

**BUILDING THE LOCAL CAPACITIES  
FOR BETTER USE OF FUNDS OF THE  
COMPETITIVENESS AND  
INNOVATION PROGRAMME (CIP)**



Specific contract Nr 2011/261866/1  
FWC BENEf 2009 Lot 10 - Trade, Standards and Private sector

**TRAINING MANUAL  
“HOW TO LAUNCH A PROJECT  
IDEA UNDER CIP?”**



Skopje, April 2011



A Project Financed by the European Commission  
Delegation of the European Union



A Project Implemented by the Contractor  
Hulla & Co. Human Dynamics KG  
on behalf of the ECORYS Consortium

### **Imprint**

Published by:

Hulla & Co. Human Dynamics KG

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Name of project:

Building local capacities for better use of  
funds of the Competitiveness and Innovation  
Framework Programme (CIP)  
Specific contract Nr 2011/261866/1

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Printing:

X Print Digital Copy & Print Centar, Skopje

April 2011, Skopje



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## Abbreviations

BPN	Best Practice Network
CA	Contracting Authority
CEB	Council of Europe Development Bank
CHP	Combined heat and power
CIP	Competitiveness and Innovation Programme
EC	European Commission
EEN	Enterprise Europe Network
EIB	European Investment Bank
EIP	Entrepreneurship and Innovation Programme
ELENA	European Local Energy Assistance Facility
EPSS	Electronic Proposal Submission System
ETV	Environmental Technology Verification
EU	European Union
ICT PSP	Information and Communication Technology - Policy Support Programme
IEE	Intelligent Energy Europe
IPR	Intellectual Property Rights
KfW	German Development Bank (Kreditanstalt Für Wiederaufbau)
NGO	Non-governmental organization
PPA	Pre-Proposal assistance
PV	Photovoltaic
R&D	Research and Development
RES	Renewable Energy Sources
SEAP	Sustainable Energy Action Plan
SILC	Sustainable Industry Low Carbon
SME	Small and Medium-sized Enterprises
TN	Thematic Networks

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## Preface

To assist in achieving the goal of sustainable economic development, competitive and knowledge - based European economy the European Commission has created a financial instrument, called the Competitiveness and Innovation Framework Programme (CIP) in order to co-finance operations aiming at an innovative, smart, competitive and environment friendly Europe.

On its road to EU accession, the FYR Macedonia faces a number of challenges. One such challenge relates to the need for stimulation and support for establishing an efficient system for withdrawal of EU funds. The status of candidate country and several signed Memorandums of Understanding with the EU give Macedonian stakeholders, institutions, companies, NGOs and other entities a possibility to participate in a number of different EU financial instruments, and one of them is CIP.

Based on the Macedonian commitment and as well as the readiness of representatives of the EU at the Delegation of the European Union in Skopje to support national authorities in their efforts to improve the records in use of CIP funds, the project "Building the local capacities for better use of CIP funds" was launched. One of the final outputs of the mentioned project is this Manual, which has been developed prior to the implementation of the interactive workshops on "How to launch project idea under CIP", which are held between May and June 2011 all over the country.

The Manual is divided into two sections. The first section "Competitiveness and Innovation Programme – Basic facts" offers the most important data and facts on the programme – its objectives, structure, duration, types of financial support, types of projects. Special attention is given to the presentation of all three sub-programmes – EIP, ICT-PSP and IEEP.

The second section is designed like a road map on how to prepare an application under a CIP Call for Proposals. It starts with an identification of project ideas and then step-by-step to the final phase – negotiation and signature. The Manual concludes with a number of useful suggestions and tips for increasing the success of funding proposals and applications.

The Manual acts as a good first step into the sources of help and assistance. It is not intended to replace the other similar sources of information, but to complement them. The authors sincerely hope that the Manual is practical and user-friendly and that it will become a permanent tool in preparing projects proposals to the majority of applicants.

## Chapter 1: Overview on CIP and its sub-programmes

### 1.1 CIP - General information

#### What is CIP?

- CIP stands for **C**ompetitiveness and **I**nnovation Framework **P**rogramme
- CIP - European programme - **providing funds** for supporting and encouraging European enterprises and entrepreneurship
- Funds under CIP can be **GRANTS** or other forms of indirect financial (loans, guarantee, seed capital,) or non-financial support (business services free of charge).

#### What does the European Commission want to **achieve with CIP funds**?

- Foster the **competitiveness of enterprises**, in particular of SMEs – to be able to compete with US/Japan economy
- Promote and financially support all **forms of innovation**, including **eco-innovation**.

#### How is CIP structured?

- Divided in 3 sub-programmes-with their own objectives, rules of procedures and work programmes:
  - **EIP - Entrepreneurship and Innovation Programme**
  - **ICT-PSP - Information and Communication Technology Policy Support Programme**
  - **IIEP - Intelligent Energy Europe Programme.**

#### Who may apply for CIP funds?

- Wide range of organisations (legal entities): **SMEs**, NGOs, **public institutions**, research institutions, **SME support** organisations, **innovation support** organisations, **national, regional and local public authorities**,...
- Keep in mind: all EU member states and some third countries which have signed agreements with EC.

#### In practice it means:

- Be careful: eligibility criteria differ from one sub-programme to another
- Strong competition

**How long** are CIP funds still available?

- Duration: 2007-2013
- Foreseen Calls for Proposals - early (between February-June) in 2012 and 2013

**How much** money is available during 2007-2013?

- CIP - Total allocation: 3.6 Billion €
- EIP – Total allocation: 2.17 Billion €
- ICT – PSP –Total allocation: 730 Million €
- IEEP – Total allocation: 730 Million €.

**What kind** of actions/projects are eligible for CIP funds?

Options	Eligible under CIP?	In which parts under CIP?
Basic (individual) research	NO	
Applied & Collaborative research by higher education institutions, research centres and enterprises (incl. SMEs)	NO	
Preparatory activities for research infrastructure projects	NO	
Upgrade the capacity of your research facilities	NO	
Large scale industry – research collaborations	NO	
Research fellowship/ PhD studies abroad/ company placements	NO	
Technology transfer, exploitation and protection (through intellectual property rights - IPR)	<b>YES</b>	<b>Networking, pilot and market replication projects; CIP Financial Instruments under EIP</b> -> Financial Facility for High Growth and Innovative SME (GIF); Direct support available through: EEN ( <a href="http://www.enterprise-europe-network.ec.europa.eu/about/branches/MK/Skopje">www.enterprise-europe-network.ec.europa.eu/about/branches/MK/Skopje</a> ), IPR Helpdesk ( <a href="http://www.ipr-helpdesk.org">www.ipr-helpdesk.org</a> ), ProTon Europe ( <a href="http://www.protoneurope.org">www.protoneurope.org</a> )
Non-technological innovation/ innovation management advice (analysing the innovation potential and gaps of your organisation and defining a strategy for the necessary technological, organisa-	<b>YES</b>	<b>Networking, pilot and market replication projects</b> among public and private stakeholders to share experience and develop new policy approaches and tools for non-technological innovation; <b>mostly under EIP and IEEP;</b>



Options	Eligible under CIP?	In which parts under CIP?
tional, etc. changes)		Check also under the Europe Innova initiative -> the IMP <sup>3</sup> rove project (www.improve-innovation.eu)
Commercialisation/ market oriented activities/ business expansion	<b>YES</b>	<b>CIP Financial instruments</b> -> Financial facility for high growth and innovative SME (GIF); SME guarantee facility (SMEG); <b>Pilots and market replication projects;</b>
Policy analysis/ strategy development (statistics, surveys, studies for public policy development)	<b>YES</b>	<b>Networking projects</b> among innovation policy makers and other innovation stakeholders with joint development of strategies, conduct of policy analysis ( <b>mostly under EIP, but also under ICT-PSP and IEEP</b> )
Networking activities (including programme coordination among policy-makers and programme managers), coordination among research programmes, enterprise associations, research organisations, exchange of good practices	<b>YES</b>	<b>Networking projects</b> among public and private innovation stakeholders (incl. policy makers, providers of business support services, cluster managers, technology transfer and research organisations, financial sector and enterprise associations) to share experience and develop new policy approaches and tools in <b>all 3 CIP sub-programmes – EIP, ICT-PSP and IEEP</b>  For ongoing network activities: PRO INNO Europe for innovation policy makers (www.pro-inno-europe.eu); Europe INNOVA for innovation professionals (www.europe-innova.org);
Upgrade/ improve the skills of your staff or recruit researchers/innovators to be able to adopt innovative technologies, methods or management	NO	
Improve environmental performance, reduce emissions of production or products, renewable energy, develop bio-based products, recycling	<b>YES</b>	<b>Eco-innovation</b> is horizontal priority under EIP; <b>Networking, pilots and market replication projects</b> in the field of energy efficiency and renewable energies <b>under IEEP</b> ; other economic sectors under the <b>eco-innovation</b> part;  Special budget for eco-innovation activities earmarked under <b>CIP Financial Instruments</b> for SMEs under the <b>EIP</b> ;
Improve ICT use in my organisation/ develop better digital content/ ICT services	<b>YES</b>	<b>ICT-PSP</b> of CIP: <b>Pilots and market replication projects</b> for testing, validating in real settings the use of innovative ICT solutions to address societal and economic challenges (in particular areas of public interest such as health, transport, e-Government, inclusion, ageing, improvement of quality of life, disadvantaged groups, environment, energy efficiency, safety and security)  <b>Networking projects</b>

(Source: compiled from European Commission: Practical Guide to EU Funding Opportunities for Research and Innovation 2009:22-30)

Please note that this manual focuses on the **Eco-Innovation Initiative** under the **EIP sub-programme** (and **not** on the **entire EIP sub-programme – although it is introduced in this chapter**) and covers **the ICT-PSP and the IEEP sub-programmes**. The CIP financial instruments (GIF Facility, SMEG Facility for loans and guarantees) which target SMEs in different phases of their lifecycle and support investments in technological development, innovation and eco-innovation, technology transfer and the cross-border expansion of business activities have their own application procedure while their implementation depends on the procedures and financial rules of financial intermediaries and therefore are not part of this manual.

**What type of financial support can be obtained under the specific CIP-programmes?**

Type of support	Type of implementing measures	CIP Sub-programmes
<b>Grant</b> (non-repayable state aid and/or funding from the EC, normally complemented by co-funding from other sources)	<b>Calls for Proposals</b> <i>(Focus of this manual)</i>	EIP ICT-PSP IEEP
<b>Loans/guarantees/venture capital</b>	Financial instruments – <b>domestic financial</b> intermediaries	EIP
Service contracts	Procurement procedures Calls for Tenders	Mostly EIP

**Which types of projects can be implemented under the CIP Calls for Proposals?**

Eco-Innovation under EIP	ICT-PSP	IEEP
major focus on: First application and market replication projects	Projects, including implementation, pilot and market replication projects Thematic Networks (Best Practice Networks)	Promotion and dissemination projects Market replication projects

Source: Extract from Decision No 1639/2006/EC of Establishing a CIP

A detailed checklist on what this means for your project idea is provided as part of Step 1.

**Annex 1** provides you with a detailed list of currently open calls under ICT-PSP and IEEP and the expected calls under the EIP for 2011 with topics, target groups, types of projects.

## 1.2 EIP - Entrepreneurship and Innovation Programme

**What is EIP all about - for which purposes funds are allocated?**

- **Access to finance** for SMEs through "CIP financial instruments" which target SMEs in different phases of their lifecycle and support investments in technological development, innovation and eco-innovation, technology transfer and the cross border expansion of business activities (see **Annex 2** CIP Financial Instruments)

- Business services: the **Enterprise Europe Network – EEN**; Business and innovation service centres all around the EU and beyond provide enterprises with a range of quality and free-of-charge services to help make them more competitive
- **Eco-innovation** pilot and market replication projects for the testing in real conditions of innovative products, processes and services that are not fully marketed due to residual risks and that are aimed at reducing environmental impacts, preventing pollution or achieving a more efficient use of natural resources
- Support for improving **innovation policy**; Supports transnational networking of different actors in the innovation process and innovative companies, including benchmarking initiatives and the exchange of best practice
- **Support for innovation and SME policy-making process**; Analytical work and awareness raising activities (i.e. conferences and studies) on certain industrial sectors, SMEs or innovation policy are organised to inform and support policy-makers, and make policy suggestions to increase cooperation between EU Member States.

#### Who can benefit under EIP and how?

Aims of EIP	Main beneficiaries	Type of support
Access to finance	Private sector – companies, SMEs	<b>Loans, guarantees, micro-credits and venture capital</b>
Enterprise Europe Network (EEN)	private sector, SMEs research institutions, public stakeholders, SME and innovation organisations	Improved and <b>high quality services free of charge</b> for their <b>clients</b> like: helping SMEs to find suitable business partners, providing information on EU programmes, helping SMEs to find international partners for R&D and other EU projects, providing practical information on EU legislation and market opportunities, involving SMEs into policy-making process
Eco-innovation	Innovative SMEs, private sector	<b>Grants</b> to support the first application and further market uptake of best eco-innovative products and services  <b>Loans, guarantees for eco- oriented investments</b> through financial instruments
Support for innovation and SME policy-making process	Public and semi public stakeholders, innovation support organisations, together with the private sector	<b>Grants</b> to support initiatives and actions to innovation support services for SMEs and to support developing and testing new forms of transnational cooperation in order to adopt and create best practices in innovation policy

**How much** money is available between 2007-2013?

EIP – total	2,17 billion €
Split budget:	
• Financial instruments	<b>1,1 billion €</b>
• Enterprise Europe Network	<b>320 million €</b>
• Eco-innovation projects:	<b>433 million €</b>
• Financial instruments	228 million €
• Pilot and market replication projects	195 million €
• Networks	10 million €

**How much** money is **foreseen** for **main Calls for Proposals in 2011?**

Areas of support	Foreseen calls
Creation of an environment favourable to SME cooperation	Competitiveness and sustainability in the European tourism (€ 4.5 million) SME and Craft Enterprises' Participation in European Standardisation (€ 2 million) EU Accessible Intellectual Property (€ 1.5 million)
Forms of innovation in enterprises	Promotion and development of world-class clusters in Europe (€ 5 million) Innovation analysis and promotion (€ 2.4 million) European creative industries (€ 7.5 million)
Eco-innovation	First application and market replication projects (€ 36 million) Sustainable Industry: Low Carbon Scheme (SILC) € 3 million EU Environmental Technology (€ 1 million) Verification (ETV) Pre-programme

Source: *Entrepreneurship and Innovation Programme Work Programme 2011*

**Where** can I find **up-dated information** on the EIP, incl. the Eco-Innovation Initiative?

Website: [http://ec.europa.eu/cip/eip/index\\_en.htm](http://ec.europa.eu/cip/eip/index_en.htm)

Website for eco-innovation: [http://ec.europa.eu/environment/eco-innovation/index\\_en.htm](http://ec.europa.eu/environment/eco-innovation/index_en.htm)

### 1.3 ICT-PSP – Information and Communication Technologies Policy Support Programme

#### What does ICT-PSP want to achieve?

- Realisation of European policies - in particular the **Digital agenda for Europe**
- Emphasis is put on areas of **public interest** given their weight in the European economy and the **unique solutions** that ICT can bring to the societal challenges that lie ahead such as **health** and **ageing, inclusion, energy efficiency, sustainable mobility, culture preservation** and **learning** as well as **efficient public administrations**
- To speed up the slow uptake of ICT innovations in the public sector

#### Which are the main themes supported by ICT - PSP?

The programme supports **pilot actions** and **networking activities** in areas, recommended upon results from previous calls for proposals under ICT-PSP. For 2011, the areas are as follows (see Checklist 2 and also Annex 1):

- ICT for a low carbon economy and smart mobility
- ICT for health, ageing and inclusion
- ICT for improved public services
- Digital Content
- Open innovation in smart cities

#### What are the main instruments (funding schemes) to support above actions?

- **Pilot (Type A)** - building on initiatives in eligible countries – focusing on developing EU-wide interoperability of ICT based solutions
- **Pilot (Type B)** - stimulating the uptake of innovative ICT based services and products
- **Thematic Network (TN)** - providing a forum for stakeholders for experience sharing and consensus building
- **Best Practice Network (BPN)** - exclusively for the theme on "digital content" to support sharing of good practices in this field.

#### What kind of activities are supported?

- ICT-PSP supports networking, promotion, dissemination, exchange of experience projects

Remember: ICT-PSP **does not** support RESEARCH projects.

**How much** money is available under Call for Proposals **2011?**

ICT-PSP – total	115.5 million €
Split budget:	
<ul style="list-style-type: none"> <li>• ICT for a low carbon economy and smart mobility</li> <li>• Digital Content</li> <li>• ICT for health, ageing and inclusion</li> <li>• ICT for improved public services</li> <li>• Open innovation in smart cities</li> </ul>	<p>24 million €</p> <p>38 million €</p> <p>18 million €</p> <p>21.5 million €</p> <p>14 million €</p>

**Where** can I find **up-dated information** on ICT–PSP?

Website: [http://ec.europa.eu/information\\_society/activities/ict\\_psp/about/index\\_en.htm](http://ec.europa.eu/information_society/activities/ict_psp/about/index_en.htm)

## 1.4 IEEP – Intelligent Energy Europe Programme

**What** does IEEP want to achieve?

- **Foster** energy efficiency and the rational use of energy resources
- **Promote new and renewable energy sources** and to support the diversification of energy sources
- **Promote energy efficiency** and the use of new and renewable energy sources in transport such as biofuels.

**What** does “**Intelligent Energy**” mean; which fields are covered?

- Energy efficiency and rational use of resources (SAVE)
- New and renewable energy resources (ALTENER)
- Energy in transport (STEER)
- Integrated initiatives (combination of SAVE, ALTERNER and STEER actions)

What should be understood under **SAVE**?

- Supporting improvement of energy efficiency and the rational use of energy, in particular **building and industry** sector
- Supporting the preparation of legislative measures and their application

What should be understood under **ALTENER**?

- Promoting new and renewable energy sources for centralised and decentralized production of **electricity, heat and cooling**, and thus supporting the **diversification** of energy sources
- **Integrating** new and renewable energy sources into the **local environment** and the **energy systems**
- Supporting the preparation and application of legislative measures

What should be understood under **STEER**?

- Supporting initiatives relating to all energy aspects of **transport** and the diversification of fuels
- Promoting renewable fuels and energy efficiency in **transport**
- Supporting the preparation and application of legislative measures

What should be understood under **Integrated initiatives**?

- Integrated initiatives are combination of SAVE, ALTERNER and STEER actions like:
  - Local energy leadership (integration of sustainable energy policies in public authorities' operation and facilitation of cooperation between energy stakeholders-like development and implementation of SEAPs)
  - Energy efficiency and renewable energy in buildings (nearly zero energy buildings)
  - Building workforce training and qualification initiative- preparation of road map.

Which projects **can be funded** under SAVE, STEER, ALTERNER and Integrated Initiatives?

Action/projects	Description
Promotion and dissemination projects	<ul style="list-style-type: none"> <li>• Strategic studies on the basis of shared analysis and regular monitoring of market developments and energy trends for the preparation of future legislative measures or for the review of existing legislation</li> <li>• <b>Creation, enlargement or re-organisation of structures and instruments for sustainable energy development</b>; development of adequate financial products and market instruments</li> <li>• <b>Promotion of sustainable energy systems</b> and equipment, <b>awareness campaigns</b> and the creation of institutional capabilities</li> <li>• <b>Development</b> of information, education and training <b>structures</b>, the utilisation of results, the <b>promotion and dissemination of know-how and best practices involving all consumers</b>, dissemination of results of the action and projects and cooperation with the Member States through operational networks</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Monitoring</b> of the implementation and the impact of EU legislative and support measures</li> </ul>
Market replication projects	<ul style="list-style-type: none"> <li>• supported under the <b>ELENA Facilities</b> for small-medium-large-scale investment programmes with project development services and loan</li> <li>• Projects concerned with the <b>market replication of innovative techniques, processes, products or practices</b> of Community relevance, which have already <b>been technically demonstrated</b> with success, in order to promote broader utilisation of such techniques, processes, products or practices within the participating countries and facilitate their market uptake</li> </ul>

Which kind of projects **cannot be funded** under IEEP?

"Hardware" type investments, demonstration projects, and technical research & development projects cannot be funded.

Are there any **special and less known facilities under IEEP ?**

Yes, the **ELENA Facilities**. ELENA stands for European Local Energy Assistance Facility. There are three facilities available: EIB-ELENA, KfW-ELENA, CEB-ELENA.

<b>1. EIB-ELENA Facility</b>	
What is it?	<ul style="list-style-type: none"> <li>• Covers a share of the cost for technical support that is necessary to prepare, implement and finance the investment programme, such as feasibility and market studies, structuring of programmes, business plans, energy audits, preparation for tendering procedures - in short, everything necessary to make cities' and regions' sustainable energy projects ready for European Investment Bank (EIB) funding</li> <li>• <b>Grant for "Project Development Services" – technical assistance for preparation, implementation and financing of eligible Investment Programme</b></li> <li>• <b>Based on "first come - first served" principle</b></li> <li>• <b>For large-scale investment projects – 50 million or more</b> (Expected Leverage Factor - the ratio between the total investment costs of the Investment Programme supported and the total cost of Project Development Services coming from the EIB-ELENA Facility; the minimum leverage factor will be 20)</li> </ul>
Which are <b>eligible Investment Programmes</b> under EIB-ELENA?	<ul style="list-style-type: none"> <li>• Public and private buildings, including social housing and street and traffic lighting, to support increased energy efficiency</li> <li>• Urban transport to increase energy efficiency and support integration of renewable energy sources</li> <li>• Local infrastructure including smart grids, information and communica-</li> </ul>



	tion technology infrastructure for energy efficiency, energy-efficient urban equipment, inter-modal transport facilities and refuelling infrastructure for alternative fuel vehicles
Which are <b>non-eligible</b> areas under EIB-ELENA?	<ul style="list-style-type: none"> <li>• Stand-alone renewable energy systems, not integrated in buildings, e.g. wind farms, stand-alone PV, concentrated solar power, hydropower and geothermal electricity production</li> <li>• Long-distance transport infrastructure</li> <li>• Industrial facilities, and reductions of greenhouse gas emissions due to industry delocalisation</li> </ul>
<b>Who</b> may apply for EIB-ELENA?	<ul style="list-style-type: none"> <li>• Local or regional authorities and other public bodies</li> </ul>
<b>Website</b>	<a href="http://www.eib.org/products/technical_assistance/elena/index.htm">http://www.eib.org/products/technical_assistance/elena/index.htm</a>
<b>Contact</b>	elena@eib.org

(Source: IEEP Work Programme 2011, 2011: 36-40; 72-73)

2. KfW-ELENA Facility	
<b>What</b> is it?	<p>Pilot facility for <b>energy efficiency global loan, project development services and carbon crediting</b> with the aim of mobilising municipal investments</p> <ul style="list-style-type: none"> <li>• Set up under Work Programme 2011 – a new facility</li> <li>• Implemented by German institution KfW- Kreditanstalt Für Wiederaufbau</li> <li>• Follows more or less the same logic and principles as ELENA</li> <li>• For Investment projects - up to 50 million</li> <li>• Providing Global Loans with “Project Development Services” – technical assistance for preparation, implementation and financing of eligible investment projects</li> <li>• Supporting Carbon Credit based climate protection programmes for EU cities and municipalities</li> </ul>
Which are <b>eligible Investment Programmes</b> under KfW-ELENA?	<ul style="list-style-type: none"> <li>• Public and private buildings, including social housing and street and traffic lighting, to support increased energy</li> <li>• Integration of renewable energy sources (RES) into the built environment – such as solar photovoltaic (PV), solar thermal collectors and biomass</li> <li>• Investments in renovation, extension or new district heating/cooling networks, including any based on combined heat and power (CHP); decentralised CHP systems (building or neighbourhood level)</li> <li>• Urban transport to increase energy efficiency and support integration of renewable energy sources, e.g. clean and energy-efficient road transport vehicles, trams, trolleybuses, metros, and trains; investments to improve public transport and its seamless link to private transport</li> <li>• Investments in clean and energy-efficient solutions for freight logistics</li> </ul>

	<p>in urban areas</p> <ul style="list-style-type: none"> <li>Local infrastructure including smart grids, information and communication technology infrastructure for energy efficiency, energy-efficient urban equipment, inter-modal transport facilities and refuelling infrastructure for alternative fuel vehicles;</li> <li>Municipal waste-to-energy projects including biogas generation for small-scale heat production</li> <li>Municipal programmes for energy-efficient equipment and appliances in SMEs and households</li> <li>Multi-technology approaches combining the aforementioned activities within a comprehensive city-wide or regional approach</li> </ul>
Which are <b>non-eligible</b> areas under KfW-ELENA?	<ul style="list-style-type: none"> <li>Stand-alone renewable energy systems, not integrated in buildings, e.g. wind farms, stand-alone PV, concentrated solar power, hydropower and geothermal electricity production</li> <li>Long-distance transport infrastructure</li> <li>Industrial facilities, and reduced greenhouse gas emissions due to industry delocalisation</li> </ul>
<b>Who</b> may apply for KfW-ELENA?	<ul style="list-style-type: none"> <li>Main target groups: cities, municipalities, regions; local and regional energy actors (e.g. energy agencies or public project developers), local participating banks and housing associations, local SMEs</li> </ul>
<b>Website</b>	<a href="http://www.kfw.de">http://www.kfw.de</a>
<b>Contact</b>	<p>KfW Office Skopje,          Dr. Jürgen Welschhof, Director, E: Juergen.Welschhof@kfw.de          First contact can be made through:          Ms. Natasha Radovanovic, Project Coordinator KfW Office Skopje,          E: natascha.radovanovic@kfw.de, T. +389 2 3109 241          Energy projects in Macedonia:          Dr. Wilderich Hoerr, Project Manager, KfW Frankfurt,          E: Wilderich.Hoerr@kfw.de</p>

(Source: IEEP Work Programme 2011, 2011: 41-46; 73-76)

<b>3. CEB-ELENA Facility</b>	
<b>What</b> is it?	<p>Project development services for <b>social housing</b> with Council of Europe Bank Development Bank (CEB)</p> <ul style="list-style-type: none"> <li>Set up in 2011 – a new facility</li> <li>Implemented by the CEB</li> <li>Follows more or less the same logic and principles as ELENA</li> <li>Supports Project Development Services – technical assistance for preparation, implementation and financing of eligible Investment Projects</li> <li>Focus given to Social Investment Projects - up to 50 million</li> </ul>
Which are <b>eligible Investment</b>	<p><b>a) Eligible actions:</b></p> <ul style="list-style-type: none"> <li>Increasing energy efficiency (refurbishment of buildings aimed at sig-</li> </ul>

<p><b>Programmes</b> under CEB-ELENA?</p>	<p>nificantly decreasing energy consumption of both heat and electricity – such as thermal insulation, efficient air conditioning and ventilation, efficient lighting);</p> <ul style="list-style-type: none"> <li>• Integrating renewable energy sources (RES) – such as solar photovoltaic (PV), solar thermal collectors and biomass;</li> <li>• Investing in the renovation, extension or new district heating/cooling networks including any based on combined heat and power (CHP); decentralised CHP systems (building or neighbourhood level)</li> </ul> <p><b>b) Eligible building types:</b></p> <ul style="list-style-type: none"> <li>• Housing for people on low incomes, corresponding to social housing criteria where these are defined by national legislation</li> <li>• Reception centres, temporary and permanent social housing for refugees, migrants and displaced persons</li> <li>• Health infrastructure: public and private hospitals, public or private medical service infrastructure, nursing homes for the elderly and welfare centres</li> <li>• Educational and vocational training infrastructure: school and university establishments, including sports and cultural equipment and university halls of residence; housing for school and university students, vocational training centres public or private research and development centres. Private establishments must be state-approved (recognition of diplomas at national level, eligible for government scholarships)</li> <li>• Infrastructure of administrative and judicial public services: buildings intended for national, regional or local government, or for technical agencies in which these bodies have a majority interest, and any related infrastructure. This could be the case, for example, for penitentiary infrastructures, fire/police stations, training centres or buildings connected to municipal/local/regional administrations.</li> </ul>
<p>Which are <b>non-eligible</b> areas under CEB-ELENA?</p>	<ul style="list-style-type: none"> <li>• Stand-alone renewable energy systems, not integrated in buildings, e.g. wind farms, stand-alone PV, concentrated solar power, hydropower and geothermal electricity production;</li> <li>• Long-distance transport infrastructure;</li> <li>• Industrial facilities, and reduced greenhouse gas emissions due to industry delocalisation.</li> </ul>
<p><b>Who</b> may apply for CEB-ELENA?</p>	<ul style="list-style-type: none"> <li>• Local or regional authorities and other public bodies, or groupings of such bodies, and other public bodies lending support to such bodies</li> <li>• Participating Financial Institutions (PFIs). PFIs are banks establishing a project with the CEB and who will lend to end beneficiaries.</li> </ul>
<p><b>Website</b></p>	<p><a href="http://www.coebank.org/">http://www.coebank.org/</a></p>
<p><b>Contact</b></p>	<p>n.a.</p>

(Source: IEEP Work Programme 2011, 2011: 47-52; 76-78)

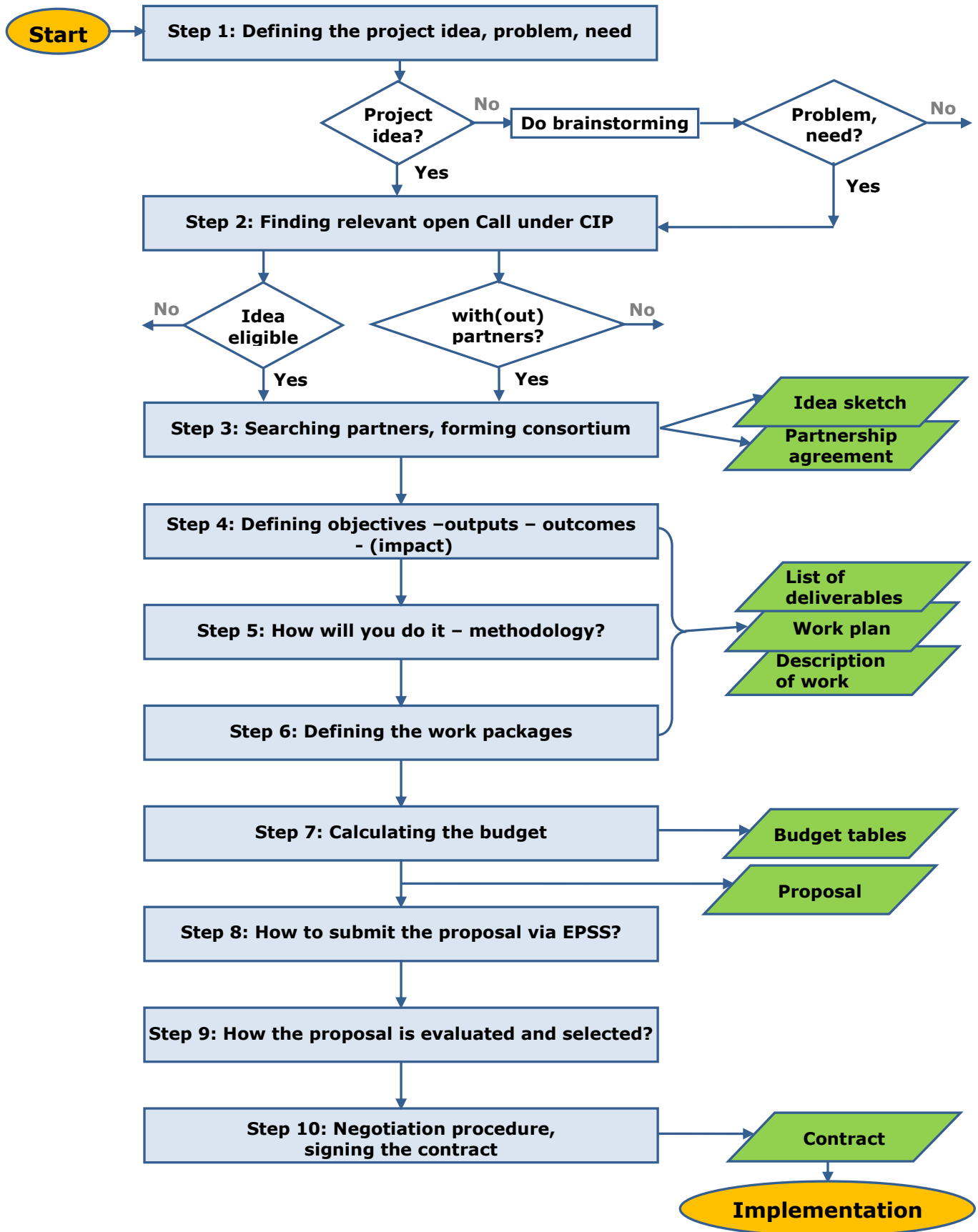
### Where to find further information on IEEP?

Website: <http://ec.europa.eu/energy/intelligent/>

## 1.5 Overview on the application procedure

The first part of this Manual has been focusing on providing you with an overview on the CIP and its sub-programmes. Now we are approaching the second part on how to apply under the CIP. In order to show you the **red thread of an application procedure**, the flow chart below shows the project preparation and application procedure. In the next chapters and also during the training workshops we will now follow this **step-by-step**. As part of the steps there are checklists, templates and suggestions for group work which will guide you in applying the knowledge to your own project idea.

### Overview on entire application procedure (flowchart)



## Chapter 2: Idea and partnership

### Step 1: Defining the idea, problem or need

#### Step 1: Defining the project idea, problem, need?

Your first step will be to see whether you have a project idea and how this could look like. Your project idea should be demand-oriented. What does that mean? It **should address a real perceived problem or need of target groups within Macedonia or an opportunity** that has not been explored, yet, **e.g.**

- Do you see a problem concerning energy efficiency?
- What is the main problem that your organisation faces that could be relevant to other partners as well?
- Do you think that ICT can contribute to develop solutions for public services in municipalities?
- What have more advanced organisations in other countries already developed where you and other partners could benefit from exchange and cooperation with such organisations?

Some brainstorming with a couple of people might help to develop an idea.

#### Checklist No.1 – Group work: Identifying the idea, problem or need

**Q: Do I have a project idea or do I perceive that there is a problem or need related to CIP-topics?**

Please, brainstorm on "what, why, how and how long and write it down in a few key words on flipchart paper **(10 mins)**.

- **What** is your idea, solution:
- **Why** is it needed? Describe the problem, need and opportunities:
- **How** would you do it, which activities are required:
- **How long** do think the project would take:

**For the 2<sup>nd</sup> Round Follow-Up Workshops**, we will work more intensely on this and check the idea using the checklists with guiding questions in **Annexes 4 and 5**. Wherever you might get stuck, we will help you.

## Step 2: Finding the relevant open calls for proposals under CIP

### Step 2: Finding the relevant open call for proposals under CIP

#### Q: The question, you are facing now is where to look for funding information within CIP?

In step 1 you have identified your idea and now you would like to find somebody who is willing to provide you funds for it.

You should look at:

- Websites of sub-programmes: the easiest and shortest way
- Be careful: websites like to be changed frequently (make your own list of websites/links and check them on a regular basis)
- Websites: well structured, a lot of information: About Programme, How can you take part?, Participating in Programme, Running projects...
- Each sub-programme – its own website with its own structure
- Identify a proper Call for your idea - your idea should fit with the Sub-programme's objectives and philosophy behind– read carefully documents referring to Programme.

#### Websites of the sub-programmes

**EIP- Eco innovation:** [http://ec.europa.eu/environment/eco-innovation/index\\_en.htm](http://ec.europa.eu/environment/eco-innovation/index_en.htm)

EIP- Eco innovation Call for Proposals: check once it is open

[http://ec.europa.eu/environment/eco-innovation/events/2011/european-info-day-2011\\_en.htm](http://ec.europa.eu/environment/eco-innovation/events/2011/european-info-day-2011_en.htm)

**ICT-PSP:** [http://ec.europa.eu/information\\_society/activities/ict\\_psp/index\\_en.htm](http://ec.europa.eu/information_society/activities/ict_psp/index_en.htm)

ICT-PSP Call for Proposals:

[http://ec.europa.eu/information\\_society/activities/ict\\_psp/participating/calls/call\\_proposals\\_11/index\\_en.htm](http://ec.europa.eu/information_society/activities/ict_psp/participating/calls/call_proposals_11/index_en.htm)

**IIEP:** <http://ec.europa.eu/energy/intelligent>

IIEP Call for Proposals: [http://ec.europa.eu/energy/intelligent/call\\_for\\_proposals/index\\_en.htm](http://ec.europa.eu/energy/intelligent/call_for_proposals/index_en.htm)

## Step 3: Searching partners, forming the consortium

### Step 3: Searching partners, forming the consortium

You are progressing fine. You have found the relevant CIP Call and now you are approaching the phase of building the partnership. In step 3 you should ask yourself the following questions:

#### Q: Can I do it alone or with partners?

- EU programmes foster international partnerships – **almost MUST** (few exemptions like EIP - Eco Innovation 2010, IEEP – Call in 2011 –initiative: Building Workforce Training and Qualification Initiative)
- International partners bring EU added value to project (award criteria)
- Pick up reliable partners (with references and proof record in projects) and partners whom you trust
- Form/build balanced partnership (in terms of different countries – “old, new members; in terms of complementarity: business sector, public body, support organisation, academia, etc ).

#### Q: How to find partners for CIP-projects and who can help me find them?

- My business partners
- Members of Enterprise Europe Network (see **Annex 6** list of 4 local EEN partners)
- Database on CIP websites
- National contact points
- Potential business partners
- SME support organisations like chambers, business incubators, technology parks, associations, regional development centres, etc.
- Search on sub-programmes’ websites (previous and current partners).

#### Project database websites

**EIP- Eco innovation:** <http://ieea.erba.hu/eco/page/Page.jsp>

#### ICT-PSP:

[http://ec.europa.eu/information\\_society/apps/projects/index.cfm?menu=secondary&prog\\_id=IPSP](http://ec.europa.eu/information_society/apps/projects/index.cfm?menu=secondary&prog_id=IPSP)

**IEEP:** Database of projects:

<http://ieea.erba.hu/ieea/page/Page.jsp>

**Annex 19** has a project list with selected projects and case studies from projects under EIP, ICT-PSP and IEEP, where you can see of which partners the consortia consist.



**Q: Which role should I play: lead partner or partner?**

- Start as a partner – to get experience first (a lot of paper work, coordination, and huge demand on in-depth knowledge of programme’s rules of procedures – which differ from sub-programme to sub-programme)
- Being a partner does not mean a submissive role - partnership should be built on equal treatment
- Lead partner – “spiritual agents” of project, engine of project
- Being lead partner – responsibility for the partnership toward contracting authority
- Formalisation of partnership – partnership agreement – division of tasks and responsibilities – very clear and precise from the beginning.

**Q: Is my idea unique and fresh one? What are other consortia doing?**

- Check already approved projects – data base on websites, promotion brochures, publications, etc
- Check the expression letters of interest/requests for joint EU projects: EEN partners
- EU never co-finances projects which are under implementation, only projects which shall start after the signature of co-financing contract.

**Q: Is there any assistance by Contracting Authority (CA) to give me an opinion on my project idea – to tell me whether my idea meets Call criteria and objectives before I submit it in complete application form?**

- Yes, there is so called pre-proposal assistance (PPA) or pre-proposal check
- EIP - Eco-Innovation and ICT-PSP and provide PPA
- PPA - to get feedback on your draft proposal (to be sent in due time, check the deadline– it is closed few days before official closure of call, to be sent to nominated persons/unit, responsible for this task)
- Incorporate inputs by PPA into your draft in order to improve your proposal and make it more competitive
- Very useful assistance which should be used as much as possible – do NOT miss this assistance –it is very valuable and it presents CA understanding of objectives of Call.

<b>Checklist No.2 – Group work: Building partnership</b>					
<b>Q:</b> Please, brainstorm on the following questions and put your answers on flipchart paper; please use the table provided below as template <b>(15 mins)</b> .					
<p>1) In your group please think about your <b>potential international and domestic partners</b>. Discuss about <b>who</b> (formal profile of institution) would you like to invite to the partnership and <b>why</b> (complementarity principle). You should consider and define:</p> <ul style="list-style-type: none"> <li>• Number of partners</li> <li>• Their role (partner, lead partner)</li> <li>• Expertise field they represent (like: ICT – development software applications, RES, basic research provider in green technology...) and sector represented (SMEs, SME support organisation, research organisation, public authority, local authority, city, municipality...)</li> <li>• Their contribution to the project: short description what inputs can provide in project (experience, know-how, expertise, excellent dissemination...)</li> <li>• Experience in EU affairs: yes/no</li> </ul>					
Partner/ Lead partner	Name of institution	Country	Sector represented	Content contribution- expertise field	Experienced in EU
LP					
P1					
P2					
P3					
<p>2) Please, think about <b>the approach, how</b> will you establish first contacts and how you are going to invite them to the partnership.</p>					

## Chapter 3: From draft to proposal

### Step 4: Defining the objectives-outputs-outcomes

Now that you have found the partners, together with them you should elaborate more on the project idea. Ask yourself the following questions:

- What do we want to achieve with our project?
- Which problem do we want to solve or improve?
- Which opportunity do we want to explore?
- Can we change something to the better?

#### Q: How do I define objectives?

- Objectives are goals which your project aims to achieve or to contribute to. It is important that there is a **clearly visible connection** of your own project objectives and the call priorities of the respective CIP sub-programme
- There needs to be a logic connection between your project's objectives and activities. There needs to be a **"red thread"**.
- It is useful that you read the Call for Proposals text and other documents recommended in the call text carefully. They will give you a clue in which direction your objectives can be targeting and help you to make sure that your objectives are in line with related EU policies and strategies.
- The Guide for Proposers will help you to define objectives by asking you guiding questions and providing templates on how to present the objectives.
- **Keep the objectives focused and manageable** and keep the number of objectives low (e.g. 3-5 for specific objectives, 3-5 for strategic objectives).

#### Q: How are objectives, outputs and outcomes, activities and input connected?

When you have sketched your **objectives**, you will ask yourself can we achieve them and how? Which **activities** shall we perform and can we perform realistically? Which **resources** do we need in order to achieve the objectives?

When you want to perform activities within your project, you need to provide resources (inputs, e.g. personnel working on an activity). Activities deliver outputs, which can be divided in **direct, tangible outputs (i) deliverables** (e.g. direct, tangible products such as brochures, CDs or services such as training hours) and **(ii) indirect, less tangible outputs** which are connected with the process like policy frameworks, etc. Projects are implemented because you want to **effect an identifiable change** in situation (e.g. changing the behaviour or awareness of a target group, changing the access to capital, changing the policy framework, changing market conditions...). These changes are called **outcomes**. **Impact** is achieved if a project has an effect on its wider environment and contributes to achieving wider policy objectives.

In order to keep track of your progress during a project and to see whether you are achieving your objectives and intended outcomes, it is important to define objectives, outputs and outcomes in a way that they are measurable. Such measurable numbers are called indicators and they should be **SMART** – specific, measurable, achievable, relevant and time-bound.

**Annex 7** is taken from the IEE Guide for Proposers 2011 contains good examples of specific and strategic objectives and their connection to outputs and outcomes. **Annex 3** provides you with examples of the eco-innovation objectives and indicators. **Annex 8** provides the objectives of the Eco-Innovation Initiative and the ICT-PSP and IEEP sub-programmes; you can use the guiding questions there as a checklist to see whether your project objectives relate to these objectives.

Objective	Output	Outcome
To test and launch a new energy advice service to help householders optimise their electricity consumption	Tests on 10,000 households Specific energy advice service up and running Training of 50 energy service providers	At least 80% of targeted households implementing low/no cost recommendations resulting into: 300 kWh/year of electricity saved in average per household (200 toe/year/total)
To promote the wood energy contracting model, and to facilitate agreements between parties for wood heating plants	Promotion of energy contracting model across participating countries 42 workshops on biomass for heating 33 study tours to relevant biomass supply chains or heating plants 72 one-to-one meetings to foster agreements on wood heating plant installation	45 new wood-energy plants, corresponding to 15 MW <sub>th</sub> established thanks to the action support Minimum of 1,350 uses of the “advisory tool” which gathers relevant information on successful cases of wood energy plants

Source: Extracted from IEEP Guide for Proposers 2011:20, 21.

**Checklist No.3 – Group work: Defining the objectives-outputs-outcomes**

**Q1: What are your project objectives?** Please, use the template below in order to define your project objectives, outputs and outcomes and write them on flipchart **(10 mins)**.

**Q2: Does it relate to the objectives of the respective CIP sub-programmes?** Please, review your table in comparison to objectives outlined in Annex 8. **(5 mins)**.

**Example of template for presenting specific objectives, outputs and outcomes** within the duration of your action

Specific objective(s) of your proposal	Outputs (products and services) including their quantification where appropriate	Work package(s)	Outcomes (with quantified SMART performance indicators)	Means of monitoring
1.	• • •		•	
2.	• • •		•	
3.	• • •		•	
4.	• • •		•	

Source: IEE Guide for Proposers 2011:18

If you would like to look at completed examples of such a table, please check **Annex 7**.

## Step 5: How will you do it? – Defining the methodology

### Step 5: Methodology – Work programme

#### Q: What is the methodology – How do I find it?

Now is the question how will you achieve your objectives, what will you do and how will you do it? If you want to achieve the project objectives you will have activities in mind that are necessary. But at the same time it is important that these activities are performed in a logical sequence with a coherent approach. And this is what you define when you develop your methodology. In your proposal you describe the methodology as part of your work programme before a detailed description of work packages follows.

- **Quality of implementation methodology** is part of the award criteria applied to project proposals (here the evaluator usually screens criteria such as the suitability of the approach, extent to which target groups and stakeholders are engaged, clarity of work packages, project planning and suitability of performance monitoring, quality of communication plan for the uptake of solutions(s).
- Before you develop your methodology **read the award criteria**, they can be found in the Call for Proposals texts and be aware of the eligible methods and project activities according to the Call you have selected.
- You describe the methodology by providing a **rationale for your project activities** (and later on a detailed description of each work package – see Step 6). Providing a rationale means that you should justify or rationalise your idea – providing reasons and justification for your action as you propose. Also you explain why and what are fundamental reasons that have led you to propose the idea. Usually it is complemented by some sort of diagramme to give a visual overview on the project (e.g. flow chart or GANTT chart, see **Annex 9**).
- You can have a look at **Annex 10** to find out which information proposals under the individual sub-programmes would like to see provided from you. The questions are very similar, they are just using different wording.

<b>Rationale</b>	<ul style="list-style-type: none"> <li>• An explanation of the basis or fundamental reasons for something</li> <li>• A justification or rationalization for something</li> </ul>
<b>Flow chart</b>	<ul style="list-style-type: none"> <li>• A diagramme that shows a process step-by-step, showing the steps as boxes of various kinds, and their order by connecting these with arrows</li> </ul>
<b>GANTT chart</b>	<ul style="list-style-type: none"> <li>• A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project comprising the work breakdown structure of the project. Some Gantt charts also show the dependency relationships between activities.</li> </ul>

Sources: Copied or summarised from Wikipedia

- Your methodology depends also on which type of project and call you are responding to and which kind of activities are eligible.

You can ask yourself the following questions in order to find out about your methodology:

- Does the project need to be implemented in phases? It might be that a part of the activities can only be executed once other activities are performed; e.g. market user survey as prerequisite for offering a pilot service to customers while other activities need to continue throughout the entire project duration, e.g. project management.
- e.g. the European Patients Smart Open Services project (EpSOS) under the ICT-PSP has phased project activities as follows: (i) Initial inventory and analysis phase, (ii) Services definition phase, (iii) System definition phase, (iv) Development of pilot system and testing, (v) Field testing. Each phase has a specific set of activities, each phase requires different methods in order to implement the activities successfully. (For more see: [http://www.epsos.eu/uploads/tx\\_epsosfileshare/epSOS\\_Flyer.pdf](http://www.epsos.eu/uploads/tx_epsosfileshare/epSOS_Flyer.pdf) ; a more detailed description of their work programme can be seen under: <http://www.epsos.eu/work-plan.html#c561> (see also **Annex 11**).
- How are our work packages connected?
- Where are critical steps where our project could fail and how will we handle the risks?
- Is your project methodology clear and coherent and does it enable your project to achieve the project objectives?

#### Checklist No.4 – Group work: How should I define the methodology for my proposal?

**Q1: What is your approach?** Explain the structure and organisation of your work programme, its overall strategy and the methodology used to achieve the objectives.

Please work on your methodology and prepare also a **flow chart** to illustrate the logic of your work programme (**15 mins**).

-

## Step 6: What do I do? – Defining the work packages

### Step 6: What do I do – Defining the work packages

Now that you have developed your project methodology showing how your project will achieve its objectives, you will define in more detail the individual activities which need to be implemented in order to reach these objectives. The description of the work packages is part of your proposal's work programme section. First you have defined your methodology, now this is broken down into activities which are packed into work packages. The main point here is that you provide a clear overview with each work package description on how it relates to the project objectives, which tasks are to be performed in which logical sequence (i.e. Task 1, Task 2, etc.), which partners are involved, who takes over the lead for this work package, which resources are needed and which outputs/ deliverables will be achieved.

### Q: How do I define a work package?

- Your project activities should be broken down into work packages. The number of work packages depends on the size and complexity of the project. 5 to 10 work packages are standard as the Guides for Proposers say.
- All CIP Guides for Proposers and the application forms provide **templates for work packages** and a detailed explanation on what to write (see **Annex 12**). For the description **just follow the instructions** which are provided within the templates.
- For your consortium of partners it will be important to agree on how the work is divided among the partners, who will be leading a work package.
- In your work package description you provide more details on the methodology by explaining the individual tasks that will be carried out as part of this work package.
- The work package description is part of the work programme section (Step 5 is a part of this, too) and usually there is also a **work schedule** or **work plan** template that needs to be filled in. **Checklist 5** contains a **generic template for a work package description and a work schedule**. When you apply for a call, please use only the templates of the application forms provided there.
- There are usually **mandatory work packages** such as a "WP Management" as WP N°1 and a "WP Dissemination Activities". Under Eco-Innovation there is a mandatory WP Exploitation and Business Plan. For the IEE Call there is a mandatory WP Communication. For the Build-Up Skills Initiative under the IEE Call there is a mandatory WP EU Exchange Activities. Often there are some pre-defined tasks allocated to these work packages which you will also need to consider in your budget. And don't forget to include the progress monitoring among your tasks.
- For exemplary description of work packages please see **Annexes 13, 14** for WP under Eco-Innovation, **Annex 15** for WP from IEEP.
- The work programme section of your proposal will also have **additional templates**, e.g. for lists of work packages and deliverables. Important for you is to keep it all coherent: i.e. keeping the name for the same work package or deliverables in all these different lists and the work plan.



<b>Checklist No.5a – Group work: How should I describe a work package?</b>						
<p><b>Q: Have you structured your work into work packages; what are you going to do and how are you going to do the project work?</b></p> <p>Please, elaborate <u>the four main work packages</u> and the <u>work plan</u> of your project according to the templates provided and write them on flipchart <b>(60 mins)</b>.</p>						
<b>Generic template for Work Package description and deliverable list</b>						
<b>Work package number:</b>		<b>Starting date or starting event:</b>				
Work package title:						
Participant number:						
Participant short name:						
Person-months per participant						
<b>Objectives:</b>						
<p><i>(Provide a concise description of the objectives to be achieved within the work package and how these objectives will be pursued. Use quantifiable and verifiable elements. Refer to the tasks to be carried out.)</i></p>						
<b>Description of work</b>						
<p><i>(Provide a short description of the work in this work package. State the role of the participants for the elaboration of each deliverable.)</i></p>						
<b>Deliverables</b>						
<p><i>Provide a brief description of the deliverables including the month of delivery and the dissemination level. (note: it is expected that most of the deliverables will be publicly available)</i></p>						
Deliverable No.	Deliverable name	WP No.	Nature (Prototype, Report, Demonstrator, Specification, Other)	Dissemination level (public, restricted, confidential)	Delivery date (project month)	
D1.1						
D1.2						
D1.3						
etc.						

(based on template from CIP-ICT-PSP – Pilot Type A-2011 CFP: 38,37; combined with Deliverable List)

<b>Checklist No.5b – Group work: Work Plan</b>																																							
Template for a Schedule for a 30-months project (adapt as appropriate) – can be used for all three sub-programmes																																							
	<b>Project months</b>																																						
<b>WP No.</b>	<b>WP title</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36		
WP 1:	Management																																						
Task 1.1																																							
Task 1.2																																							
WP 2																																							
Task 2.1																																							
Task 2.2																																							
WP 3:																																							
WP x:	Communication																																						
WP y:	(Exploitation and Business Plan) – this WP is only relevant for eco-innovation call																																						
WP z:	Dissemination activities																																						
Project meetings																																							
Project reports to EACI																																							
Project information sheet to EACI project																																							
Webpage/ site creation and update																																							
Project deliverables																																							

(based on template from CIP-EIP-Eco-Innovation-2010 Cfp:10)

D: Deliverable

PR: Progress Report

IR: Interim Report – technical and financial

FR: Final Report – technical and financial

etc.

## Step 7: How to calculate the costs – Budgeting

### Step 7: How to calculate the costs - Budgeting

You are in the final phase of the technical part (preparation of content and budget) of the application. In previous steps you have defined your objectives, activities and your methodology. Now it is time to estimate how much money you need for the implementation of project. The preparation of budget goes hand in hand with the planned activities. The budget should reflect the financial aspects of work packages and deliverables. It is your task to make realistic and balanced budget, having in mind all eligible expenditures, which will be incurred during the implementation.

### Q: Which are **general principles** and **basic rules** in **budget preparation**?

When you prepare your application you should respect main principles:

1. **Principle of co-financing:** the applicant has to provide and contributes to the eligible costs. The percentage varies from programme to programme, from sub priorities to sub-priorities, each have specific rules on the required level of co-financing. The EU co-financing can be up to 90% of eligible costs (very few cases), more likely it is between 50% to 75%. The missing share has to be provided by applicant or by other sources.
2. **Principle of no double financing:** it is not allowed to submit the same item of expenditure to different sources (EU, national or regional authorities) separately in order to obtain their financial support.
3. **Principle of eligible budget:** the total budget has to be calculated on the basis of eligible costs (non-eligible costs like VAT, cannot be included in the budget). In case the call foresees minimum and maximum threshold of total budget, the proposed budget not respecting this provision, is excluded automatically.
4. Principle of **realistic and balanced budget:** costs should be calculated on realistic expenditures and prices. A realistic budget allows smooth financial management under the implementation phase.

### Q: Which costs are **eligible**?

A general rule is that **"Eligible costs of the action"** are **costs actually incurred** by the beneficiary, which meet the following criteria:

- They are incurred during the duration of the action
- They are connected with the subject of the agreement and they are indicated in the estimated overall budget
- They are necessary for the implementation of the project
- They are identifiable and verifiable in particular being recorded in the accounting records

- They comply with the requirements of applicable tax and social legislation
- They are reasonable, justified and comply with the requirements of sound financial management

**Q: Which costs are considered as NON-eligible?**

Most often the non-eligible costs are:

- Return on capital
- Debt and debt service charges
- Provisions for losses or potential future liabilities
- Interest owed
- Doubtful debts
- Exchange losses
- VAT, unless the beneficiary can show that he is unable to recover it
- Costs declared by the beneficiary and covered by another action or work programme receiving a EU grant
- Excessive or reckless expenditure
- In-kind contributions.

**Q: Which are the main categories of eligible costs?**

The eligible costs consist of:

- Direct costs (personnel/staff costs, sub-contracting/external service, travel costs, purchase of equipment, other specific costs)
- Indirect costs – flat rate of % of personnel.

PERSONNEL/ STAFF COSTS	<p>Personnel costs are the costs of the actual hours worked by the persons directly carrying out work under the project. Such persons must:</p> <ul style="list-style-type: none"> <li>• Be directly hired by the participant in accordance with its national legislation</li> <li>• Work under the sole technical supervision and responsibility of the participant</li> <li>• Be remunerated in accordance with the normal practices of the participant, provided that these are regarded as acceptable by the Commission.</li> </ul>
SUB-CONTRACTING EXTERNAL SERVICES	<ul style="list-style-type: none"> <li>• A subcontractor does not sign the grant agreement.</li> <li>• Any subcontract, for which the costs are to be claimed as eligible costs, must be awarded according to the principle of best value for money (best price-quality ratio), under the conditions of transparency and equal treatment.</li> </ul>

TRAVEL COSTS	<ul style="list-style-type: none"> <li>• This costs category includes the amount of travel and subsistence of personnel (staff only) working directly for the action, calculated on the basis of usual practices of the participant.</li> <li>• In some programmes this category is part of staff costs.</li> </ul>
PURCHASE OF EQUIPMENT	<ul style="list-style-type: none"> <li>• This category applies only for equipment which is depreciated according to national accounting rules. Due to the type of actions (non-technological), any equipment for actions of the specific programme will only be accepted under exceptional circumstances and only with prior agreement of the Contracting Authority. If eligible, only a portion of the equipment's depreciation corresponding to the duration of the action and the rate of actual use for the purpose of the action may be taken into account as eligible costs. The cost shall be calculated according to the proposed formula in a Guide for Applicants.</li> <li>• Some programmes do not include this category as a separate one.</li> </ul>
OTHER SPECIFIC COSTS	<p>Other specific costs - should be costs that cannot be included under any of the previous cost categories of direct costs. Examples:</p> <ul style="list-style-type: none"> <li>• Costs related to the organisation of events</li> <li>• Dinner costs at project meetings;</li> <li>• Printing of promotion and dissemination material;</li> <li>• Travel costs for persons who are not members of staff nor subcontractors</li> </ul>
INDIRECT COSTS	<ul style="list-style-type: none"> <li>• Indirect costs are all those eligible costs that cannot be identified by the participant as being directly attributed to the project, but which can be identified and justified by its accounting system as being incurred in direct relationship with the eligible direct costs attributed to the project. They may not include any eligible direct costs.</li> <li>• Usually indirect costs are calculated at <b>flat-rate of xx%</b> of its personnel costs. This % varies from programme to programme.</li> </ul>

**Q: Is there a standard template of financial table, used for all CIP programmes?**

Unfortunately, no. **Every Call for Proposals has its own financial tables**, which are part of complete application documentation. It is a basic rule that application **has** to be written on the templates provided in the specific Call. It is also common that the preparation budget is done by **bottom-up approach**, meaning that when each partner provides necessary financial inputs due to automatic excel tables also a budget on the level of consortia is prepared. So, the focus should be given to **realistic estimation** of specific financial items (like: estimation of time, spent for the project, proper calculation of hourly rate per employee, etc) to be inserted in the provided financial tables (see **Annex 16**– Example of Financial Tables under EIP, ICT-PSP and IEEP).

**Checklist No.6 – Group work: Budgeting**

Please, think about all expenses (in €) which will be incurred during the project. Before starting with an estimation, refresh your memory by reading the description of WPs you provided in the previous step 6.

- **First:** Make an estimation of **time spent** for the project, i.e. think, how many people will work on the project and how many hours they will be engaged per WP. Then you should calculate their hour rate (a method of calculation is usually defined in the instructions for applicants, if not, make your own methodology, reflecting common sense).
- **Second:** You should make an estimation for expenses related to **international travel**. Define a number of missions, number of persons and make estimation of travel expenses, including daily allowances (if you exceed 1000 € per person, provide further explanation)
- **Third:** Define all expenses related to **sub-contracting** and **external assistance** you will need during implementation of project. Make an estimation per WP.
- **Fourth:** Define all **other direct costs**, which are related to the project and cannot be included under previous categories.
- **Fifth:** Define a **flat rate of indirect costs** and **calculate total eligible budget**.
- **Sixth:** Make summary table for the complete consortium and define %of EU requested funds

Please, use the **budget tables** provided below and put the budget on flipchart **(20 mins)**.

**Tables:**

**I. Budget per partner:**

**I.1. Staff costs**

Direct staff costs (project leader, manager, experts, assistants...)	Hours on project (a)	Hourly rate (b)	Total axb	Indicate all WPs
1				
2				
3				
4				
<b>TOTAL</b>				

Direct staff costs (project leader, manager, experts, assistants...)	WP1	WP2	WP3	WP4	WP5	WP6	Total hours
1							
2							
3							
4							
<b>TOTAL</b>							

**I.2 International travel**

Description of mission, country (partner's meeting, conference, partner's workshop...)	WP	Number of persons	Travel costs per person	TOTAL
1				
2				
3				
<b>TOTAL</b>				

**I.3 Subcontracting**

Description of service provided (translating, promotion material, expertises...)	WP	TOTAL
1		
2		
3		
<b>TOTAL</b>		

**I.4 Other specific costs**

Description	WP	TOTAL
1		
2		
3		
<b>TOTAL</b>		

**I.5 Total Eligible budget per partner**

Total categories	Flat rate	Total costs per category
Staff costs - total		
Travel		
Subcontracting		
Other specific costs		
Indirect costs (% of staff costs)		
<b>TOTAL ELIGIBLE COSTS</b>		

**II. Overall Budget - Consortium**

Partner	Staff costs	International travel costs	Subcontracting/ external assistance	Other specific costs	Indirect costs	Total	Requested EU contribution
LP							
P1							
P2							
P3							

## Chapter 4: Proposal submission

### Step 8: How to submit a proposal under CIP via EPSS?

#### Step 8: How to submit a proposal under CIP via EPSS

Now that everything is ready, it is time that you submit your proposal. Within the CIP this is done electronically via EPSS. So, it is not necessary to send original documents by postal mail. The electronic proposal procedure provides equal opportunities to everybody: everybody has time until last time to submit the proposal no matter how distant your location is from the location where the proposal shall be submitted. Only, do not wait until last minute to submit your proposal.

#### Q: What is EPSS?

EPSS is the Electronic Proposal Submission System. It allows you to submit your proposal electronically. It allows you to **register for a specific call** in which you are interested to apply. **You need to register for EPSS for every application you want to submit.** The respective link to EPSS is provided on the sub-programme website where the call for proposals is published. **Only there** your application will be in the correct "mailbox".

After registration you will receive username and password. The Application Forms in Word and Excel-Format can be downloaded from EPSS when you access EPSS after your account has been created. Usually, you receive your EPSS username and password within minutes after registration.

A full proposal under the CIP sub-programmes consists usually of three parts plus Annexes.

Parts		How to handle it under EPSS
<b>Part A</b>	<b>A1 Proposal summary</b> <b>A2 Participants</b> <b>A3 Budget</b>	<ul style="list-style-type: none"> <li>• <b>directly encoded online in EPSS</b></li> <li>• Form A1: one online form per proposal; proposal summary</li> <li>• Form A2: one online form per partner; info on each partner;</li> <li>• Form A3: one online form per proposal; summary budget</li> </ul>
<b>Part B</b>	<b>Detailed description of the action</b>	<ul style="list-style-type: none"> <li>• needs to be downloaded from EPSS</li> <li>• before submitting it -&gt;convert into PDF and then upload it</li> </ul>
<b>Part C</b>	<b>Detailed budget</b>	<ul style="list-style-type: none"> <li>• needs to be downloaded from EPSS</li> <li>• submitted as Excel-file (not PDF)</li> </ul>
<b>Annexes</b>	is specified in Guide for Proposers	<ul style="list-style-type: none"> <li>• some templates need to be downloaded from EPSS</li> </ul>



		<ul style="list-style-type: none"><li>• some of the documents you provide from your organisation</li><li>• submitted in PDF or Excel-Format</li></ul>
--	--	---

Sources: Summarised from Guides for Proposers

Only the registered coordinator can upload files into EPSS. But the benefit of EPSS is that all participants can view and download the current files from the system. So, each of your partners can be updated all the time.

### Q: Is there **help** available for **EPSS**?

There are EPSS User Guides and you will also get online instruction when inserting data into EPSS. Each sub-programme has a EPSS user guide. But their contents are similar:

- for **Eco-Innovation**: [http://ec.europa.eu/environment/eco-innovation/getting-funds/application-packs/index\\_en.htm](http://ec.europa.eu/environment/eco-innovation/getting-funds/application-packs/index_en.htm) (there is also the link to the EPSS User Guide)
- for **ICT-PSP**: <https://www.epss-fp7.org/psp/EPSS-Userguide.pdf>
- for **IEE**: [http://ec.europa.eu/energy/intelligent/call\\_for\\_proposals/doc/call\\_2011\\_epss\\_user\\_guide.pdf](http://ec.europa.eu/energy/intelligent/call_for_proposals/doc/call_2011_epss_user_guide.pdf)

### Q: How can I find the **EPSS access** for the **call for which I want to apply**?

The websites of all sub-programmes easily guide you to the **open calls section** and there you will find the **EPSS access** link for the respective call. **You can't miss it:**

#### EPSS access for **Eco-Innovation Call**:

The screenshot shows a web browser window with the URL '2010 call for proposals - application p...'. The page has a green header with navigation links: 'Press corner', 'FAQs', 'Contact', and 'Useful links'. The main content area is divided into sections: 'If you plan to apply' with links to 'Read the call text', 'Check out our FAQs', 'Get the latest guidance and advice at Eco-innovation Info Days', 'Do not hesitate to contact the EACI and/or your informal National Contact Point if you need more help', 'Submit your proposal using the online submission tool [closed]', 'Submit your application before the deadline', 'Subscribe to our newsletter get the latest news', and 'Check out the latest Eco-innovation publications'. Below this is 'Call Text 2010' with a link to 'Text of the 2010 call for proposals' (297 KB). Then 'Application forms' with links to 'Application form Part B call 2010' (195 KB) and 'Application form part C (detailed budget) call 2010' (175 KB). Finally, 'Online Submission Tool and Guides' with links to 'Guide for proposers 2010' (2 MB), 'EPSS User Guide 2010' (805 KB), and 'Online Proposal Submission Tool - EPSS [closed]'. A red arrow points to the 'EPSS User Guide 2010' link. On the right side, there are news updates for February 2011 and December 2010, and a 'DON'T MISS' section for February 2011. The footer indicates 'Last update: 09/02/2011 | ^ TOP'.

Source: [http://ec.europa.eu/environment/eco-innovation/getting-funds/application-packs/index\\_en.htm](http://ec.europa.eu/environment/eco-innovation/getting-funds/application-packs/index_en.htm)  
(as accessed: 15.04.2011)

**EPSS access for the ICT-PSP Call:**

**ACTIVITIES :: ICT PSP :: Calls :: Call for Proposals 2011**

## Call for Proposals 2011

The 5th Call for Proposals is open  
1 March - 1 June 2011

For a quick overview please see the [Call 5 leaflet](#).

Page updated	23/03/2011
Call opens on	1 March 2011
Call will close	Wednesday 1 June 2011, at 17:00 hours (Brussels local time)
Budget	115.5 million Euro
OJ reference	OJ C064 of the 1 March 2011 (2011/C 64/10)

EPSS

<b>The Electronic Proposal Submission Service</b>	Proposal submission must be made by means of the European Commission's Electronic Proposal Submission Service (EPSS) on or before the published deadline
<b>Pilot Type A</b>	
<b>Pilot Type B</b>	
<b>Thematic Networks</b>	
<b>Best Practice Networks</b>	

Documentation For specific information about the Call 2011, read the documentation below:

Source: [http://ec.europa.eu/information\\_society/activities/ict\\_psp/participating/calls/call\\_proposals\\_11/index\\_en.htm](http://ec.europa.eu/information_society/activities/ict_psp/participating/calls/call_proposals_11/index_en.htm) (as accessed: 15.04.2011)

**EPSS access for IEE Calls:**

**INTELLIGENT ENERGY EUROPE**

## 2011 Call for Proposals

- Overview
- Frequently asked questions
- Call documents
- National contacts (link to the 'contacts' section)
- Info Days (link to the 'events' section)
- Partner Search

[Print]

### Call Text and Work Programme 2011

- Text of the 2011 call for proposals (essential information for applicants)
  - English
  - Français
  - Deutsch
- Annual Work Programme 2011 (additional information on priorities, budget distribution, and evaluation criteria)
  - English - Français - Deutsch

Original document in English. Translations to French and German are provided for information purposes only. The English version prevails.

### Online Submission Tool, Guide for Proposers & Application Forms 2011

**Register in EPSS to access the Application Forms. Submission of your application is only possible online.**

### Promotion and Dissemination projects

- Application Forms and Online submission tool - EPSS
- Guide for proposers
- EPSS Guide

### BUILD UP Skills, the new Building Workforce Training and Qualification Initiative:

- Application Forms and Online submission tool - EPSS
- Guide for proposers
- EPSS Guide

Source: [http://ec.europa.eu/energy/intelligent/call\\_for\\_proposals/index\\_en.htm](http://ec.europa.eu/energy/intelligent/call_for_proposals/index_en.htm) (as accessed: 15.04.2011)

**Q: What happens then once I click on the EPSS link?**

If you then click on the link to EPSS for the respective call, the EPSS entry window will open, asking you to **register** or to **log-in** with username and password if you have previously registered:

**Welcome to EPSS, the Electronic Proposal Submission Service**

Call Selected: CIP-IEE-2011  
Sub-Scheme Selected: CIP-IEE-Promo-BWI

I am the **coordinator** of a proposal and I need a user name and a password → **REGISTER**

I already have an **online** user name and a password → **LOGIN**

I am a **participant (not the coordinator)** in a proposal and I need a user name and password → **CONTACT YOUR COORDINATOR**

[EPSS user guide](#)  
[Privacy Statement](#)

For registration you will be required to provide some contact information. For login, you will be asked to provide the username and password that has been sent to you after registration. This window looks like this:

**Important notice for using EPSS:**

As of the 5th of May 2008 you can use the PIC feature in EPSS. For more information about what the PIC is, please check [http://cordis.europa.eu/fp7/urf-pic\\_en.html](http://cordis.europa.eu/fp7/urf-pic_en.html)

If you need to use EPSS in order to prepare several proposals in a concurrent way (i.e. use multiple accounts at the same time) you **MUST** do it in different Browser Windows and **NOT** Tabs.  
The usage of Tabs with applications that use login credentials to identify different sessions (like EPSS) is not working

Please enter your username and password...

username   
password

If you're not yet registered, please complete the registration form - [register now](#)  
Forgot your password? - [click here](#)

And from then on, you can **navigate** through the different proposal parts, access the forms and download templates for Part B and C and Annexes:

Prepare Proposal	Change Password	Check Validation	Submit Proposal	Logout
General	Proposal Setup	Part A	Part B, C and Annexes	History

**Part A**

Click on a form name to edit online, or select form(s) and press download to view as PDF. Scroll to bottom of the form to save and validate form. Scroll to bottom of the form for validation errors. Note: Automatic calculations will only be performed if form is valid.

Form name	Download (PDF) Status
A1	<input type="checkbox"/> Last updated 15 Apr 2011 12:16:31 Brussels Local Time by EPSS
A2 Coordina	<input type="checkbox"/> Last updated 15 Apr 2011 12:16:31 Brussels Local Time by EPSS
A3	<input type="checkbox"/> Last updated 15 Apr 2011 12:16:31 Brussels Local Time by EPSS

Please note that all participants in proposals must ensure that they have the authorization of their organisation to participate in the proposal and any project arising from it. Co-ordinators are advised to ensure that this is the case prior to the submission of the proposal.

**Q: What happens when I want to submit the final version of the full proposal?**

It is advisable to **not wait until the last minute** to upload the final version of all proposal parts. You can **upload and submit draft versions during** the proposal preparation. **The last version** of your proposal that has been submitted until the deadline will be the one that is evaluated.

## Chapter 5: Evaluation and negotiation procedure

### Step 9: What is administrative and technical evaluation?

#### Step 9: What is administrative and technical evaluation?

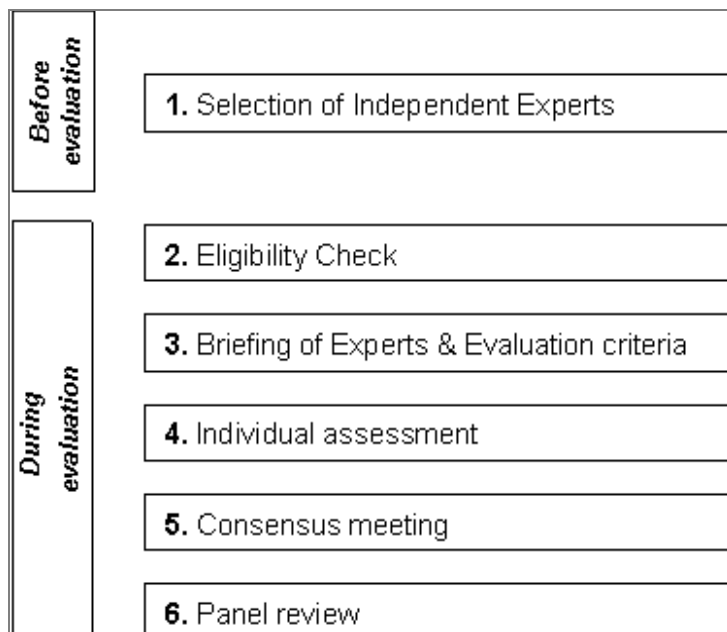
You have submitted your project proposal in due time through EPSS. Now, your application is in the hands of the Contracting Authority's staff and external experts, hired by the Contracting Authority to make **just and objective evaluation** of submitted applications, based on **award criteria**, which are an essential part of the published call for proposals. The complete procedure is a long one and it can take several months as it is described in the last section of the call (see **Annex 17**). **So, be patient.** You will be informed on the results of evaluation.

#### Q: What is going on with your proposal?

The evaluation process is composed of **two major steps**:

- **Administrative compliance:** eligibility, selection criteria (financial and technical capacity) - failure to comply with these criteria – no further evaluation – done by CA staff (administrative is Part A of application)
- **Award criteria** - technical evaluation - done by external evaluators (proposal description Part B, in some cases also part C – IEEP, Eco-Innovation).

#### Flowchart : General overview of evaluation process



Source: ICT-PSP Guide for Applicants, instrument: Pilot Type A

**Q: How** does the procedure go?

The CA staff first checks the administrative compliance of the applicant and its partners. They check as follows:

**1. Administrative compliance** means to meet eligibility and selection criteria such as:

- **Eligibility criteria: (yes/no)**
  - Proper legal entity of applicants, number of partners,
  - Addressing proper priorities/themes, submission in due time,
  - Attached requested supporting documents (Declaration of honour – not be in bankrupt, Legal Documents, Legal Entity Form)
- **Selection criteria: (yes/no)**
  - **Financial capacity** to complete the project – to submit “Simplified Financial Statement Form, Annual Financial Statements comprising of Balance sheet, the profit and loss statement and annexes to those for the last financial year for which the accounts have been closed, Audit Report, Financial Identification Form, Letters of Support (optional)
  - **Technical capacity** – operational capacity to perform proposal (CV of responsible persons, record on previous projects)

**2. Award criteria - technical evaluation – evaluation of the content of project-score**

Award criteria differ from programme to programme due to different content and different objectives to be met.

Usually there are **up to 5 award criteria** (could be more or less), and for each criteria a **score from 0 to 10 (or 5)** is given.

There are two conditions to be met in order to qualify to be proposed for awarding:

- To meet **grand total threshold** for all award criteria (for example: 75% of the maximum total score)
- To meet **threshold for each criteria** (for example: 50%)

In practice it means that:

- Each criteria has the **same weight** – do not underestimate any of them.

**Example evaluation criteria for IEEP: Call for Proposals 2011**

Award criteria with maximum score	Threshold per criteria to be met (50%)	Total
<p><b>1. Relevance of the proposed action (score 0-10)</b></p> <p>a) extent to which the proposed action is consistent with the IEE Call priorities;</p> <p>b) extent to which the proposed action responds to important user needs and market barriers;</p> <p>c) extent to which the proposed action complements other related activities</p>	min.5	10
<p><b>2. Quality of implementation methodology (score 0-10)</b></p> <p>a) suitability of the proposed approach and extent to which the proposed action engages the target groups and stakeholders;</p> <p>b) clarity of the work packages, project planning and suitability of performance monitoring;</p> <p>c) quality of communication plan for the uptake of solution(s).</p>	min.5	10
<p><b>3. Ambition and credibility of the impacts of the proposed action (score 0-10)</b></p> <p>a) services / outcomes produced by the action (deliverables, hours of training, etc.);</p> <p>b) impact within and beyond the project lifetime assessed with specific, measurable, accepted, realistic and time-dependent (SMART) indicators;</p> <p>c) sustainability of the solutions offered by the proposed action beyond the project lifetime.</p>	min.5	10
<p><b>4. EU added value (score 0-10)</b></p> <p>a) evidence that collaboration / team working across national borders will lead to greater benefits than separate actions at national / local level in the same countries (Note: Sub-criterion 4.a is not applicable to proposals for the Integrated Initiative on Mobilising Local Energy Investments);</p> <p>b) appropriate geographical focus of the proposed action including learning and exchanges among stakeholders;</p> <p>c) transferability of the solutions offered by the proposed action.</p>	min.5	10
<p><b>5. Resources allocated to the proposed action (score 0-10)</b></p> <p>a) management and composition of the team, balance of skills, experiences, and responsibilities;</p> <p>b) appropriate levels of hours per partner and per work package;</p> <p>c) justification of costs (sub-contracts, travel costs, and other specific costs) and co-financing.</p>	min.5	10
Total score		50
Total threshold to be met – 75%		<b>37,5</b>

See **Annex 18** which has the award criteria for the CIP sub-programmes.

**Q:** Among the criteria is **EU added value**. What does it mean and what's philosophy behind?

CIP as well as other centralized Programmes (7<sup>th</sup> Framework Programme for Research and Technological Development, Marco Polo, Progress, etc.) are focused to support projects which **go beyond local, regional or national levels**. The proposals should address needs, problems, which are common in European framework and environment. The EU fosters strong co-operation between partners from different countries and supports **solutions which are applicable in a broad European environment and context**, not just in the framework of project applicant.

In terms of criteria, the EU added value is scored by:

- Number and quality of different partners in partnership (to combine and join together partners from new, old member states)
- Impacts and benefits of project should be wider and should overcome national or regional borders
- Solutions proposed should be applicable in several EU countries/entities not just in national or local entities
- In cooperation and collaboration with other EU partners you should create or develop a joint solution, applicable also for non-involved stakeholders
- Solutions/ideas should address and tackles joint EU challenges.

## Step 10: How are the procedures for negotiation and signing of the contract

**Step 10: How are the procedures for negotiation and signing of the contract?**

Congratulations. Your proposal has passed all stages of evaluation procedure and according to the evaluator's rank your proposal has met the threshold and it has been proposed to be awarded.

**Q:** What is the **next step** to be done?

### Version 1:

After several months you receive a letter by the Contracting Authority informing you that your project has been classified to be awarded. The Contracting Authority may offer two possibilities:

- To propose to sign grant contract **without any modification** of the project (as it has been proposed and prepared by you)
- To propose **modified budget** (decreased) and asking for your confirmation prior signature

### **Version 2:**

There is also a possibility that your proposal has been listed on a **reserve list** – meaning that in a case a better ranked applicant due to different reasons is not in a position to sign the grand contract, the Contracting Authority offers contract to the first ranking proposal on the reserve list.

**Q:** Should I be aware of any **formal particularities prior the signature** of the contract?

Keep in mind the basic principle of grant contracts:

- **YOU SHOULD DO WHAT YOU HAVE WRITTEN IN YOUR PROPOSAL**
- Contract is complex: composed of special conditions, general conditions, project proposal-work plan - and budget
- Read the complete contract before you sign it



## Chapter 6: Practical tips how to succeed in CIP project applications

You have gone through the complete application procedure. The development of project ideas is more than just writing down the project proposals. It is about networking, modifying an idea into a structured and concise plan and it is about to overcome narrow local interest and to be open for broad EU perspective. It is a matter how your proposed project and therefore your solution can contribute to others and can be transmitted Europe-wide or even worldwide.

Here are some useful hints and tips helping you to succeed in the next round of foreseen CIP Call for Proposals.

When you **develop project proposal** keep in mind:

- **Propose a project idea from your own expertise field**
- **Build solid, balanced /complementary partnership:** connect with research, innovation support organisations, (semi)public institutions, SMEs
- Consider the grant as »candy«; ability **to finance** a project by yourself
- Do not forget the European added value concept - beyond local, regional, national borders
- **Well prepared** proposal – **Smooth** implementation
- **Start as a partner** (»learning process« for future role of Lead partner)
- **Use all information (websites) and services free of charge available** (use SME support organisations)

**Before you start to write** an application:

- Define a **need/problem** – **project** is as a **solution**
- **Assess your capacities and ability** before writing application (evaluation grid, total budget, competition...)
- **Plan** in advance and start early enough (takes more time than you think)
- Each call – has its own specifics - **read carefully whole bunch of documentation** (call, guide for applicants, application form, grant agreement, guide on Electronic Proposal Submission Service)
- **Attend** Info day – public presentation of Call by the Contracting Authority staff
- **Use pre-screening assistance** if it is available
- Read FAQ on website regarding understanding the application form
- Subscription to Alert Service System

### When you write your proposal keep in mind:

- No magic formula how to be awarded - your task –**to convince evaluators**
- Assessment/evaluation is based on **written** description: be precise, concise, self – explanatory and easy to understand
- To provide answers: **why** (need/problem), **how** (methodology), **what** (work packages-tasks/activities and results, impacts), **how long** (time period), **how much** (budget-costs), contribution to EU policies and objectives (general and specific objectives)
- Be **realistic** in defining results and deliverables; but ambitious
- Make **balanced budget** - based on real expenditure, balanced between partners
- **External assistance/external consultants** – limited scale
- Get familiar with crucial EU documents in specific field (mentioned in every Call – section: Background)
- Before submission: use proof readers

### Before submission:

- Double check – are all supporting documents attached and properly filled in?
- Double check partners – have they filled in data in EPSS properly?
- Do not wait until last minute (EPSS – can be overloaded).

## What's next, whom can I contact?

### Interested to go deeper into the project idea and prepare a project proposal draft?

If you are interested in more intense hands-on support on the development of your project idea under CIP, then please send us a **1-page project idea sketch** (see Annex 20) after the workshop to this **email-address: [cip@humandynamcis.org](mailto:cip@humandynamcis.org)** answering briefly the questions which we ask you there. Participants who will submit a project idea will be invited to participate in one of the four 2<sup>nd</sup> Round Follow-up Workshops during which we will go step-by-step through your individual application following the proposal template relevant for your call and providing you with advise on how to develop it.

Three of the most promising project ideas will then be selected after these workshops and will receive individual assistance for drafting their CIP proposal. Our support ranges from facilitating partner meetings for defining the project scope, to providing you assistance in calculating the budget, proof-reading and providing feed-back during individual consultations with you.

**If I have further questions on CIP and this project, to whom can I turn to?**

**Your contact persons for CIP at the Ministry of Economy**

**Ms Ardiana Abazi-Ramadani**

CIP National Coordinator, Ass.Head of European Integration Department

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**MINISTRY OF ECONOMY**

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**Your contact persons for the project:**

**Ms Natalia Chertoyanova**

Project Manager

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**Your CIP trainers**

**Ms Daniela Rink**

Expert CIP / Team Leader

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And there are also the **local EEN partners** (please check Annex 6 for contact details).

## Literature

EIP Work Programme 2011, 18/01/2011

(published on website:

[http://ec.europa.eu/cip/files/cip/docs/eip\\_2011\\_work\\_programme\\_en.pdf](http://ec.europa.eu/cip/files/cip/docs/eip_2011_work_programme_en.pdf))

Guide for applicants, Instrument: Pilot Type A, Call for proposals ICT PSP 5, DG Information Society and Media, 01/03/2011

(published on website:

[http://ec.europa.eu/information\\_society/activities/ict\\_psp/participating/calls/call\\_proposals\\_11/index\\_en.htm](http://ec.europa.eu/information_society/activities/ict_psp/participating/calls/call_proposals_11/index_en.htm)

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Practical Guide to EU Funding Opportunities for Research and Innovation, Competitive European Regions through Research and Innovation, 02/06/2009 (published on website:

[ftp://ftp.cordis.europa.eu/pub/fp7/docs/practical-guide-eufunding\\_en.pdf](ftp://ftp.cordis.europa.eu/pub/fp7/docs/practical-guide-eufunding_en.pdf) )

## **Annexes**