



LIFE APPLICATION AND PROJECT MANAGEMENT QUALITY IMPROVEMENT WORKSHOP

TALLINN DECEMBER 13TH – 14TH 2017

DIEGO MATTIOLI

WHAT'S THE MORNING PROGRAMME

10.20 – 11.30 How to select the right funding line for your idea

- ▶ Life projects structure and rules
- ▶ Differences and complementarity between sub-programmes
- ▶ How to select the right programme for your idea: Life H2020, ESIF

11.45 – 13,00 How to write a successful LIFE proposal

- ▶ Logical Framework Matrix
- ▶ Identification of environmental / climate threats
- ▶ Overall and Specific objectives
- ▶ Actions Plan
- ▶ Expected results

WHAT'S THE AFTERNOON PROGRAMME

14.00 – 15.00 How to design a sound Life project budget

- ▶ Description of budget heading
- ▶ Budget overall structure
- ▶ Equilibrium per partner and budget heading
- ▶ Co-funding and 2% rule
- ▶ Explanation of the costs allocation ratio

15.00 – 15.50 The assessment process

- ▶ Assessment process and evaluation criteria
- ▶ Key critical points during the evaluation phase
- ▶ Tips for a successful evaluation of the proposal

15.50 – 16.00 Spotlight on Close to market project

WHAT'S FOLLOWING: PRACTICAL WORK SESSIONS

13TH AFTERNOON - Project Architecture

From the selection of the idea we will develop the basic elements of a sound application: general and specific objectives, needs, targets, expected results.

14TH MORNING - Action plan designing

According with the basic idea the Action Plan structure will be designed and, at least 1 action will be developed in detail

14TH MORNING – Budget designing

One or two actions designed in the previous practical work session will be selected and the respective costs will be identified and described according with LIFE programme rules.

HOW TO SELECT
THE RIGHT
FUNDING LINE
FOR YOUR IDEA



Environment sub-programme

- ▶ Environment & resource efficiency (ENV)
- ▶ Nature & Biodiversity (NAT-BIO)
- ▶ *Environmental Governance e Information (EGI)*

Climate Action sub-programme

- ▶ Climate Change Mitigation (CCM)
- ▶ Climate Change Adaptation (CCA)
- ▶ *Climate Change Governance e Information (CGI)*

LIFE 2014-2020: SUB PROGRAMME AND PRIORITY SECTORS

Pilot
(ENV/NAT/CLIMA)

Demonstration
(ENV/NAT/CLIMA)

Best-practice
(NAT/CLIMA)

Info, awareness &
dissemination
(EGI/CGI)

LIFE 2014-2020: PROJECT TYPES - TRADITIONAL PROJECTS

Preparatory

Integrated

Capacity building

Technical assistance

LIFE 2014-2020: OTHER PROJECT TYPES



European Union

European Structural
and Investment Funds

and Investment Funds

European Structural

and Investment Funds

DIFFERENCES AND COMPLEMENTARITIES AMONG FUNDS

HOW TO WRITE A SUCCESSFUL LIFE PROPOSAL



| Objectives Hierarchy / Narrative summary | Objectively verifiable Indicators | Means of verification | Assumptions / Risks |
|------------------------------------------|-----------------------------------|-----------------------|---------------------|
| Overall Objective /Goal | | | |
| Specific Objectives / Outcomes | | | |
| Expected results /outputs | | | |
| Activity | | | |

Why using the Logframe Matrix?

- ▶ Ensure coherence of project architecture

How to set a reliable Logframe?

- ▶ Define clear the basic assumptions, "IF" the horizontal logic is followed "AND" assumptions hold true, THEN the project will likely succeed

LOGICAL FRAMEWORK MATRIX



IDENTIFICATION OF ENVIRONMENTAL / CLIMATE THREATS



THREAT

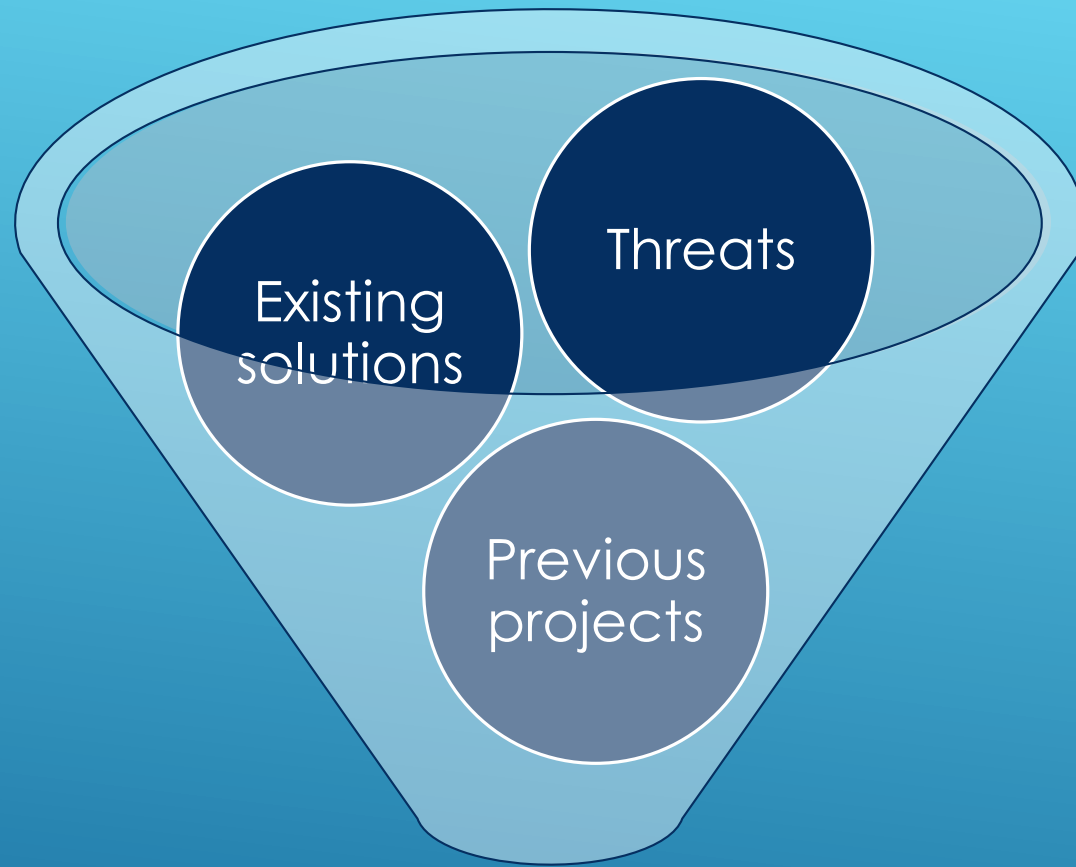
- ▶ Identify specific and clear threats
- ▶ Use reliable statistics to prove the problem relevance
- ▶ Use predictive analysis showing situation in “business as usual” scenario
- ▶ Describe the legal, socio-economic, technological framework of the area
- ▶ Use maps, if relevant (NAT)
- ▶ Explain the connection with LIFE priority

ANALYSIS OF PRE-OPERATIONAL CONTEXT



- ▶ Describe existing solutions
- ▶ Compare the results of your solution with the existing ones
- ▶ Don't forget trade off effect
- ▶ List relevant previous projects in the sector (FP7, H2020, LIFE, etc)
- ▶ Explain how your idea is built on existing knowledge and its added value

ANALYSIS OF PRE-OPERATIONAL CONTEXT



Objectives

FROM THE
THREATS TO
THE PROJECT
OBJECTIVES



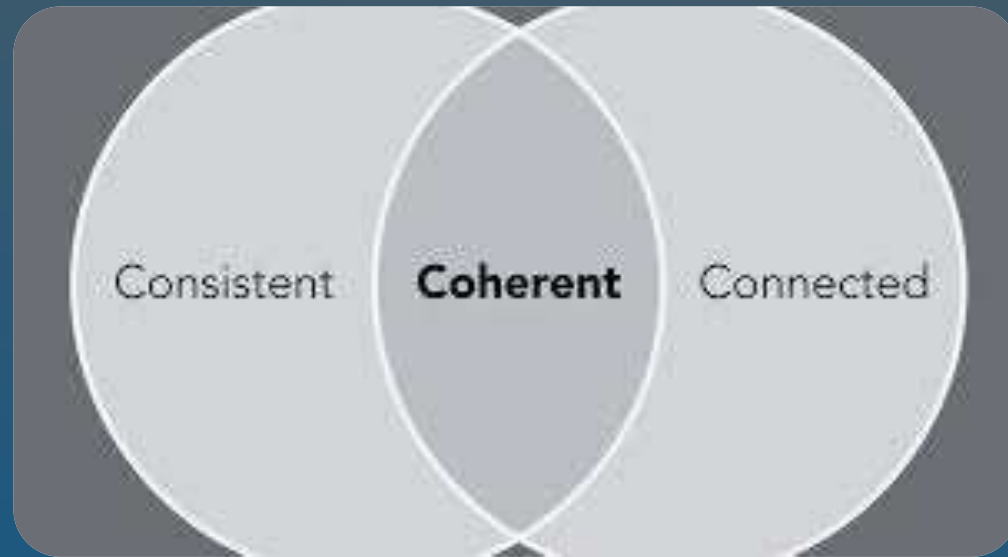
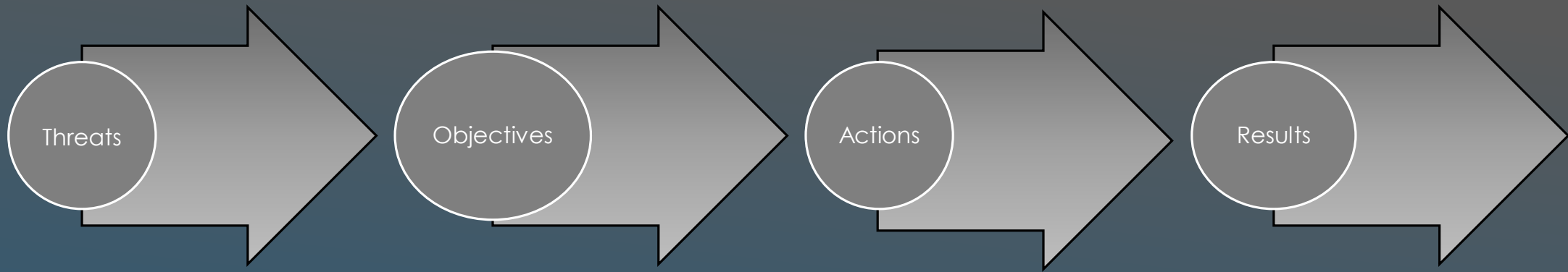


OBJECTIVES



- ▶ Use the call key words
- ▶ One general objective and three specific (recommended)
- ▶ No threats without objective and vice versa
- ▶ Clearly show the link with the identified threats

OBJECTIVES: GENERAL AND SPECIFIC



PROJECT ARCHITECTURE





A hand-drawn table titled "ACTION PLAN" in blue capital letters. The table has four columns labeled "WHO", "WHAT", "WHEN", and "HOW" in red capital letters. The table is empty, with only the header row filled. The table is drawn with green lines and has two red pushpins at the top corners.

| WHO | WHAT | WHEN | HOW |
|-----|------|------|-----|
| | | | |

- ▶ Limited number of preliminary actions (the project must be ready to start!)
- ▶ Foresee a preliminary action on “Project Start up”
- ▶ Indicate always What / How / When / Where
- ▶ Divide the actions into tasks
- ▶ Specify the role of each beneficiary
- ▶ Foresee an action for Transferability
- ▶ Reliable Time plan
- ▶ Use LCA/ LCC approach for monitoring actions
- ▶ Limited number of communication actions
- ▶ Only key Deliverables and Milestones
- ▶ Don't forget compulsory Deliverables

ACTION PLAN

Management

Preparatory (Elective)

To produce practical recommendations for concrete actions.
No just analyse and gather data, limited duration.

Concrete / Implementation (Compulsory)

Represent the project core. Their impact must be monitored and assessed during the project.
Their sustainability beyond project end must be ensured

Monitoring (Compulsory)

Must be implemented in parallel with concrete/implementation actions in order to monitor the achievement of the expected results

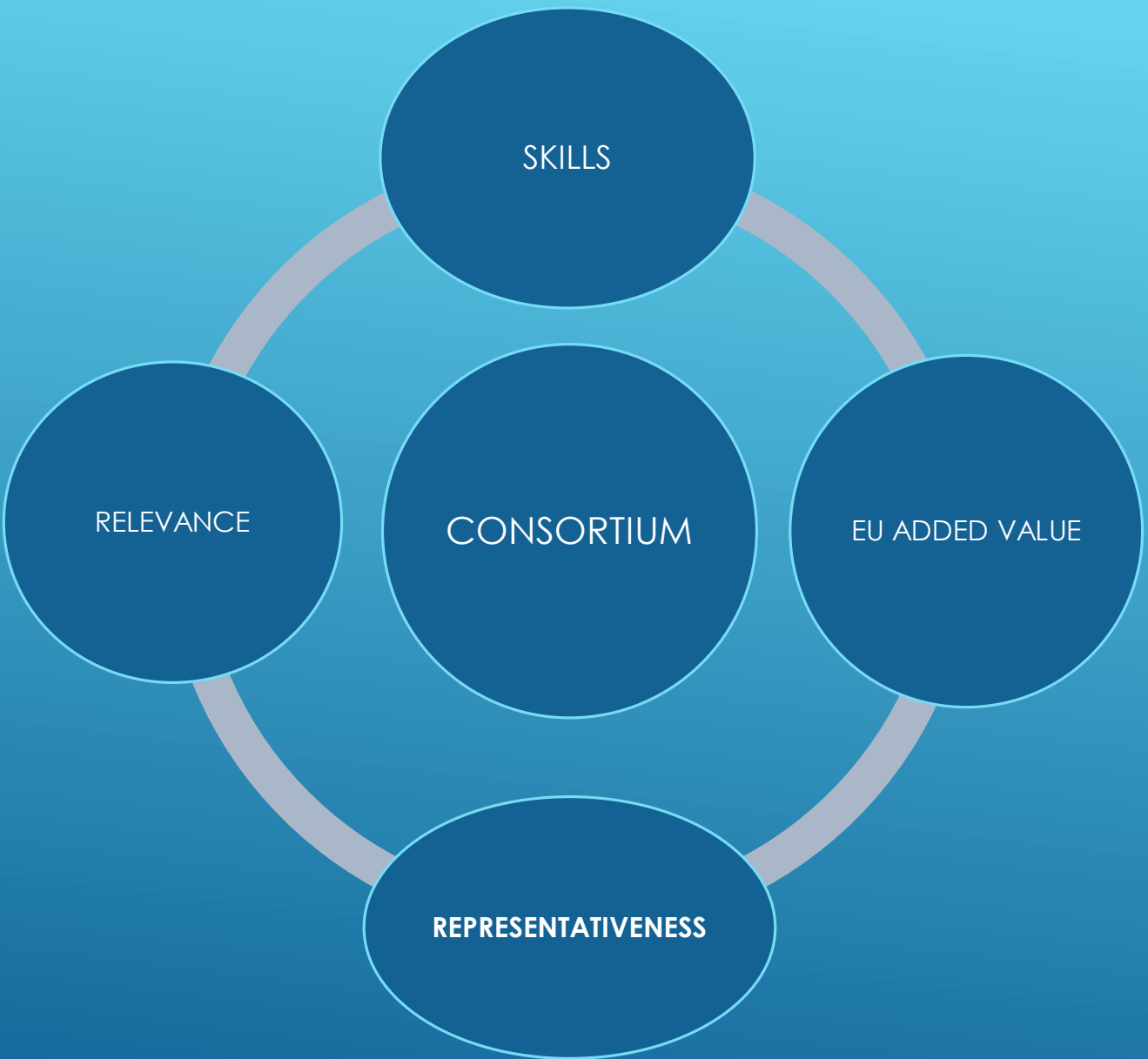
Communication and dissemination (Compulsory)

Aimed at informing on project activities , raising awareness of project stakeholders and guarantee the vertical and horizontal project mainstreaming



- ▶ Represent how the project impacts on the **threats** to achieve the **objectives** through the **actions**
- ▶ Must be quantified and justified
- ▶ Explain the assumptions for the estimation
- ▶ Connect the results with the actions
- ▶ Use the Life Performance Indicators
- ▶ Ambition and credibility must be due balanced

RESULTS



- ▶ Avoid too big consortium
- ▶ Necessity and sufficiency
- ▶ Must guarantee all the needed skills to implement the project
- ▶ Must involve all the actors in charge of the project actions
- ▶ Must represent the targets / key actors
- ▶ Must guarantee EU added Value and Project Transferability

THE CONSORTIUM



Inconsistency



Lack of Deliverables and Milestones



Vague description of threats and actions



Too much preliminary actions



Lack of transferability and replicability



Not reliable time-plan



2ND WORKING
SESSION:
THE PROJECT BUDGET





Staff



Travel



External Assistance



Durable Goods



Consumables



Other Costs



Overheads

THE BUDGET HEADING



- ▶ Daily rate estimation: Annual Gross salary/ Annual working days (215)
- ▶ Avoid the cost over estimation
- ▶ Possible include in-house consultants
- ▶ 2% Rule: public bodies' contributions > of 2% permanent staff
- ▶ Clearly describe the staff allocation in each action as well as the criteria for cost estimation

STAFF



- ▶ Internal rules of each beneficiary
- ▶ The costs are eligible only for staff
- ▶ Clearly linked with the activities
- ▶ Must be effective and sustainable
- ▶ For local travel suggested parameter of 0,25 €/KM
- ▶ Describe in each action the criteria for cost estimation

TRAVEL AND SUBSISTENCE

- ▶ Avoid too much external assistance costs (35%)
- ▶ Referred to services / works carried out by external companies or persons
- ▶ Rent of equipment yes / lease not
- ▶ Respect the national / EU legislation of public tender
- ▶ Must be in line with market costs
- ▶ Describe in each action the criteria for cost estimation



EXTERNAL ASSISTANCE

- ▶ **Equipment / Infrastructures / Prototypes**

- ▶ Classified as durable goods according with the accounting rules of the beneficiary
- ▶ Only the depreciation is an eligible cost (NAT exception)
- ▶ Respect the national / EU legislation of public tender
- ▶ Must be in line with market costs

DURABLE GOODS





- ▶ Specifically created and essential to the pilot or demonstration aspects of the project
- ▶ Not commercialized and not available as a serial product
- ▶ Not used for commercial purposes during the project
- ▶ No depreciation eligible costs = real costs
- ▶ Give a clear description of the prototype
- ▶ The cost include all the costs related to the prototype even if carried out under sub-contract

PROTOTYPE



- ▶ Essential for the project
- ▶ Give a clear description of the infrastructure
- ▶ The cost include all the costs related to the prototype even if carried out under sub-contract
- ▶ Depreciation maximum of 25% of the actual cost and in line with internal /national accounting rules
- ▶ Not large infrastructure: max 500.000 € for single item
- ▶ Single Item: all elements physically bound to ensure the functionality of the infrastructure

INFRASTRUCTURE



- ▶ Give a clear description of the equipment
- ▶ Clearly describe the link with actions
- ▶ Respect the national / EU legislation of public tender
- ▶ Depreciation maximum of 50% of the actual cost and in line with internal /national accounting rules
- ▶ Must be in line with market costs

EQUIPMENT

- ▶ Purchase, manufacture, repair or use of items which are not placed in the inventory of durable goods
- ▶ Clearly describe the link with actions
- ▶ Respect the national / EU legislation of public tender
- ▶ Describe in each action the criteria for cost estimation
- ▶ Not General consumables / supplies = Overheads
- ▶ Not Purchase, production and editing of dissemination materials = Other Costs

CONSUMABLES





What else?

- ▶ Direct costs which do not fall in any other cost category:
 - ▶ Auditor only for beneficiary with EU contribution > a 325,000 €
 - ▶ Costs for translation
 - ▶ Dissemination materials
 - ▶ Conference fees
 - ▶ Bank charges,
 - ▶ Insurance costs
- ▶ Give a clear description of the cost
- ▶ Clearly describe the link with actions
- ▶ Respect the national / EU legislation of public tender

OTHER COSTS



- ▶ Eligible at a flat rate of a maximum of 7% of direct costs
- ▶ The maximum must be respected per partner
- ▶ Recognised without supporting docs

OVERHEADS



Value for
Money



Explain cost
ratio



Consistency
Actions /
Costs



Higher
personnel
costs

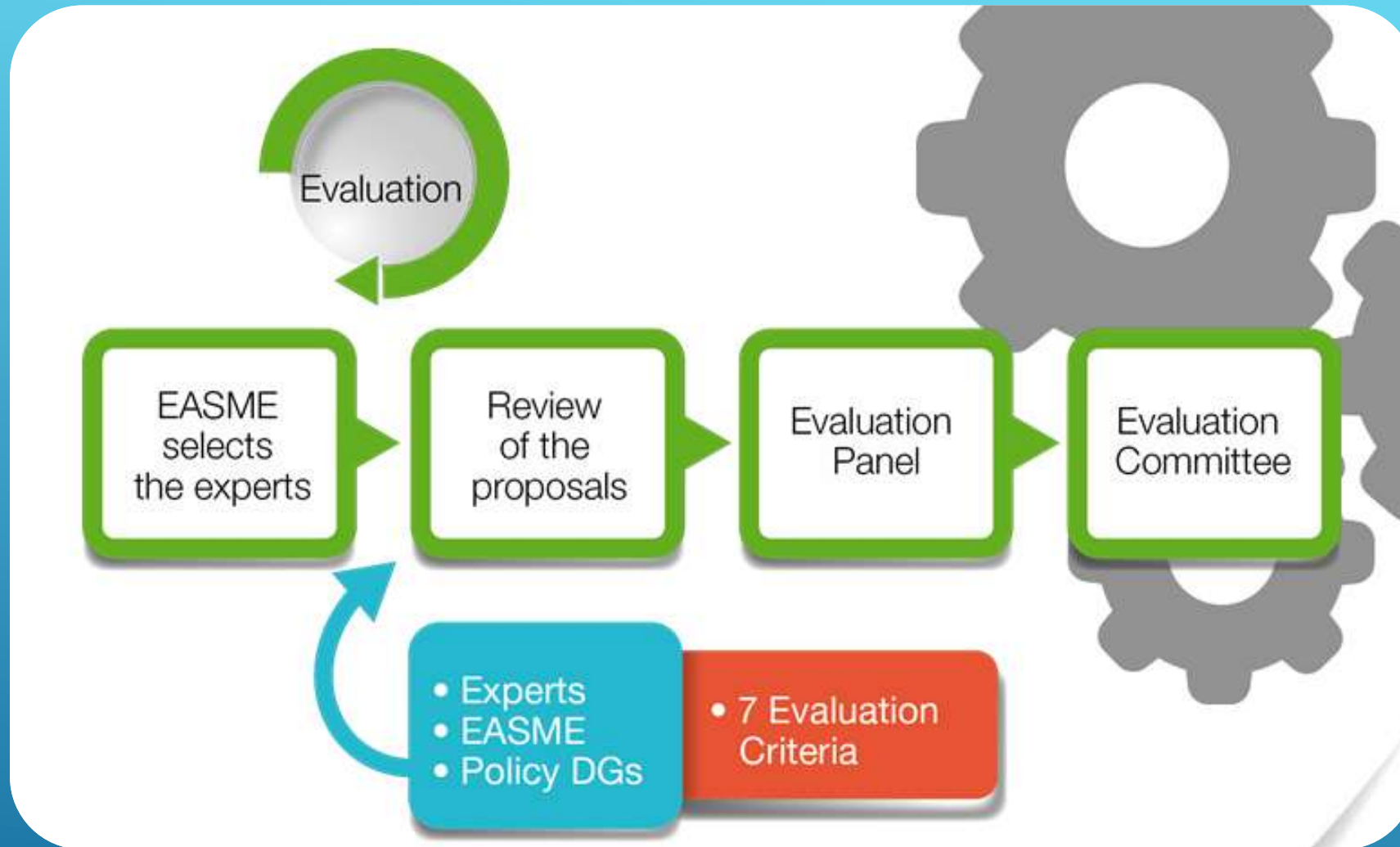


Durable
Goods
Depreciation



3RD WORKING
SESSION:
THE ASSESSMENT
PROCESS





EVALUATION PROCESS

| Award Criteria | Minimum pass score* | Maximum score |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|
| 1. Technical coherence and quality | 10 | 20 |
| 2. Financial coherence and quality | 10 | 20 |
| 3. EU added value: extent and quality of the contribution to the specific objectives of the priority areas of the LIFE sub-programme for Environment | 10 | 20 |
| 4. Contribution to the project topics | - | 10 |
| 5. EU added value: multipurpose, synergies, and integration | 7 | 15 |
| 6. EU added value: replicability and transferability | 5 | 10 |
| 7. EU added value: transnational, green procurement, uptake | - | 5 |
| Overall (pass) scores | 55 | 100 |

| Award Criteria | Minimum pass score* | Maximum score |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|
| 1. Technical coherence and quality | 10 | 20 |
| 2. Financial coherence and quality | 10 | 20 |
| 3. EU added value: extent and quality of the contribution to an increased climate resilience and/or to the reduction of greenhouse gas emissions | 7 | 15 |
| 4. EU added value: Extent and quality of the contribution to the specific objectives of the priority areas of the LIFE sub-programme for Climate Action | 7 | 15 |
| 5. EU added value: quality of multipurpose, synergies, and integration | 7 | 15 |
| 6. EU added value: replicability and transferability | 5 | 10 |
| 7. EU added value: transnational, green procurement, uptake | - | 5 |
| Overall (pass) scores | 55 | 100 |

EVALUATION CRITERIA

AWARD CRITERIA 1

TECHNICAL COHERENCE AND QUALITY

MAJOR CRITICALITIES

1/2

- ▶ Pre-operational context and threats poorly described
- ▶ Unclear link with the expected results
- ▶ Action not sufficiently detailed and lacks of deliverables
- ▶ Confusion between deliverables and milestones
- ▶ Lack of guarantee of results sustainability after project end (no beneficiaries commitments, no identified financial resources, etc)
- ▶ Expected results are not quantified or not quantifiable

AWARD CRITERIA 1

TECHNICAL COHERENCE AND QUALITY

MAJOR CRITICALITIES 1/2

- ▶ Project objectives are vague, overlapping and not quantified (where possible)
- ▶ Unclear project strategy
- ▶ Concrete/implementation actions limited in terms of activities and budget and too much preliminary e purely research actions
- ▶ Unrealistic time planning
- ▶ Poor risk assessment and/or inadequate mitigation measures
- ▶ Too much action of ordinary management
- ▶ No identification of communication targets, objectives and a clear and effective strategy

Consistency
between Project
Outline Form B and
Technical
Description Form C

Results quantified
and clearly linked
with threats and
actions

Clear description
of threats and ex-
ante situation

Realistic time
planning and well
structured risk
assessment

Demonstrate
Project Technical
readiness

A.C.1 – TECHNICAL COHERENCE AND QUALITY
SOME SUGGESTIONS

AWARD CRITERIA 2

FINANCIAL COHERENCE

MAJOR CRITICALITIES

- ▶ Low “value for money” high costs limited results
- ▶ No clear connection between activities and costs
- ▶ Vague description of budget heading and section “Assumptions related to major costs”
- ▶ Overlapping between costs (staff and external assistance)
- ▶ Too high costs for project management
- ▶ Wrong costs classification (market available equipment or infrastructure classified as prototype)
- ▶ Depreciation principle not in line with national rules
- ▶ Tender procedures not in line with national and EU rules

Guarantee the
Value for Money

Fill in carefully section
“Assumptions related
to major costs”

Make reference to
costs also in the
actions description

Keep low the
project
management cost

Use realistic cost
parameters

Respect national
rules for depreciation
and tendering
procedures

A.C.2 – FINANCIAL COHERENCE - SOME SUGGESTIONS

AWARD CRITERIA 3 ENV /4 CLIMA

EU ADDED VALUE CONTRIBUTION TO SUB-PROGRAMME OBJECTIVES

MAJOR CRITICALITIES

- ▶ Not clear methodology for impact calculation (Performance Indicator Sheet)
- ▶ Not credible impact because not connected with actions
- ▶ Impact not enough ambitious
- ▶ Unclear baseline
- ▶ Not application of LCA method for impact assessment
- ▶ There is no evidence of the project contribution to the LIFE sub-programmes priority areas

Pay attention in filling in the Performance Indicator Sheet

Use LCA/LCC approach in impact assessment

Stress how the project can affect Environment and Climate EU Policies

Correct identification of baseline and impact in particular for Habitat/Species

Explain clearly impact assessment methodology

A.C.3 – 3 ENV /4 CLIMA - CONTRIBUTION TO SUB PROGRAMME OBJECTIVES - SOME SUGGESTIONS

AWARD CRITERIA

4 ENV / 3 CLIMA

CONTRIBUTION TO
PROJECT TOPICS (ENV) /
CLIMATE RESILIENCE
AND GHG REDUCTION

MAJOR CRITICALITIES

- ▶ It is not clearly explain how the project complies with programme topic (no devoted actions)
- ▶ It is not clearly justified the pilot or demonstration character of the project
- ▶ There are no reference which justify the pilot/demonstration character of the solution proposed

Clearly specify
connection between
project objectives and
Life priorities/topics

Highlight the
connection among
project actions and
Life priorities/topics

Explain the
pilot/demonstration
character of the
proposed solutions

A.C.4 ENV / E CLIMA – CONTRIBUTION TO PROJECT TOPICS (ENV) /
CLIMATE RESILIENCE AND GHG REDUCTION - SOME SUGGESTIONS (CLIMA)

AWARD CRITERIA 5

EU ADDED VALUE
MULTIPURPOSE
SYNERGIE AND
INTEGRATION

MAJOR CRITICALITIES

- ▶ The proposal has any positive impact on EU policy other than the ones tackled by Life Programme (social inclusion, employment, growth, etc)
- ▶ There are any specific action showing the multi-purpose character of the project
- ▶ The key decision makers of the other EU policy are not engaged in the proposal

Explain the link of your project with other EU policies

Foresee specific actions to impact other EU policy through the engagement of relevant decision makers

A.C.5 - EU ADDED VALUE MULTIPURPOSE SYNERGIE AND INTEGRATION – SOME SUGGESTIONS

AWARD CRITERIA 6

EU ADDED VALUE REPLICABILITY AND TRANSFERABILITY

MAJOR CRITICALITIES

- ▶ A clear and well defined replicability and transferability strategy is not described in the form B3
- ▶ There are not dedicated action and/or there is not consistency between form B3 and Form C
- ▶ The strategy don't foresee the direct engagement of the key actors who can ensure the replicability and transferability in other contexts after project end

Foresee a dedicated
action for replicability
and transferability

Include in the consortium
the key actors ensuring
the replicability and
transferability

Guarantee the
consistency between
Form B3 and Form C

A.C.6 - EU ADDED VALUE REPLICABILITY AND TRANSFERABILITY –
SOME SUGGESTIONS

AWARD CRITERIA 7

EU ADDED VALUE
TRANSNATIONAL
GREEN
PROCUREMENT
UPTAKE

MAJOR CRITICALITIES

- ▶ Transnational cooperation is not foreseen or no added value is guaranteed
- ▶ There are no specific commitment to adopt green procurement and/or any clear explanation of the criteria
- ▶ No results of previous H2020 or FP7 projects are capitalized or there is just a vague mention to the previous project without clear capitalization strategy

Conceive the project
with a clear
transnational character

Foresee the adoption of
a specific template for
green procurement and
list the key principles

Mention and describe
key deliverables of
previous projects
explaining how they are
capitalized

A.C.7 - EU ADDED VALUE TRANSNATIONAL GREEN
PROCUREMENT UPTAKE – SOME SUGGESTIONS

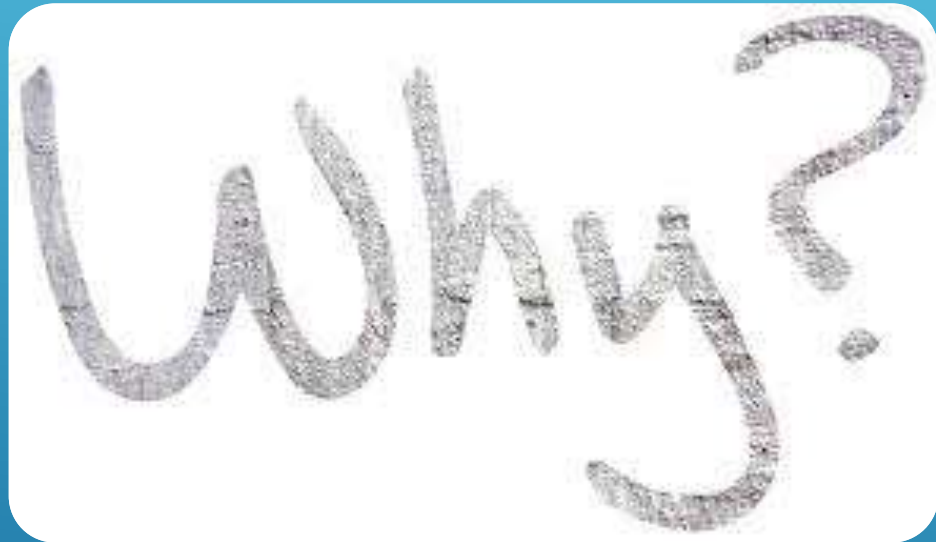
4TH WORKING
SESSION
THE CLOSE TO MARKET
PROJECT

The logo for 'Close to Market' features the words 'Close to' in white text inside a blue arrow-shaped box pointing to the right. The word 'Market' is in blue text to the right of the arrow.

Close to **Market**



- ▶ C2M project are not an innovation in Life
- ▶ Project testing and implementing environmental or climate solutions on industrial or commercial scale
- ▶ Project with a clear business perspective
- ▶ Project foreseeing specific pre-commercial activities (i.e market analysis, business plan, etc.)



Why?

- ▶ Because they guarantee the long term economic sustainability of the proposed solutions
- ▶ Because they are in line with European Commission's priority on jobs, growth and investment.
- ▶ Because they carry on the positive experience of ECOINNO projects promoting market uptake of innovative solution, in particular for SMEs

KEY ELEMENTS

ECONOMIC AND TECHNICAL ANALYSIS

- ▶ Must be duly demonstrated the technical and economical viability of the proposed solutions
- ▶ Must be duly described the market context: Market positioning, competitors, supply chain and economic feasibility
- ▶ Must be estimated the revenue-generating
- ▶ Must be deeply analysis technical and economic risk and constraints

KEY ELEMENTS

ACTIONS, PARTNERSHIP AND DELIVERABLES

- ▶ Must be foresee a clear and well structured sustainability strategy in B6 Form
- ▶ Must be foresee actions devoted to pave the way within the project for proposed solution market uptake
- ▶ Must be foresee a well structured business model
- ▶ Must be foresee specific replicability and transferability actions aimed at boosting the replicability of the proposed solution
- ▶ The consortium shall involve industrial and business actors committed in the solution market uptake
- ▶ Must be foresee a business plan as compulsory deliverable

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KEEP
CALM
AND
CARRY
ON