

LIFE APPLICATION AND PROJECT MANAGEMENT QUALITY IMPROVEMENT WORKSHOP



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WHAT'S THE MORNING PROGRAMME

How to select the right funding line for your idea

- Spotlight on LIFE Environment and Resource Efficiency and Climate Action
- Differences and complementarity between Environment and Climate
- How to select the right programme for your idea: Life H2020, ESIF

How to write a successful LIFE proposal

- Identification of environmental threats
- Overall and Specific objectives
- Relation with project topic (s)
- Actions Plan
- Expected results
- Sustainability of the Project Results
- Project partnership
- Risk assessment

WHAT'S THE MORNING PROGRAMME

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

FOCUS 1

Project key features

FOCUS 2

The close to market project

WHAT'S FOLLOWING: PRACTICAL WORK SESSIONS

Practical work 1st session

The project designing process

- ▶ From the selection of one idea the participants will be asked to develop the basic elements of a sound application: general and specific objectives, needs, targets, expected results.

Practical work 2nd session

The designing of the action plan

- ▶ Some of the selected actions will be designed with the active engagement of the participants detailing HOW, WHERE, WHEN and WHY

Practical work 3rd session:

The designing of the project budget;

- ▶ 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

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 SUB PROGRAMME AND PRIORITY SECTORS

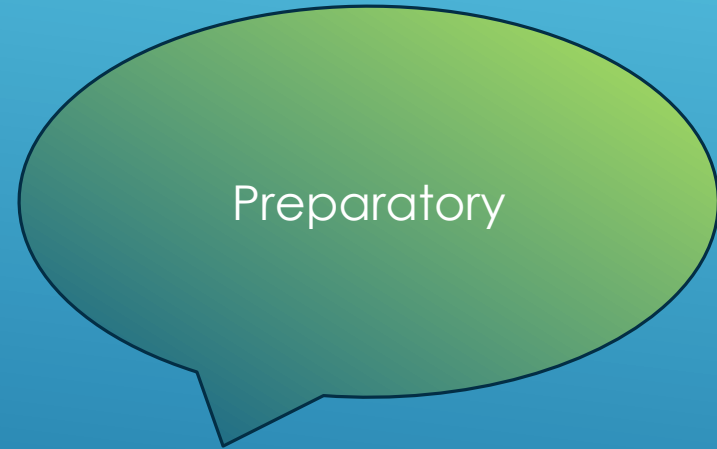
Pilot
(ENV/NAT/CLIMA)

Demonstration
(ENV/NAT/CLIMA)

Best-practice
(NAT/CLIMA)

Info, awareness &
dissemination
(EGI/CGI)

LIFE 2014-2020: PROJECT TYPES - TRADITIONAL PROJECTS

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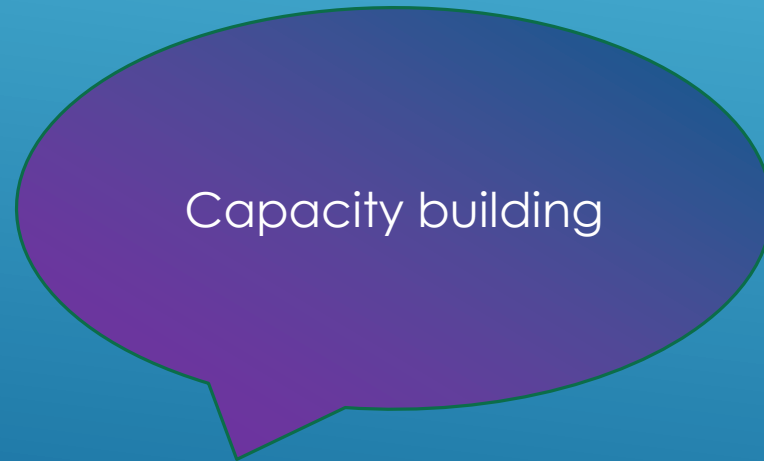
Preparatory

A dark blue speech bubble with a white outline and a small tail pointing downwards and to the left. The text "Integrated" is centered inside in white font.

Integrated

A red speech bubble with a white outline and a small tail pointing downwards and to the left. The text "Technical assistance" is centered inside in white font.

Technical assistance

A purple speech bubble with a white outline and a small tail pointing downwards and to the left. The text "Capacity building" is centered inside in white font.

Capacity building

LIFE 2014-2020: OTHER PROJECT TYPES

Three white diagonal lines of varying lengths and thicknesses, extending from the bottom right towards the top right of the slide.

SPOTLIGHT ON
ENVIRONMENT AND
RESOURCE
EFFICIENCY





- ▶ **Develop, test and demonstrate** policy or management approaches, best practices and solutions
- ▶ Priority to projects that put in practices, test, evaluate and disseminate actions, methodologies or approaches that are **new or unknown Union-wide**
- ▶ **Direct and measurable effects** on the environment during the project implementation

KEY ELEMENTS

Water

**Soil, forests, and
green and circular
economy**

Waste

**Environment and
Health
(chemical and noise)**

**Air quality and
emissions**

PRIORITY AREAS

SPOTLIGHT ON CLIMATE ACTION





Three climate action priority areas:

- ▶ Climate mitigation
- ▶ Climate adaptation
- ▶ Climate governance and information

In the 2018 Guidelines for applicants are identified the annual priority work areas which guarantee **+5 points under the AW5**.

KEY ELEMENTS

- ▶ Reduce GHG in the sectors not covered by ETS: transport and fuels, agriculture, construction, LULUCF
- ▶ Develop and implement GHG accounting and climate change mitigation in the land use sector;
- ▶ The development of land management practices which have an impact on emissions and removals of emissions;
- ▶ Actions which enhance the functioning of the ETS and which have an impact on energy and GHG intensive industrial production;
- ▶ Fluorinated gases and ozone – depleting substances;
- ▶ GHG monitoring and reporting by authorities



CLIMATE CHANGE MITIGATION – POLICY AREAS

- ▶ Urban adaptation and land use planning which limits the impacts of climate change;
- ▶ Resilience of infrastructure, including application of blue/green infrastructure and ecosystem-based approaches to adaptation;
- ▶ Sustainable management of water in drought-prone areas, flood and coastal management;
- ▶ Resilience of agricultural, forestry and tourism sectors, including in island and mountain areas;
- ▶ Support to the EU's Outermost Regions: preparedness for extreme weather events, notably in coastal areas.



CLIMATE CHANGE ADAPTATION – POLICY AREAS

Criteria	ENV&RE	CLIMA
Policy link	Linked to a range of environmental policy and legislation, including with respect to the link between the environment and health.	Work towards a low carbon and climate resilient economy in the EU, underpinning the implementation of the relevant Eu regulation in the matter
Areas of focus	Proposals must fall within specific thematic priorities and if address specific topics related to a range of environmental sectors set out in the MAWP receive extra points	No project topics defined in the LIFE Regulation. However, the annual calls for proposals encourage applications targeting specific climate policy related priorities.
Typical project	Implementing a pilot or demonstrative project including development of innovative technologies suitable for replication, transfer or mainstreaming	Demonstration or piloting of innovative climate technologies, systems, methods or instruments related to climate change mitigation or adaptation, as well as best practice projects
Typical actions	Actions linked to solving the environmental problem tackled	Most actions linked to greenhouse gas emissions reductions or to addressing the current or projected impacts of climate change

DIFFERENCES AND COMPLEMENTARITIES BETWEEN SUB-PROGRAMME

HOW TO SELECT
THE RIGHT
FUNDING LINE
FOR YOUR IDEA





European Union
European Structural
and Investment Funds

and Investment Funds

European Structural

and Investment Funds

DIFFERENCES AND COMPLEMENTARITIES AMONG FUNDS

Criteria	Life	H2020
Type of projects/actions supported	No research Advanced TRL Infrastructural Investments	Research All TRL
Scope of the calls	More open to proposal even not falling in the identified topic/priorities	Anything outside these topics is ineligible
Number and geographical distribution of beneficiaries	Partnership not compulsory as well as transnationality even if..	For most of H2020 strands are requested consortia involving a minimum of three legal entities from three Member States.
Participating Countries	Only MS with limited exceptions	The participation of third countries is encouraged.
Co-financing rates under this call	From 55 to 60 (with the exception of NATURE on priority species and habitat	100% with exception of enterprises in IA (70%)

LIFE OR HORIZON ?

HOW TO WRITE A SUCCESSFUL LIFE PROPOSAL





IDENTIFICATION OF ENVIRONMENTAL / CLIMATE THREATS



THREAT

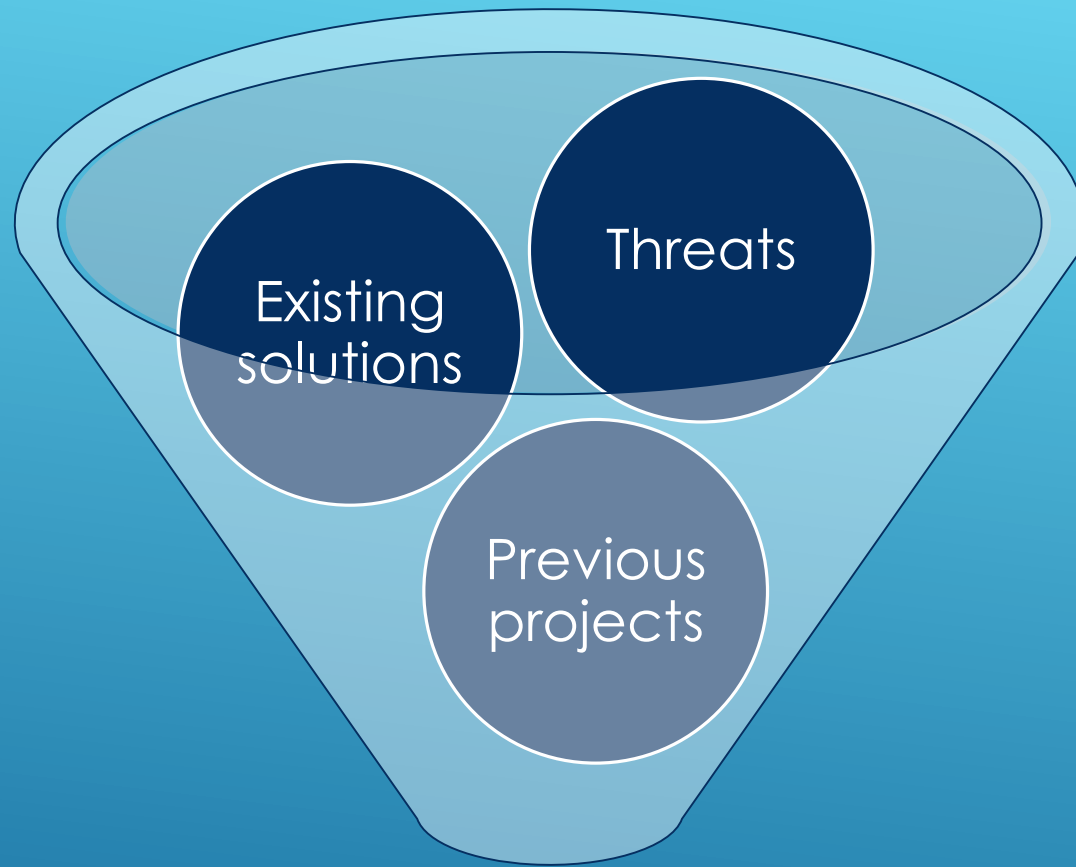
- ▶ Identify specific and clear threats
- ▶ Use reliable statistics to prove the problem relevance
- ▶ Use predictive analysis showing situation in “business as usual” scenario
- ▶ Describe the legal, socio-economic, technological framework of the area
- ▶ Explain the connection with LIFE priority

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



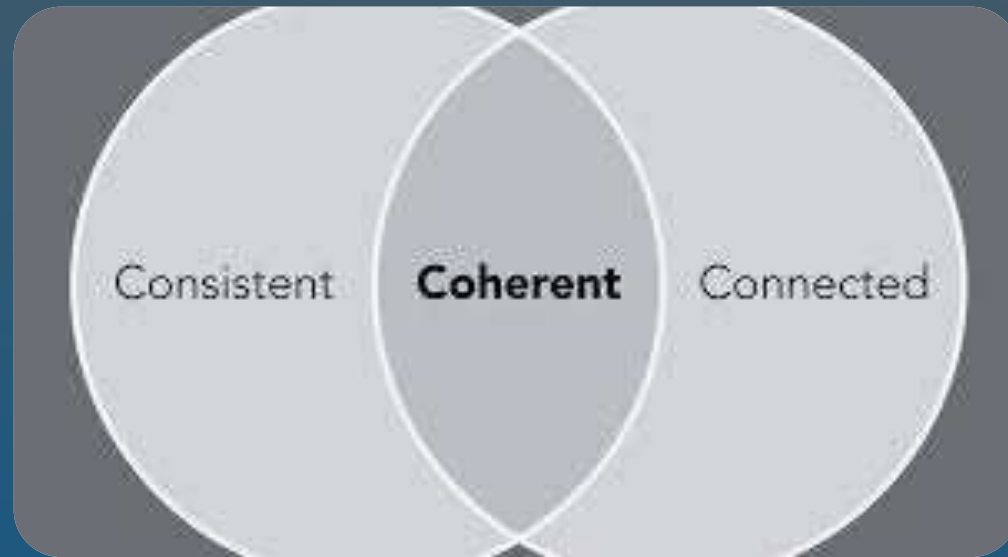
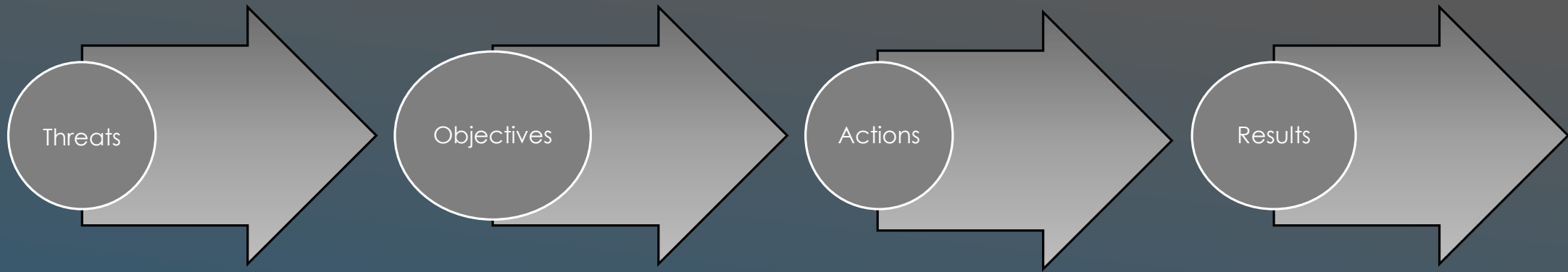


OBJECTIVES



- ▶ 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 diagram of an 'ACTION PLAN' table. The title 'ACTION PLAN' is written in large blue letters at the top. Below it, the table has four columns labeled 'WHO', 'WHAT', 'WHEN', and 'HOW' in red. The table is currently empty.

WHO	WHAT	WHEN	HOW

ACTION PLAN

- ▶ 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

Management

Preparatory

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

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

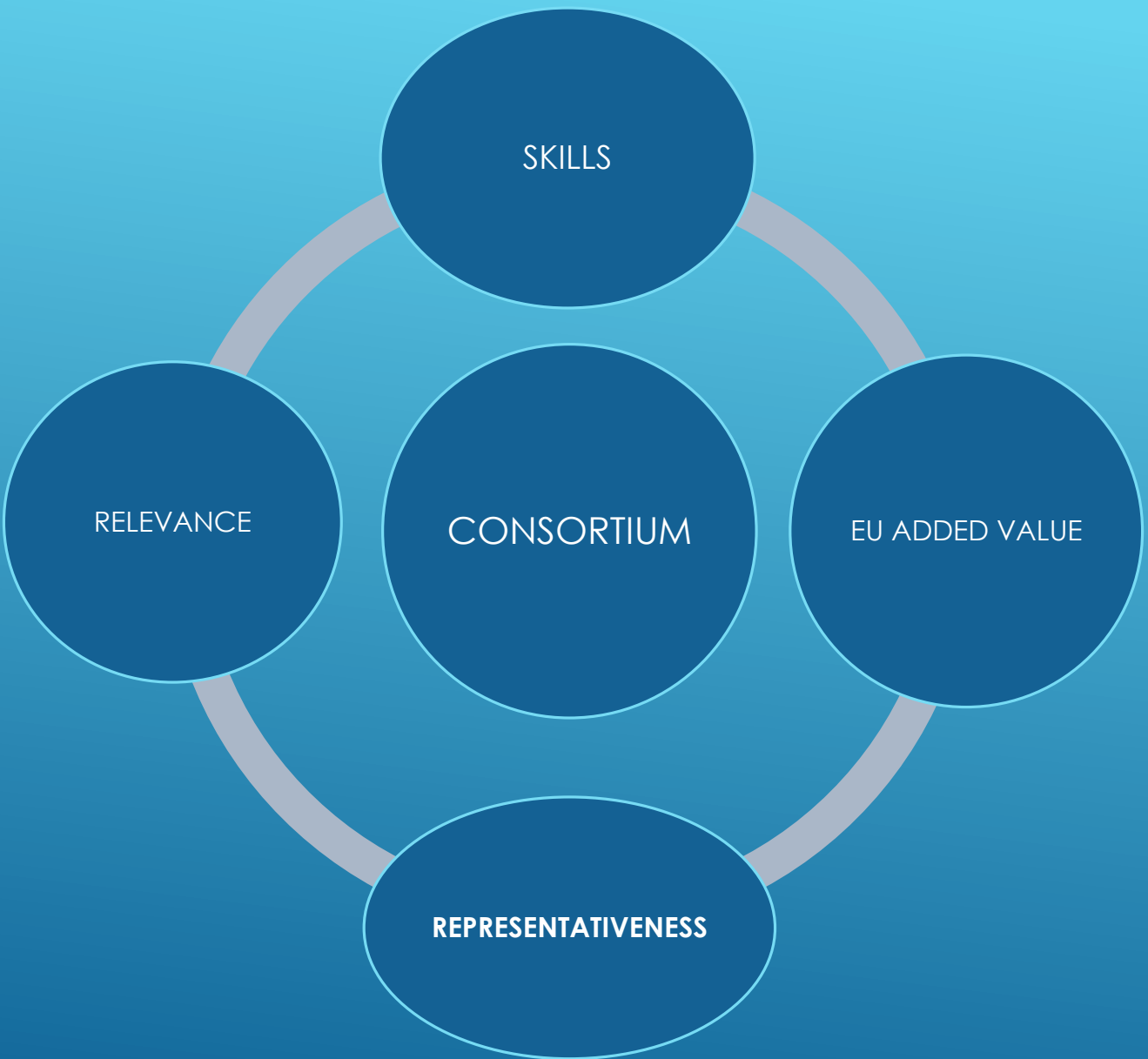
Communication and dissemination (Compulsory)

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



RESULTS

- ▶ 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



- ▶ 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



HOW TO DEVELOP A SOUND PROJECT BUDGET





Staff



Travel



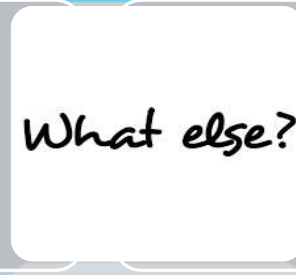
External Assistance



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



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



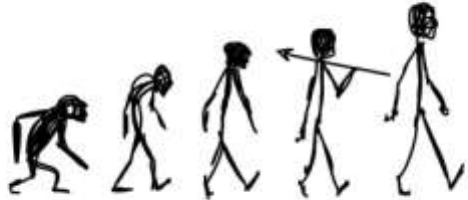
Durable
Goods
Depreciation



FOCUS 1
PROJECT KEY FEATURES



TECHNICAL READINESS



- ▶ Previous technical preparatory work must be clearly described
- ▶ Results of previous R&D activities and tests should credibly show the technical feasibility and appropriateness of the solution in the project context
- ▶ The scale at which such results have been obtained shall be clearly specified.
- ▶ If prototypes have been already developed and tested, their scale/dimension and relevant results and conclusions have to be clearly presented specifying if and how such prototype will be used

Technical process and state of the art



- ▶ Clear and concise technical description of the solution in terms of: processes or methods, new elements and improvements. It must follow the logical scheme of a flowchart including, where possible, the general mass and energy balance
- ▶ Describe available best practices in the relevant sector and explain the environmental, technical and economical improved performances/advantages

Scale and output of the project



- ▶ **The scale** (e.g.: production capacity) and **output** of the project (e.g.: quantity processed during the project) should be always clearly specified.
- ▶ **The chosen technical scale and foreseen output should clearly allow the implementation and/or continuation of the proposed solution in order to deliver clear, substantial, ambitious and credible environmental benefits already during the implementation of the project and further 3/5 years after it.**

Quantification of environmental benefits



- ▶ The impact of the proposed solution must be quantified in terms of the expected environmental benefits in a LCA approach
- ▶ The environmental benefit must be concrete, realistic and quantified comparing them to the state-of-play
- ▶ Shall be ensured consistency between environmental benefits and Key project level indicators table
- ▶ Where relevant, applicants may implement a full Life Cycle Analysis (LCA) and include it as a project deliverable.

Sustainability Project continuation



- ▶ Strategy for maintaining project results after project end of the project shall be included
- ▶ Organization engaged in the usage of proposed solution must clearly declare and demonstrate their commitment in keeping them active after the end of the project.
- ▶ Continuation must be prepared during the project timeframe
- ▶ Type of actions:
 - ▶ Identification of the technical and human resources
 - ▶ Estimation of the necessary financial resources and identification of the relevant financial sources:
 - ▶ Design a Plan detailing activities, resources (technical and financial) to maintain and exploit the project (compulsory part of the After-LIFE Plan)
 - ▶ Analysis of the full scale up and economic feasibility

Such type of activities will have to be translated into actions or sub-actions in C Forms.

Sustainability Replication/Transfer



- ▶ Shall be foreseen a clear and sound plan supported by project activities that would allow replication and transfer of the implemented solution to other sectors, entities, regions or countries.
- ▶ For this type of projects the most likely dimension governing this process is the geographical one.
- ▶ Type of actions:
 - ▶ Identification and negotiation with transfer partners
 - ▶ Analysis to validate the extension of the solution to other industrial/commercial applications
 - ▶ Detection of financial source and sites for replication
 - ▶ Designing of a replication and transfer plan (compulsory)

Such type of activities will have to be translated into actions or sub-actions in C Forms

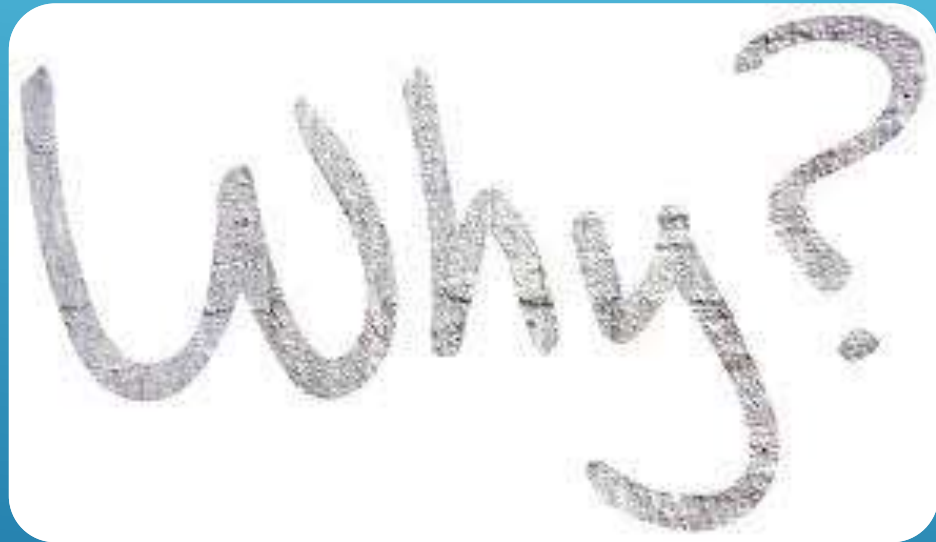
FOCUS 2
THE CLOSE TO MARKET
PROJECT

The logo features the text "Close to Market" in a bold, sans-serif font. The words "Close to" are white and are contained within a blue arrow-shaped graphic pointing to the right. The word "Market" is blue and positioned 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
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