) - inside Natura 2000 network or contributing to its integrity or actions on directive species both in and outside N2000

Biodiversity

- Contributes to the implementation of the objectives of the Biodiversity Strategy to 2020 including Natura 2000 - must address wild fauna/flora
 - wider landscape, largely beyond Natura 2000







LIFE NATURE

- Contributes to the implementation of the Birds and Habitats Directives (Council Directives 79/409 EEC and 92/43/EEC)
- Must be best practice (apply appropriate, cost-effective, state-of-the-art techniques, methods and approaches taking into account the specific context of the project) and/or demonstration projects and/or pilot
- Long-term sustainable investments in Natura 2000 sites and on the conservation of species and habitats targeted by the Birds and Habitats Directives (focus on 'unfavourables')
- Focus also on replicability and transferability







LIFE NATURE

- Must contain Concrete Conservation Actions (CCA) (at least 25% of the LIFE project's budget; covers also necessary preparatory measures and also dissemination actions that lead to change of behavior, also monitoring if direct effects; for applicants to explain)
- Exceptions: designation of new marine N2000 areas and development of the surveillance FFH habitats and species; competent authority must be beneficiary
- Must fulfill compeletely at least one (max two) project topics of MAWP
- EU funding up to 75% (for priority habitats or species)





LIFE BIODIVERSITY

- Contributes to the implementation of the objectives of the Biodiversity Strategy to 2020
- Best practice, demonstration or pilot (depending on the topic; see guidelines page 28)
- The demonstration of measures and practices that contribute to halting the loss of biodiversity in the EU, other than those related to the implementation of the objectives of the Birds and Habitats Directives
- Compatible with national and/or regional strategies for biodiversity (if exists)
- Budget allocation minimum 25% for CCA, maximum EU contribution 60%
- Proposals should focus on the project topics (MAWP); e.g. mapping, restoring
 ecosystems and their services, green/blue infra, alien invasive species (preventing-early
 warning-rapid response-eradicating/controlling, European red listed species, innovative
 BD funding mechanisms,
- Proposals must address natural habitats and/or wild fauna/flora





LIFE CLIMATE ACTION

LIFE Climate Change Mitigation contributes to the reduction of greenhouse gas emissions

LIFE Climate Change Adaptation supports efforts leading to *increased resilience* to climate change





LIFE CLIMATE ACTION

General objectives

- to contribute to the shift towards a resource-efficient, low-carbon and climate-resilient economy
- to improve the development, implementation and enforcement of Union climate policy and legislation
- to act as a catalyst for, and promote, the integration and mainstreaming of climate objectives into other Union policies and public and private sector practice;
- to support better climate governance at all levels, including better involvement of civil society, NGOs and local actors





LIFE CLIMATE ACTION

Specific objectives/ conditions:

- Improving and apply knowledge base in practice
- Develop and implement integrated strategies and action plans
- Develop and demonstrate innovative technologies, systems, methods and instruments for replication, transfer or instreaming, best practice
- Emphasising the synergies with other policies
- Small scale pilot, demonstration or best practice
- Linked to project topics (MAWP) and preferably to the priorities for the application round





LIFE GOVERNANCE AND INFORMATION

General objectives

- to promote awareness raising on environmental matters, including generating public and stakeholder support of Union policy-making in the field of the environment, and to promote knowledge on sustainable development and new patterns for sustainable consumption
- to support communication, management, and dissemination of information in the field of the environment, and to facilitate knowledge sharing on successful environmental solutions and practice, including by developing cooperation platforms among stakeholders and training;
- to promote and contribute to more effective compliance with and enforcement of Union environmental legislation, in particular by promoting the development and dissemination of best practices and policy approaches
- to promote better environmental governance by *broadening stakeholder* involvement, including NGOs, in consultation on and implementation of policy.





LIFE GOVERNANCE AND INFORMATION

- Information and communication actions, awareness raising campaigns and skills development for implementing, updating and developing European environmental policy and legislation
- Best practice sharing
- No need for demonstration or innovation.
- Preferably related to the priorities set for the application round
- Have to target a specific environmental *problem*
- Should be aimed at stakeholders needed to solve the problem, not just overall dissemination to general public
- Logical: problem current situation (baseline) what will be achieved- who are targeted actions, communication plan, for key stakeholders of the problem targeted indicators for expected results replicability





LIFE PROJECT CHARACTERISTICS

- General issues common for all
- LIFE NAT and BD specifics
- Important administrative and financial conditions for proposal and the implementation
- General advice
- Problems/ pitfalls to avoid





LIFE PROJECT CHARACTERISTICS AND TIPS

- Logical story the starting point clear background, problems (current status and foreseen changes), actions for them and indicators, risks and challenges; use tools (later)
- Explain the links / dependencies between actions make a logical order



LIFE PROJECT CHARACTERISTICS AND TIPS

- Project period up to 10 years, but usually 5-7 years Nature and 2-4 years ENV/CLIMA and INFO; remember buffer period (6 months - 1 year; no actions required)
- Provide reasonable timetable for actions and linked milestones and deliverables
- No budget limitations but over 10M€ projects rare; value for money
- Complementary funding properly justified i.e. why LIFE and not other EU funds;
 check timing, no more funds, too low compensation, only parts can be financed
- Pure research actions not favored but OK if linked to the concrete actions or clearly justified for reaching the objectives; up to applicant to justify, avoid loose ends...
- Ongoing actions not eligible if not clearly modified or justified that would be continued without LIFE funding; up to applicant to justify and explain, lack of resources possible, replicating long-term monitoring can be approved





LIFE PROJECT CHARACTERISTICS AND TIPS

- Sustainability of the results should be guaranteed and possible future funding convincingly explained; avoid recurring actions, and actions which lead to unknown responsibilities
- Replicability and transferability should be included in the project and continue beyond the project period; include these aspects in the project actions; training, dissemination to various policy and stakeholder levels
- Actions generally inside EU (exceptions apply in LIFE Nature and BD); possible outside if measurable positive effects inside EU, up to applicant to justify
- (True) international projects favoured; added value to be explained, additional points
- Indicative national allocations until 2017, after which merit only; several countries with full allocations, affects...



LIFE PROJECT CHARACTERISTICS

- All beneficiaries receive and invest; cash flow only in benefiarie's accounts
- EU financing generally 60% (LIFE Nat max 75%), Environment down to 50% from 2018 onwards
 - 75% for priority species/habitats; provided 50% for concrete conservation measures
- Large infrastructure (over 500 000€) not (usually) eligible; can be if justified in the proposal
- Limitation of visitor infrastructure costs to maximum 10% of the total budget; careful with the justications; conservation measure or disseminationa action
- Overhead max. 7% on direct eligible costs excluding the land acquisition
- VAT eligible if non-recoverable and not related to public authority actions, VAT certificate from tax authorities and public authority action justification from the beneficiary



LIFE PROJECT CHARACTERISTICS

- Actions generally: preparatory, concrete/implementation, monitoring, dissemination and management
- Few mandatory actions (monitoring indicators, socio-economic and ecosystem function assessment, audit and LIFE dissemination actions)
- Full-time project manager favoured; pay attention to the project management;
 all beneficiaries need to invest in the technical and financial management
- Income: profit rule, basically all income ok if does not exceed the own contribution
 - Timber income can be used as own contribution provided both the expenses and income are included in the project
 - Explain how the income is used; to cover the costs of the harvesting and other project costs





LIFE PROJECT CHARACTERISTICS

- Call 2017
 - For actions using methods/methodogies derived from Horizon 2020 clear explanation how will be used and references to the relevant project(s)







SPECIAL FEATURES OF LIFE NATURE AND BD

- Species or habitat project; can be a combination
- Be clear between SCI and SPA; actions in SCI for habitats and actions SPA for birds and their habitats
- Recurring actions only limited duration (max 2/3 of the project duration)
 - New recurring actions with demonstrative value OK
 - Commitment for the continuity
- Sustainability: commitment from private landowners (min. 20 years), sustainablity of the project results (usually clear inside N2000 areas)
- Approval processes e.g. for management plans approved before the end date, new methods/recommendations adopted, relevant authorities supporting (form A8) - always explaing the approval process and the link of the plan to the direct conservation benefits







SPECIAL FEATURES OF LIFE NATURE AND BD

- Land purchase for permanent protection OK if needed to reach the project objectives (check the checklist; answer to each point)
 - Explain the acquisition methods!
 - Not possible between public bodies
 - Necessary for the concrete actions
 - Areas bordering targeted habitats/species occurrence sites; committment for sustainability (conservation status, must be included to N2000 if targering habitats and species for which N2000 is not considered sufficient)
 - Short term lease (max. project period) OK for demonstration/pilot actions
- Actions for non SDF listed species/habitats not OK (unless MoE committed to supplement)







SPECIAL FEATURES OF LIFE NATURE AND BD

- Species reintroduction possible (check the checklist; answer to each point)
 - Feasibility (clear benefit, chance of success, financially viable, area under threat...)
- Habitat actions outside N2000 possible in principle but
 - Direct benefits to Natura to be proofed (e.g. coherence and connectivity)
 - Site actions also appropriate legal or contractual protection to quarantee sustainability (form A8 for completing during the project)
 - Exception for infrastructures linked to migration corridors; guarantee of sustainability
 - Note that for species actions explanation how guaranteed in long term is sufficient no obligation for legal protection



GENERAL HINTS

- Provide a clear, logical and coherent story; actions linked to objectives and related to clearly defined threats and problems
- Check that you engage the correct beneficiaries for reaching objectives
- Engage other beneficiaries at an early stage
- Analyse also which stakeholders are important to reach and influence
- Provide sufficient details for cost items
- Pay attention to the coherence between technical and financial parts
- Reserve enough time, invest in full-time project manager (if possible)
- Read the guidelines and address issues included in the them!
- Check the general conditions (rules of the game)







BASIC ACTION STRUCTURE AND HINTS FOR LIFE NAT

A -actions

- Preferably linked to C-actions
- Avoid data collection with no clear action to follow during the project
- Restoration/management plans... (additional inventories); permits

B-actions

- Purchase, one-off compensation (typical cases); land swap (note the timing of the transactions)
- Necessary for securing the conservation values
- Short term (project duration) compensation for demonstrating of pilots
- Provide statement on the market prices

C-actions

- Describe which habitats/species targeted (quantitative)
- Why infra/equipment/animals needed



What

Why

Who

When

Where





BASIC ACTION STRUCTURE AND HINTS FOR LIFE NAT

D-actions

- How you monitor the effectiveness of the project actions on the conservation issues targeted
- Assessment of the pilot and demonstration actions also with respect to replicability and transferability
- LIFE performance indicators
- Socio-economic and ecosystem function assessment!

E -actions

- Define by target groups starting with general dissemination
- Obligatory (www, info stands, Layman's report, After LIFE, networking)
- Small scale infra limited to max 10% of CA budget

F-actions

- Table on the roles of the beneficiaries and management chart
- Action/description how reports are compiled

What

Why

Who

When

Where

GENERAL HINTS

- Provide a clear, logical and coherent story; actions linked to objectives and related to clearly defined threats and problems
- Check that you engage the correct beneficiaries for reaching objectives
- Engage other beneficiaries at an early stage
- Analyse also which stakeholders are important to reach and influence
- Provide sufficient details for cost items
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All based on

- LIFE+ regulation
- General conditions (Part A Legal and Administrative Provisions Part B
 - Financial Provisions and Reporting)
- Financial and administrative guidelines

Check the LIFE homepage:

http://ec.europa.eu/environment/life/toolkit/pmtools/index.htm



- Roles: Beneficiaries (CoB, AB), Co-financiers, Subcontractors
- Beneficiaries (legal person) registered in EU; public bodies, private commercial and private not commercial (incl. NGO)
- All beneficiaries contribute own financing and receive EU funding (at least 1 euro),
- Arrange a proper project management (book keeping, personnel)
- All beneficiaries jointly responsible
- Ensure that all invoices and tendering documents bear reference to the project (code and name)
- No service or product procurement between beneficiaries





Coordinating beneficiary

- Signs the grant agreement
- Concludes agreements with the associated beneficiaries describing their technical and financial participation in the project
- It is granted a 'mandate' to represent all beneficiaries
- Single Contact point for the Commission/Agency
- Only participant reporting/establishing payment requests directly to the Commission/Agency
- Ensures that payments are made to all partners (30 days after receiving payment from the Agency/Commission)





Associated beneficiary

- Provide the coordinating beneficiary with all supporting documents
 necessary for technical and financial reporting information needed to
 write reports, financial statements, etc. (regularly, preferably every 3
 months...)
- Inform the CB of any change that might affect project implementation
- Inform the CB of any change in its legal, financial, organisational or ownership situation (usually requires modification of the grant agreement)





Co-financiers

- Contribute financially to the project
- Not involved in the implementation of project activities
- Projects involving business-sector co-financing which contributes to the sustainability of project results - favourably considered during the evaluation process
- Should not pay any invoices i.e. transfers euros for beneficiaries





Subcontractors

- Provide external services to the beneficiaries and receive the corresponding full price
- Best value for money taking also the quality into account
- No financial investment in the project
- Public tendering for public beneficiaries (follow the process in every detail); EU and national legislation + internal rules
- Private beneficiaries: for purchase exceeding € 130 000: open tendering procedure
- Details of the work in the invoices (tasks implemented and dates)



Technical and financial reports

- Every 18 months according to the guidelines at LIFE page
- Report includes technical and a concise financial report
 - Comparison between realised and foreseen
 - Cost per action
 - Follow up of the time plan, deliverables and milestones
- All reporting preferably in English
- Financial sums by November for the Commission
- Mid-term and final report including detailed financial report



Payments of the EU contribution

- General rule max 80% as prepayments and 20% as balance
 - 1st pre-financing 30 % of contribution max. amount
 - 2nd and 3rd pre-financing = max 20% each
 - Final payment = balance maximum 30%
- After at least 100 % of 1st pre-financing has been used
- Submitting the details re. auditor (Art. II.24.2)
- 60 days for pre-financing and 90 days for final payments: clock stops when additional if requested
- CoB pays to Abs within 30 days; share not regulated by the rules





Personnel costs

- Daily rate based on actual salaries including obligatory social charges and effective working hours
- Service contracts under condition of working in the participant premises and under its supervision (timesheets needed)
- Non-additional personnel salary costs: sum of public bodies' contributions must exceed by at least 2 % the sum of public body employees who are not considered 'additional'
- Additional' personnel includes all employees (permanent or temporary) of public bodies whose contracts or contract renewals start on or after the start date of the project or on or after the date of signature of the grant agreement (if this takes place before the project start date)





2% rule (automatic in eProp)

Example of budget (sum of all public beneficiaries):

Personnel:

Non-additional staff* 105 €

Additional staff 20 €

External Assistance 50 €

Equipment 25 €

Total 200 €

Life contribution = 50% (100 000€)

but

Minimum own contribution from public beneficiaries

= 105 € + 2 % = 107,10 €

Maximum Life contribution

= 92,90 €





Travel costs

- Follow the national/ organisational travel rules
- Indicate the rates used; ensure that same rates are used by each beneficiary
- Explain the reason for travels clearly; duration, how many persons, number of travels
- Usually between 6-9% of the project budget (Finland)
- Include travel costs for 2 to kick-off meeting (Brussels)





External assistance

- Follow the national tendering rules for public bodies
- Framework contracts OK; no need to tender just for LIFE
- Explain what is acquired, for what purpose and possible unit prices
- Indicate how the costs were estimated; based on internet query, preliminary tendering, earlier similar cases etc.
- No purchase of services or goods between beneficaries (unless clearly void of profit, VAT)



Durable goods, infrastructure

- Include here if considered as capital expenditure and included in the inventory list
- Follow the tendering rules for public beneficiaries
- Note the depriciation rates for non-public/NGO beneficiaries; 50% for equipment and only 25% for infrastructure
- Explain what is acquired, for what purpose and possible unit prices
- Indicate how the costs were estimated; based on internet query, preliminary tendering, earlier similar cases etc.
- Remember to acquire at the early stages of the project; needed for project actions



Consumable material

- Do not include costs for general office supplies/gas/electricity since they are deemed to be included in the flat rate for the indirect costs (Overheads)
- Follow the tendering rules for public beneficiaries
- Catering (room rents to ext. ass.)
- Only for items 100% needed for the project
- Explain what is acquired, for what purpose and possible unit prices
- Indicate how the costs were estimated; based on internet query, prelminary tendering, earlier similar cases etc.



Other costs; miscellaneous costs

- Bank charges, conference fees, insurance costs
- Costs for translation, if needed, must always be reported in this category.
- Dissemination materials: purchase or printing dissemination materials/products...
- The cost of a bank guarantee
- Auditor costs
- And the normal justifications...



Ineligible costs

- Recoverable VAT and VAT of public authorities (unless public authorities provide an official certificate stating that VAT cannot be recovered for costs related to the project, only relevant for non-authority measures)
- Costs incurred for the purchase of durable goods or communication material not bearing the LIFE logo (and the Natura 2000 logo, when applicable)
- Costs incurred for an action which benefits from aid under other Union financial instruments
- Costs related to any action considered as a compensatory measure
- Exchange losses
- Inkind contribution.... and many more....



Ineligible costs

- Costs incurred for an action which benefits from aid under other Union financial instruments
- Costs related to any action considered as a compensatory measure
- Costs related to management plans, action plans and similar plans, drafted or modified in the context of a LIFE project, if the related plan is not legally operational before the project end date
- Exchange losses
- Inkind contribution.... and many more....





Eligible costs

- Provided for in the budget of the project or have been authorized (when required) through an amendment to the grant agreement
- Directly linked to, and necessary for, carrying out the project
- Reasonable and comply with the principles of sound financial management
- Compliant with applicable tax and social legislation
- Incurred and recorded in the beneficiaries accounts during the lifetime of the project (except cost related to request for payment of balance & audit)





Eligible costs

- Indicated in the estimated budget and accepted by the Contracting Authority as necessary for project implementation
- Costs are identifiable and verifiable (recorded in the accounting system)
- They comply with the requirements of applicable tax and social legislation
- They are reasonable and justified





Flexibility rules

- Changes in provisional budget (transfer between or within cost categories) less than 20% of the overall estimated costs acceptable
- Check the changes with the CoB and Monitoring Team/EASME beforehand
- Costs inside budget category and between areas may be shifted between actions if targets are not jeopardised



PROBLEMS TO AVOID AND WAYS TO AVOID

- Operations context/background not clear; explain the current situation, problems and how/what kind of changes due to the project
- Short cuts made in explaining; proposal is written to an expert not understanding your country's situation
- Actions not linked to objectives; explain, provide the logic
- Links between actions missing, no coherent story
- Actions vaguely described; what, where, why, outcome
- Expected results not clearly measurable, lack of quantitave aspects; provide info in description and deliverable/milestones
- Actions have only limited outcomes; locally important but not at EU level; explain the EU added value, replicability, transfer to other locations
- Missing evidence on the effects of the actions





PROBLEMS TO AVOID AND WAYS TO AVOID

- Sustainalibility not addressed
- Consortium not right for solving the problem; make the stakoholder analysis, who do you need for the project and after the project
- Monitoring not clearly linked to the actions and effect of the project; consider both indicators per action, success of the action and effects
- Dissemination and analysis of demonstration actions missing; demonstration actions requires them both
- Over ambitious both for actions and timetable
- Project not related to the project topics or LIFE in general
- Lack of commitment for permits, legal adoption of plans; provide A8 forms or explain what you have done to reduce the risk





PROBLEMS TO AVOID AND WAYS TO AVOID

- Budget too vaguely described; provide sufficient details, some info in technical and financial parts
- 25% rule concrete conservation measures not fulfilled; remember to explain your logic, explain how actions contributes
- 2% rule i.e. too much permanent staff



SHORT SUMMARY

- Provide a clear, logical and coherent story; actions linked to objectives and related to clearly defined threats and problems
- Remember the ideas of problem tree, stakeholder analysis and logframe
- Check that you engage the correct beneficiaries for reaching objectives
- Engage other beneficiaries at an early stage, our project
- Pay attention to the coherence between technical and financial parts
- Provide clear information on how costs are calculated
- LIFE proposal in an extended logframe
- Read the guidelines and use subtitles for issues to be covered
- Sustainability, transferability during and after the project



Program in nutshell

- MH PWF in brief
- 2. LIFE projects of MH PWF
- 3. What is the LIFE programme?
- 4. LIFE characteristics
- LIFE technical and financial issues
- 6. Problems to avoid
- 7. Good quality LIFE proposal with eProposal
- 8. How to manage projects, especially LIFE projects
- Tools for projects -Trouble tree, stakeholder analysis and logical framework
- 10. LIFE tools
- 11. Projects and their management at MH PWF
- 12. Developing your project ideas, using tools

Continuous and open discussion!







HOW TO MANAGE PROJECTS

- Short exercise
 - Think of the important issues for project management
 - Discuss and list the issues with your pair
 - Present the issues





HOW TO (LIFE) MANAGE PROJECTS

- Define clear roles; reserve enough resources for the management
- Set up the project management, project manager and financial secretary
- Read the decision, application and the regulations/rules ask the financier on any unclear issues
- Check the financial management requirements and discuss with the financial department; discuss with the financier on any unclear issues
- Check the reporting requirements; set reporting routine and methods; both technical and financial
- Organise internal and partner start-up meeting for setting up the rules your and the ones stipulated by the financier; cover technical and financial issues
- Follow the rules; the national, organization's and the financier's
- Organise regular project meetings, visit your partners and sites
- Collect data from partners regularly
- Be open and constructive with problems; discuss with the monitor/financier





Personnel costs

Principles

Based on *actual* time devoted to the project

Based on actual gross salary / wages + *obligatory* social charges

Supporting documents

Timesheets (regularly signed by worker and superior, digital signing OK)

Pay slips, annual salary documents, social charge documents, proofed by ledger books







Travel costs

Principles

Charged in accordance with internal rules of the beneficiary



Travel invoices with supporting documents

Journeys by car: based on distance and internal rules, logbook

- Costs incurred by employees (not by external consultants ext ass. OR volunteer OC)
- Not for journeys between home and work place





External assistance

Principles

Follow applicable rules on tendering

Includes short term lease of land (expires prior to project end date, for Life NAT only)

Supporting documents

Tendering documentation

Detailed invoices issued by the sub-contractor, with clear reference to the LIFE project and to the purchase order or the contract

Clear info and tasks provided and dates



Durable goods

- Charges relating to durable goods are eligible when the goods are:
 - Placed on the beneficiary's inventory of durable goods!
 - Treated as capital expenditure
 - Depriciated yearly
- Depreciation of durable goods already owned by beneficiaries at the start of the project is not eligible for LIFE funding
- Each beneficiary shall apply its internal accounting standard/rules to calculate the actual depreciation charges



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Durable goods

- Exception for LIFE NAT
- Infrastructure, equipment :
 - 100% for public or non commercial beneficiaries
 - depreciated for other beneficiaries (25% / 50%)
- Reference to the project in the invoices (when possible, ask for new invoices)



Land acquistion

- Land purchase, one-off compensation payment, land swaps (!)
- Approved for foreseen areas in the proposal
- Contracts (clause), parcel data, maps, area, taxes, costs, GIS data

Consumable material / other costs

Explicitly used for project purposes





Ineligible costs

- Costs in any category of expenditure over and above that foreseen in the budget (budget transfers accepted in line with art II.22)
- Recoverable VAT and VAT of public authorities (unless public authorities provide an official certificate stating that VAT cannot be recovered for costs related to the project, only relevant for non-authority measures)
- Costs incurred in relation to activities not foreseen in the project
- Costs incurred for the purchase of durable goods or communication material not bearing the LIFE logo (and the Natura 2000 logo, when applicable)



Ineligible costs

- Costs incurred for an action which benefits from aid under other Union financial instruments
- Costs related to any action considered as a compensatory measure
- Costs related to management plans, action plans and similar plans, drafted or modified in the context of a LIFE project, if the related plan is not legally operational before the project end date
- Exchange losses
- Inkind contribution.... and many more....

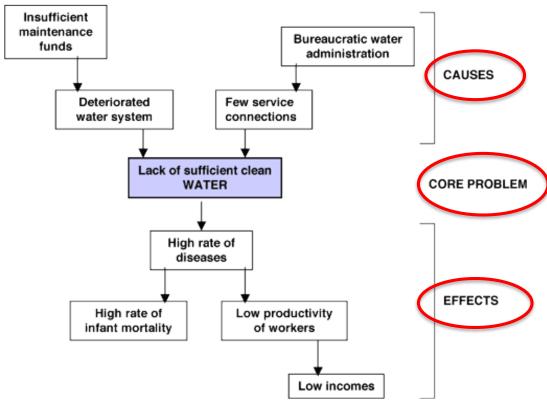


GENERAL TOOLS FOR PROJECT PLANNING

- Problem tree
- Stakeholder analysis
- Logical framework



BEFORE LOGFRAME - PROBLEM(S) TREE





BEFORE LOGFRAME - STAKEHOLDER ANALYSIS

Box A Key stakeholders

 high degree of influence on the project and high importance for the project success.

Box B Keep informed

- high importance to the success of the project, but with low influence
- require special initiatives if their interests are to be protected

Box C Keep satisfied

 high influence, can affect the project outcomes, but whose interests are not necessarily aligned with the overall goals of the project

Box D Monitor

 low influence on, or importance to the project objectives

		Importance of Stakeholder				
		Unknown	Little / No importance	Some importance	Significant importance	
Influence	Significant influence		_	А		
Influence of Stakeholder	Somewhat influential	(-			
	Little / No influence	Г)	В		
	Unknown	L	,	L)	



LOGICAL FRAMEWORK - LOGFRAME

Why?

- Ensures that the project is logically structured
- Defining linkages between the project and external factors
- During implementation, the logframe serves as the main reference for drawing up detailed work plans, terms of reference, budgets, etc.
- A logframe provides indicators against which the project progress and achievements can be assessed
- It provides a shared methodology and terminology among governments, donor agencies, contractors and clients

Check e.g. http://www.sswm.info/content/logical-framework-approach



LOGFRAME

Goal: overall objective that may be beyond the reach

Purpose: desired outcome the

project will achieve

Outputs: Results of the project

Activities: Tasks needed to achieve

these outputs. There may be

several for each output.

Inputs: Means and costs, which are needed to carry out these activities.

Projec	t Description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal	What is the overall broader impact to which the action will contribute?	What are the key indicators related to the overall goal?	What are the sources of information for these indicators?	What are the external factors necessary to sustain objectives in the long term?
Purpose	What is the immediate development outcome at the end of the project?	Which indicators clearly show that the objective of the action has been achieved?	What are the sources of information that exist or can be collected? What are the methods required to get this information?	Which factors and conditions are necessary to achieve that objective? (external conditions)
Outputs	What are the specifically deliverable results envisaged to achieve the specific objectives?	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
		Means:	What are the	
Activities	What are the key activities to be carried out and in what sequence in order to produce the expected results?	What are the means required to implement these activities.	sources of information about action progress? Costs	What pre- conditions are required before
		e. g. personnel, equipment, supplies, etc.	What are the action costs?	the action starts?



LOGICAL FRAMEWORK - LIFE VERSION

Overall objective: Goal + desired outcomes

Problems targeted: List the relevant problems

Objectives: Make sub-objectives

Problem	Objectiv e	Actions	Outcome s	Indicator s	Threats	Benefici aries	Other stakehol ders	Budget
Name	Name	Actions in LIFE categorie s (A – F)	Expected results for each action	Indicators of success and effectiven ess		Who mainly responsib le, who else needed	Who targeted (if needed)	Ruff estimates per budget category





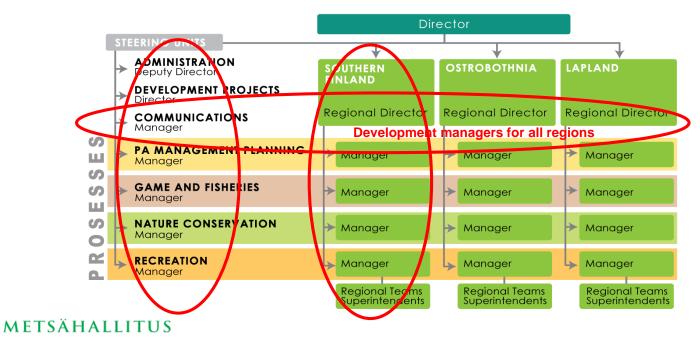
PROJECT ORGANISATION AT METSÄHALLITUS





ORGANISATION OF THE PROJECT MANAGEMENT AND DEVELOPMENT

 All + included in tasks of selected staff + thematic groups + project development workshops, included in the yearl park action plans

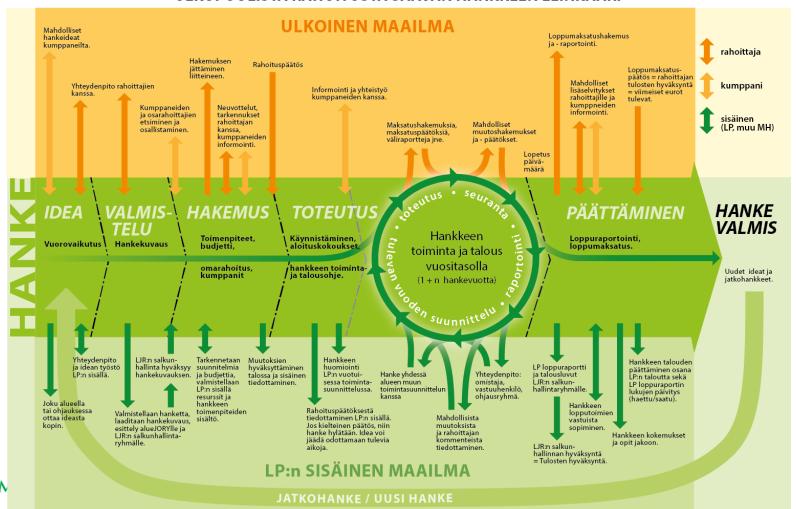


ORGANISATION OF THE PROJECT WORK

- Everybody can be active and spontaneus but also included in tasks + thematic groups + project development workshops
- Project tools: documents (project description, final report)
 - Links to the MH NHS strategy (strategy valid 2013 2020)
 - Main outputs and results
 - Timetable
 - Organisation of the project
 - Yearly budget (internal and external) and financing
 - Risks
 - Internal final report: Lessons learnt
- Approved at regional boards, final approval by the board of PWF
- Project management tools and assistance
 - Project guide covering the project cycle from idea to finalisation new project
 - Financial tools (separate financial tools especially for LIFE projects)
 - Financial secretaries



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LIFE TOOLS

LIFE financial management

- Embedded in the financial management systems since 2010; careful coding and advising
- Full time project secretaries (work effort always budgeted as direct cost)
- All invoices checked and coded by expert, project manager, project secretary and approved by supervisor
- LIFE timesheets embedded in time registry system
- Yearly technical reporting from ABs table format
- Financial management meetings with ABs at the start of the project!!!
- Link to financial tool
- Link to simple technical reporting <u>format</u>
- Link to time registry <u>system</u>



Project guidelines

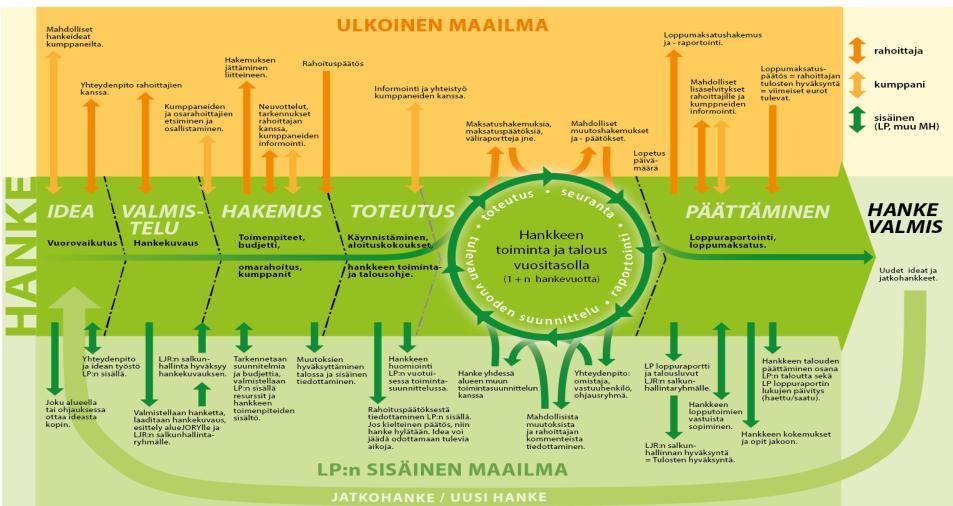
- The life cycle of the project
 - Internal and external







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Project guidelines - general key issues

- Project as part of overall operation of MH PWF
- Defined roles: owner, responsible person, project manager, project secretary (development team, financial team)
- Short summary of key funding mechanisms
- Vocabulary!
- Sections: project planning and implementation



Planning the projects

- Logframe with samples
- Instructions for the budget planning (e.g. personnel costs, VAT, indirect costs)
- Communication inside MHPWF, with partners and with financiers
- Communication actions in projects
- Sample applications
- Necessary annexes to the proposals e.g. VAT certificate, official signateurs, tax certificates



Implementing projects

- Preparation of technical and financial guidelines for all projects (defined structure)
- Financial management and monitoring general principles and tools
- Yearly technical and financial planning as part of MH operations
- Internal and external opening meetings (defined agenda)
- Public procurement with samples documents
- Audit
- Implementing communication
- Data and document management
- Sample reports



- Currently app. 150 projects ongoing funded from several sources
- Internal projects
 - Nature conservation process changes to project based process
 - Additional funding from state budget
 - Also management plans and investments
- External funding from various sources
- Project types managed with project code series and funding program specific funding codes



FUNDING SOURCES

National	EU	Other
Employment and investment fund (until 2015)	LIFE (especially Nature)	Nordic Council of Ministers
Separate project funding from ministries (MoE, MAF, Min. Justice, Min. Education)	Structural and regional development funds (ERDF, Interreg)	Foundations (Metsämies, Aatos & Erkko)
Additional state funding	Social funds (ESF)	Sponsoring
Internal project funding	Neighborhood programs (ENPI + ENI)	Not yet realised
Municipalities (co-financing)	Rural development program (regional level)	
	Horizon 2020 (as partner or target)	
	Erasmus (as partner)	



