



**VIBORG**  
KOMMUNE

# EU Projects

GIM, 11 April 2013



## Setting the Scene

- Experience with 'soft' projects – capacity building / knowledge and experience exchange projects
- Countries: Bangladesh, China, Thailand, Turkey, Estonia, Latvia, Poland, Romania
- Areas: IT, water, waste water, waste
- Experience with intra-EU programmes: DG Enterprise, CIP, Intereg, URBACT, Leonardo
- Current financial period ends in 2013 – negotiations about next period's programmes, focus areas and budgets



## Things to Keep in Mind

- New and innovative thinking often required – should not be a copy of something else
- Working with foreign partners often a requirement
- Longer development process (normally 2-3 years)
- Own contribution = a percentage of the overall budget (50 – 95 %)
- Patience (not a 'quick fix', evaluation)
- Set rules for reporting (deadlines + content), changes, extensions, payment
- All calls and tenders in line with the EU's policies, strategies, etc. In relation to the subject or country/area
- Should be of benefit to the 'general good' of the EU
- Don't just join a project for the sake of it – should be something that contributes to / is in line with your strategies / focus area



## Normal Process

- Project idea
- Location of possible funding programmes
- Application writing + putting together the partnership
- Collection of all required documents
- Submission of application
- Technical evaluation of application by contracting authority – checking whether all the right documents are submitted, the application form is completed correctly, etc.
- Qualitative evaluation of application
- Application accepted or rejected
- Contract negotiation with the contracting authority
- Drawing up and signing of contract
- Project start (normally between 3 and 6 months after application)



## Project Description (1)

- Project idea and objective
  - background, what is the actual challenge/problem to be addressed?, quantitative data supporting the problem, overall objective, expected results
- What is special about this project and how is it different from other projects (methods, procedures, outcome, need, etc.)?
- What will the activities be and what methods will be used to meet the projects objectives?
- What is the project's effect and value?
  - What is the target group? Who are the results important to? What are the project's short and long term effect? What is the project's multiplier effect? How is sustainability after the project ends ensured?



## Project Description (2)

- What kind of partnership do you want?
  - Partner profile (skills, expertise, experience, geography, etc.). Are there 'known' partners that you would like to work with again?
- Time perspective
  - Are there any internal deadlines that must be considered regarding project start and end of project?
- Finance
  - Drawing up of budget, own financing



## 'Differences'

- Calls for proposals under the same programme can differ from year to year
- Application and other forms differ from programme to programme or from contracting authority to contracting authority
- The required number of partners differs from programme to programme
- Grant size and financial contribution differ from programme to programme
- Reporting requirements differ from programme to programme
- Personal differences (project officers, evaluators, etc.)



## The Application (1)

- Read the call for proposal very carefully – they list the requirements = 'the manual'
- Knowledge about the EU's priorities, policies, strategies, etc. that relate to the project
- Always keep the call for proposal's objective in mind
- Check the evaluation percentages – how high is each area's percentage?
- Keep updated on the 'Questions & Answers'
- Submit a question if necessary (observe submission deadline)
- Keep updated on possible changes to the call for proposal, e.g. extension of submission deadline, changes to partnership requirements, etc.





## The Application (2)

- Draw up a realistic but challenging workplan
- Draw up a realistic budget in relation to the activities to be implemented but with room for reductions
- Be reasonably ambitious in relation to activities and outcome / deliverables
- Focus on communication and dissemination (exposure)
- Ensure that all the application documents are completed and signed
- Ensure that you have all the necessary signed documents from all partners
- Submit the required number of copies of the application
- Meet the submission deadline – late submitted applications will not be considered!



## Documents

- Qualitative application
- Detailed budget
- Calculation of daily rates and number of working days per year
- Financial identification (lead partner)
- Legal entity + supporting documents such as company registration form, company statute, etc.
- CVs of key people



# The Partnership

- Requirements
  - Expertise and skills
  - Experience
  - Geograhpy
  - Language
- Previous good partners
- Finding new partners
  - Network and network's network
  - Recommendations and knowledge
  - Enterprise Europe Network - <http://een.ec.europa.eu/>
  - Chambers of commerce
  - Jordanian embassies abroad
  - Internet
  - Others



# Lead Partner or Project Partner?

## Lead Partner

- Ready to take on the responsibility?
- Own idea
- Development of the idea into an application
- Putting together the partnership
- Submission of application
- Contract negotiation
- Commission contact
- Project responsible / ensure that the partnership delivers → ownership
- Responsible for all reporting
- 'The expert'

## Project Partner

- Someone else's idea – deciding on relevance in relation to own ideas and objectives
- An 'ordinary member' of the partnership
- Input to application
- Report on own activities and expenditure to lead partner
- No direct contact with the Commission
- 'Abide' by lead partner's 'rules'



# Application Evaluation

- **The criteria and division will differ from programme to programme**
- **Lead partner's financial and operational capacity**
  - Experience
  - Technical expertise
  - Management
- **Relevance**
  - In relation to the call for proposal and the Commission's objectives and policies / strategies
  - For the target group
- **Visibility**
  - The project's visibility and exposure of it being supported by the EU
- **Impact**
  - Impact on the target group
  - Multiplier effect
  - Sustainability after the project ends
  - Follow-up
  - Quantitative indicators
- **Quality**
  - Project design
  - Activities and work packages
  - Added value
- **Budget + cost-effectiveness**
  - Clear and detailed budget
  - Relation between budget and activities



## A Good Lead Partner

- Knowledgeable about procedures, rules, requirements, etc.
- Supportive
- Good communication skills
- Good interpersonal and intercultural skills
- Help with reporting issues
- Good at keeping partnership updated
- Able to create 'one' project = everyone pull together
- Ensure constant ownership from all partners
- Communicate reporting deadlines well in advance + reminders



## A Good Project Partner

- Dedicated to the project – take ownership
- Meets deadlines
- Good communication skills
- Good interpersonal and intercultural skills
- Good quality of project deliverables
- Supportive (lead partner + other partners)
- Contributes to discussions and documents



## The EU

- EU's support for Jordan based on negotiation between the government and the EU
- Delegation of the European Union in Amman
  - International office – most heads of sections are from EU countries
  - Open calls and tender available on their website – [http://eeas.europa.eu/delegations/jordan/index\\_en.htm](http://eeas.europa.eu/delegations/jordan/index_en.htm)
  - Specialists in Jordan – EU co-operation
- European Commission in Brussels
  - Directorate General Development and Cooperation (DEVCO)
  - Unit F.2 – Neighbourhood South
  - Mr M Docherty (Head of Section for Israel, Jordan and Occupied Palestinian Territory, tel +32 2 29 57 851)



# Jordan – EU European Neighbourhood Policy (ENP) Action Plan



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- From 2004
- Objective: Avoid new dividing lines between an enlarging EU and its neighbours – strengthen prosperity, stability and security for all
- 3 dimensions
  - Political
  - Economic and social
  - Scientific and human

# European Neighbourhood and Partnership Instrument (ENPI) (1)



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- From 2007
- EU's financial instrument to support the ENP
- 2011 – 2013 indicative budget for Jordan: 223 million EUR
- Priority areas
  - 1) Supporting Jordan's reform in the areas of democracy, human rights and justice
    - Democratisation, civil society and media (10 million EUR)
    - Justice, home affairs and security (35 million EUR)
  - 2) Trade, enterprise and investment development (50 million EUR)
    - Increased capacity in trade facilitation
    - Increased capacity in cross-border transport
    - Easier export to and import of industrial goods between Jordan and EU
    - Increased air traffic between Jordan and EU at lower cost

# European Neighbourhood and Partnership Instrument (ENPI) (2)



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- 3) Sustainability and the growth process
  - Human resources development (23 million EUR)
  - Development of renewable or alternative energy sources (35 million EUR)
  - Local development (35 million EUR)
- 4) Support to the implementation of the Action Plan (SAPP) (45 million EUR)



# EuropeAid (1)

Online Services - Online Services - Programmes de coopération extérieure - Commission européenne - Windows Internet Explorer

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## DEVELOPMENT AND COOPERATION - EUROPEAID

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European Commission > EuropeAid > Work with us > Funding > Calls for proposals & Procurement notices

### Calls for proposals & Procurement notices

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## EuropeAid (2)

### **Examples of 2012 calls and tenders**

- Cleaner energy saving Mediterranean cities (formulation and implementation of local policies)
- Water loss reduction in Bani Hashem and Sarout Villages (Ministry of Water and Irrigation Water Authority of Jordan)
- Supply of a pilot solar thermal power plant for the National Centre of Research and Development
- Awajan well field rehabilitation (Ministry of Water and Irrigation Water Authority of Jordan)
- Civil society capacity building in mediation and dialogue
- Support for the electoral process
- Capacity building of the Ministry of Tourism and Antiquities to strengthen the institutional tourism system
- Strengthening of capacities of the Ministry of Industry and Trade, Department of Statistics and the Audit Bureau
- EU Partnership for Peace 2012

# European Bank of Reconstruction and Development (EBRD)



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- January 2012 – Jordan become a member
- Started investing in Jordan in September 2012
- Office in Amman (temp address: Al Husari Street, tel 06 500 7373, tel +962 6 500 7373, Head of Office: Heike Harmgart)
- Max annual investment in the southern and eastern Mediterranean region is 2.5 billion EUR
- Provides loans, equity finance, guarantees and trade finance
- Typically funds up to 35 % of total budget cost
- 1.5 million USD to improvement of quality and reliability of water provision  
(<http://www.ebrd.com/pages/news/press/2012/121211c.shtml>)
- 100 million USD loan to construction and development of Al Manakher power plant  
(<http://www.ebrd.com/pages/news/press/2012/121217.shtml>)



## Foreign Support for Projects

- List of projects supported by foreign donor organisations on Jordan Aid Information Management System (JAIMS) - <http://www.mopic-jaims.gov.jo/JAIMSProjects.aspx>
- Grants, soft loans or technical assistance
- Examples of donor organisations
  - USAID
  - EU
  - Countries: Germany, Spain, Italy, the UK, Switzerland, France, Canada, China
  - World Bank
  - European Investment Bank
  - Global Environment Facility





## Foreign Support for Projects in Irbid

- 24 projects
- 649.000 USD
- Examples of projects
  - Al Wihdah Dam – water collection, storage and provision
  - Construction of central library at JUST
  - Construction and equipping of dairy product processing plant
  - Drinking water treatment pilot plant
  - Integrated eco-system management in Jordan Valley
  - Jordanian Education for Water & Environment Leadership (JEWEL)
  - Design and construction of East Primary Water Transmission System (transfer water from Mafraq to Irbid)
  - Poverty reduction through local development
  - Waste water Great Irbid Phase II (extension of sewage system + construction of waste water treatment plant)





## Denmark

*'Danish development work in the Middle East focuses on furthering good governance, democracy and human rights – including gender equality and participation by women in the social, political and economic life of the Middle East.'* (Danish Ministry of Foreign Affairs)

### **Current projects**

- Equal rights
- Support for the Family Protection Department
- Torture avoidance
- Co-operation between South Denmark University and University of Jordan
- Capacity building – the Jordan Red Crescent
- Decentralisation and municipal management (establishment of association of municipalities)



## Other Programmes

- EuroMed Heritage (cultural heritage) – [www.euromedheritage.net](http://www.euromedheritage.net)
- EuroMed Youth (mobility of young people) - <http://euromedyouth.net/>
- Mediterranean Sea Basin Programme (socio-economic development, environmental sustainability, cultural dialogue and local governance) – [www.enpicbcmmed.eu/en/programme](http://www.enpicbcmmed.eu/en/programme)
- Life Long Learning (stimulate learning experiences of people of all ages) – [http://ec.europa.eu/education/lifelong-learning-programme/doc78\\_en.htm](http://ec.europa.eu/education/lifelong-learning-programme/doc78_en.htm)
- JEDCO (business and export grant schemes) - [www.jedco.gov.jo](http://www.jedco.gov.jo)
- TEMPUS (modernisation of higher education) - <http://eacea.ec.europa.eu/tempus/>



## Funding Network – an Idea for Discussion

- Share experience – learn from each other
- Joint projects
- Meet regularly – e.g. once per quarter
- Establishment of smaller groups (networks)
- External specialists as speakers, e.g. donor organisations or foreign project partners
- Central co-ordinator