



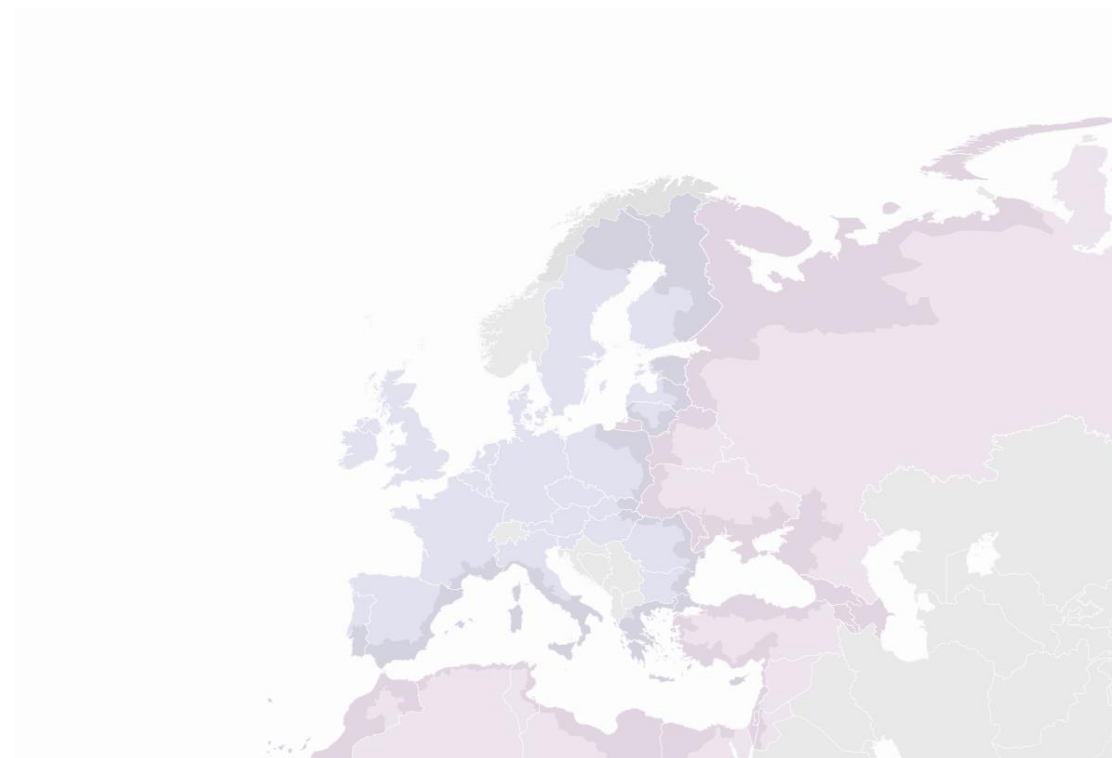
TESIM

Technical support to the implementation
and management of ENI CBC programmes

Building and maintaining effective CBC partnerships/ developing a CBC project

**Partner Search Forum
Poland-Belarus-Ukraine ENI CBC Programme**

Lublin, 25-26 July 2018



A project funded by the European Union



Implemented by a consortium led by



TESIM PROJECT

Who we are ?



Project contracted by the EC

Overall objective:

To provide technical support to the implementation and management of 16 ENI CBC Programmes



Component 1

To improve the management and implementation quality of the ENI CBC Programmes and enhance the cooperation between Member States and Partner Countries at programme level.



Component 2

To build up the capacity of local and regional authorities and private organisations in project development and management in the eligible regions of the CBC Partner Countries.

A CBC partnership

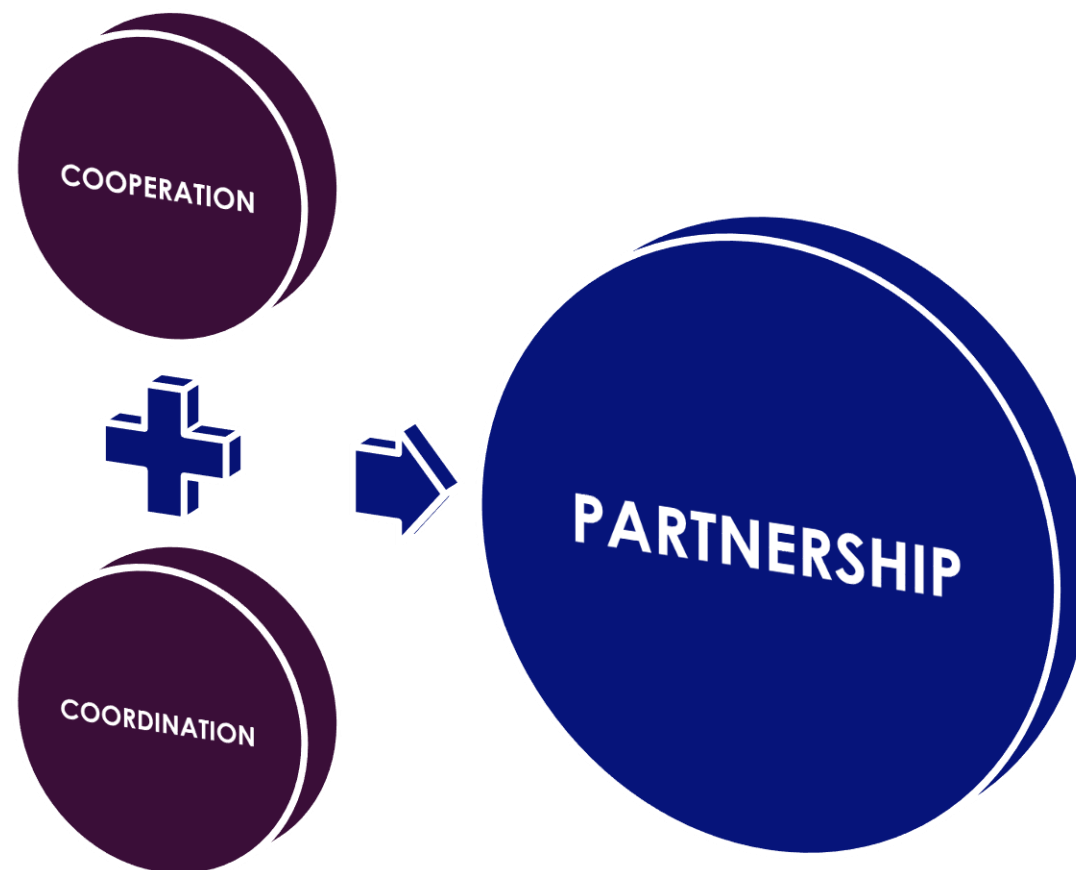


Why so important?

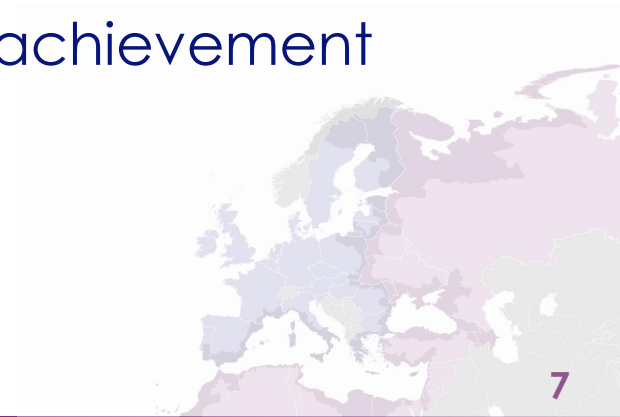
The most important thing to remember is that an ENI CBC partnership is like a marriage – with one major difference, **there is no divorce**

You are together for the life of the project and need to stay in contact for up to five years **for five years from the date of payment of the balance for the programme**





- ❖ A direct programme requirement (at least one partner from **Poland and Belarus or Ukraine**)
- ❖ Address **common challenges jointly** (regarding for example promotion of local culture and history)
- ❖ **Jointly develop opportunities** (example - cross-border tourism)
- ❖ Share experience and good practice **on issues of common interest** (example – promotion and preservation of natural heritage)
- ❖ **Different approaches to the same problems** may lead to achievement of better results

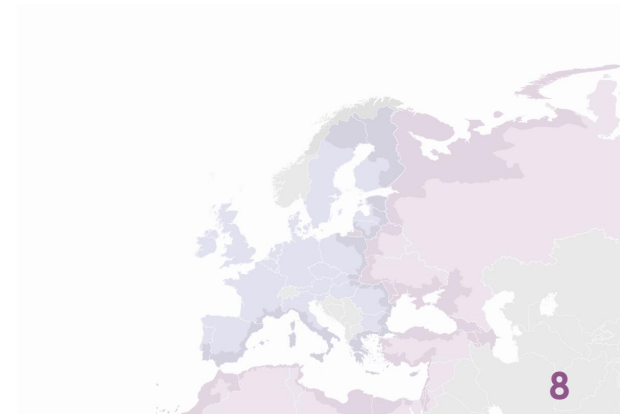


“Partnership” still in the programme documents/ application pack

BUT

❖ Lead partner in 07-13 perspective => **lead beneficiary**

❖ Partner in 07 -13 perspective => **beneficiary**



How to find a suitable counterpart (beneficiary)?



You have already an idea for a CBC project and now looking for a suitable counterpart (beneficiary)?

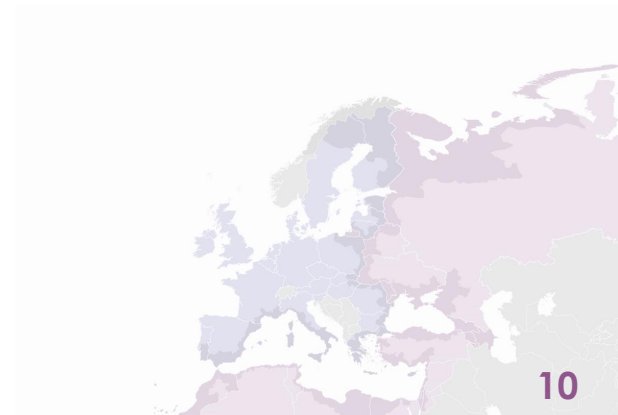
- ❖ Check existing contacts **(in the framework of the implemented projects, communes/districts associations/partner cities, international organisations)**
- ❖ Check your own NGOs network/ NGOs networks already set up
- ❖ Visit **programme website**, section “Partner search”
https://www.pbu2020.eu/pl/partner_search
- ❖ Visit websites of **other CBC programmes**
- ❖ Take part in the **events organised by the programme**



What kind of beneficiaries?

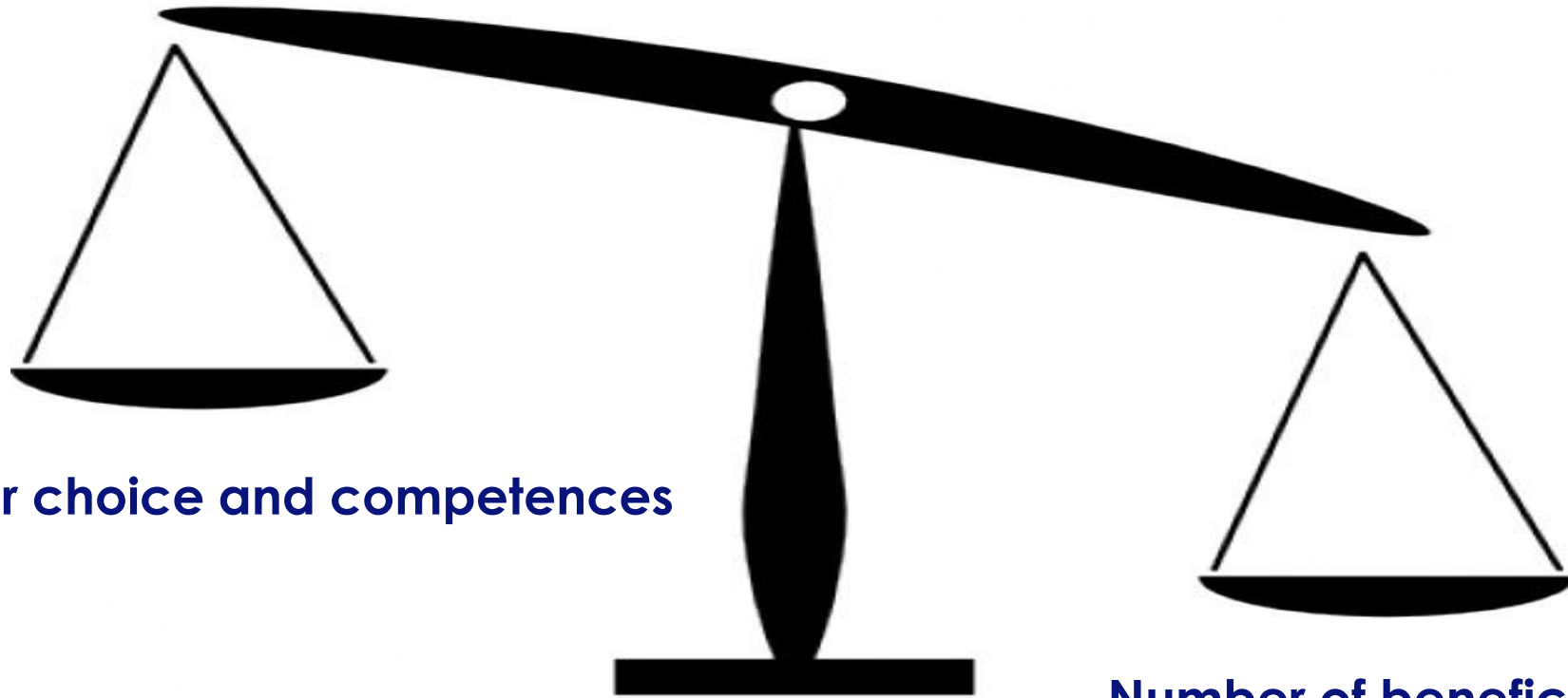
- ❖ Those working on **similar themes / subjects**
- ❖ Those who will ensure **added value to the project**
- ❖ **Eligible** in line with programme rules

**More details on the eligibility of
beneficiaries in the Programme
Manual**



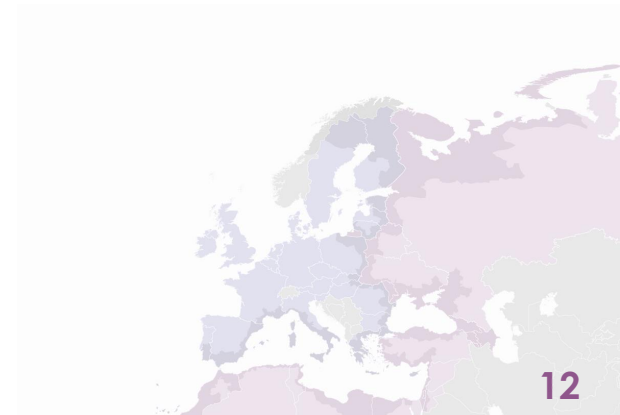
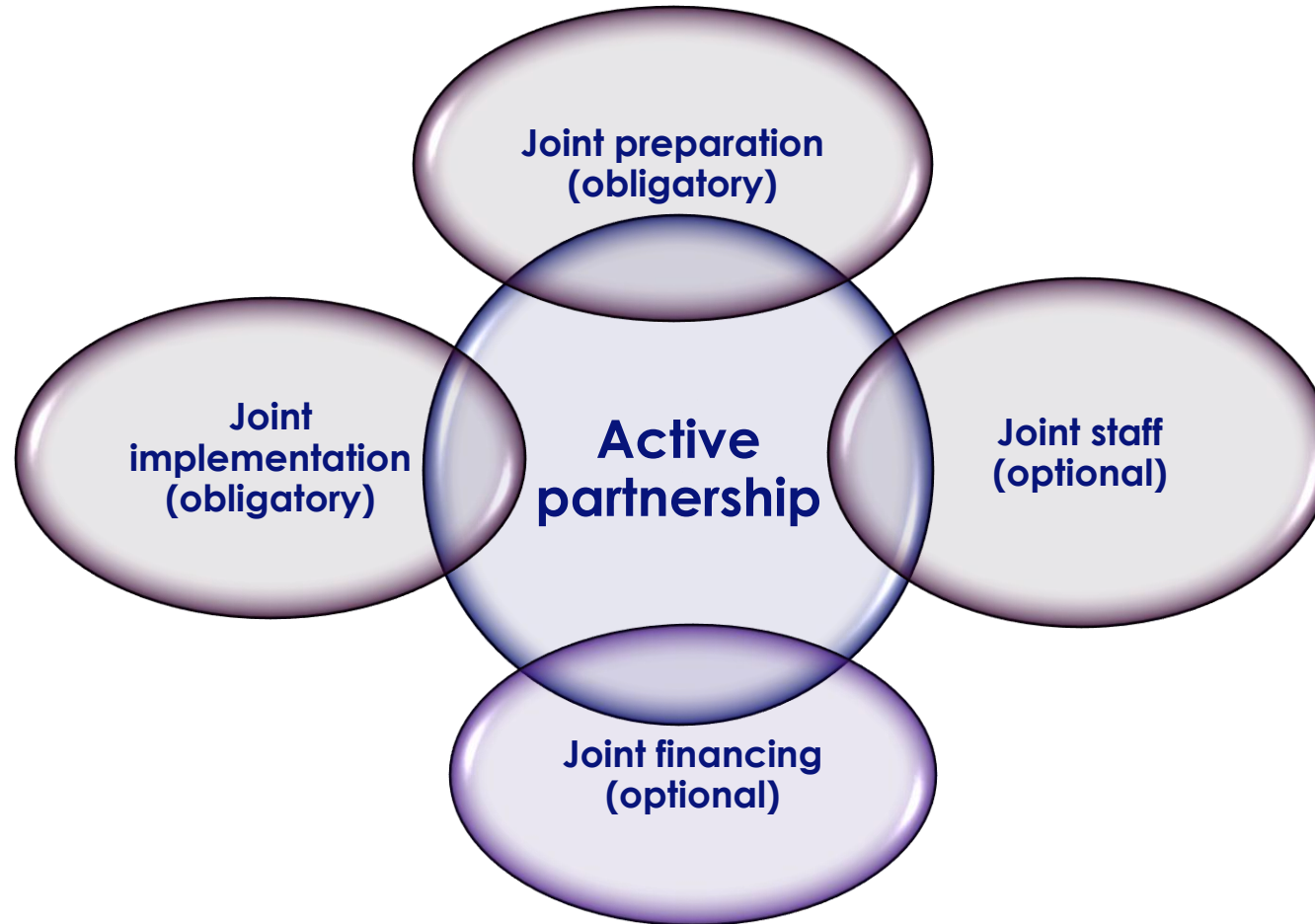
How many beneficiaries in the partnership ?

Management of a complex partnership structure may prove to be inefficient



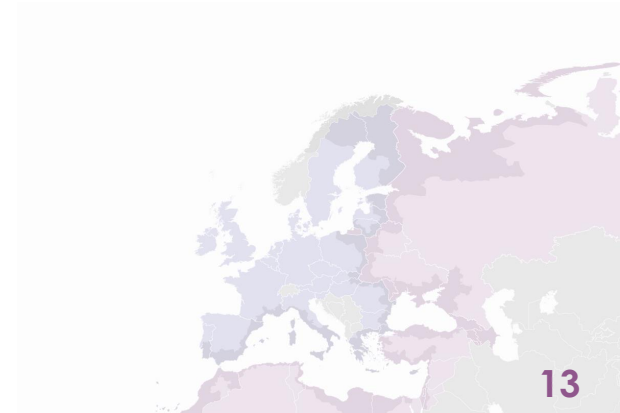
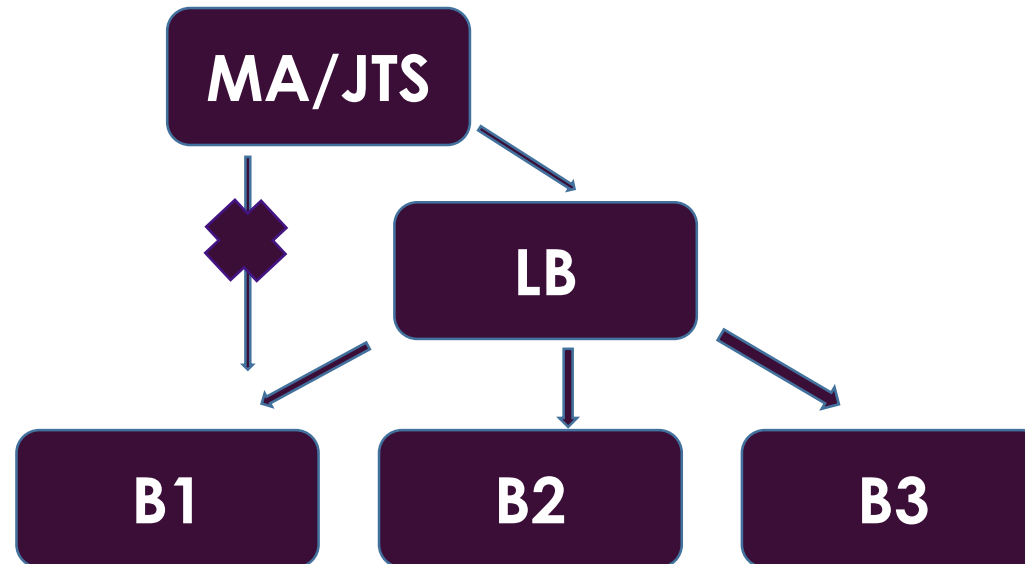
A proper choice and competences

Number of beneficiaries



Programme Manual - point 2.1.1

*“As a rule, the lead beneficiary **shall act as the direct contact between the project and the management bodies of the Programme.** The possibility to initiate projects and to act as a lead beneficiary is open to all eligible organisations”*



- ❖ Submits the **Application Form to the JTS**
- ❖ Signs a **grant contract with the MA**
- ❖ Lays down the partnership arrangements with the beneficiaries **in the partnership agreement**
- ❖ Creates **a well working consortium** ensuring the proper and sound implementation of the project
- ❖ Receives the **grant from the MA** for the implementation of the project

More details in the
Programme Manual

- ❖ Ensures that beneficiaries **receive their parts of the grant as quickly as possible** and in full in accordance with the arrangements of the partnership agreement
- ❖ Assumes responsibility for ensuring **implementation of the entire project**
- ❖ Ensures that the **expenditures presented by the beneficiaries have been incurred for the purpose of implementing the project** and correspond to activities set in the contract and agreed between all beneficiaries
- ❖ Verifies that the expenditure presented by the beneficiaries **has been examined pursuant art. 32(1) of IR**

More details in the
Programme Manual

- ❖ Ensuring the **implementation of the part of the project under its responsibility**, according to the project plan and to the partnership agreement signed with the lead beneficiary
- ❖ **Cooperation with the lead beneficiary** in the implementation of the project, reporting and monitoring
- ❖ **Delivering project outputs planned in the application** and agreed in the partnership agreement
- ❖ Ensuring **durability of main outputs**
- ❖ Assuming responsibility of **any irregularity in the expenditure** which it has declared

**More details in the
Programme Manual**

- ❖ Repaying the lead beneficiary **any amounts unduly paid in accordance with the partnership agreement** signed between the lead beneficiary and the respective project beneficiary
- ❖ **Carrying out information and communication measures** for the public about the project activities according to the visibility rules laid down by the Programme and the relevant regulations
- ❖ Keeping available all documents related to the project **for five years from the date of payment of the balance for the Programme**
- ❖ Facilitation of the **audit trail** by all relevant European Community authorities, Managing Authority, Audit Authority, national authorities and control contact points;
- ❖ Signing a **Partnership Agreement**

**More details in the
Programme Manual**

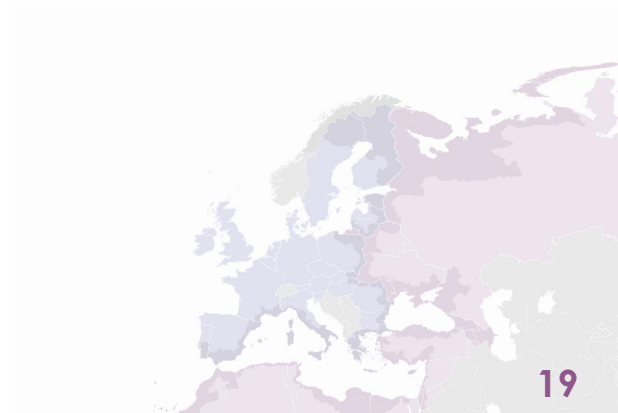
Working together to develop a CBC project



Identify project idea:

- ❖ Cross-border challenges and opportunities
- ❖ Target groups
- ❖ Project objectives

Identify potential beneficiaries for the project



Developing project proposal – step 2



- ❖ Learn the **documents of call for proposals and Programme**
- ❖ Find **counterparts (beneficiaries)**
- ❖ Discuss and **define the project idea** with your partners
 - Objectives
 - Target groups
 - Logic of intervention
 - Activities role of each partner
- ❖ Check if the project meets the **obligatory criteria** of Programme and call for proposal

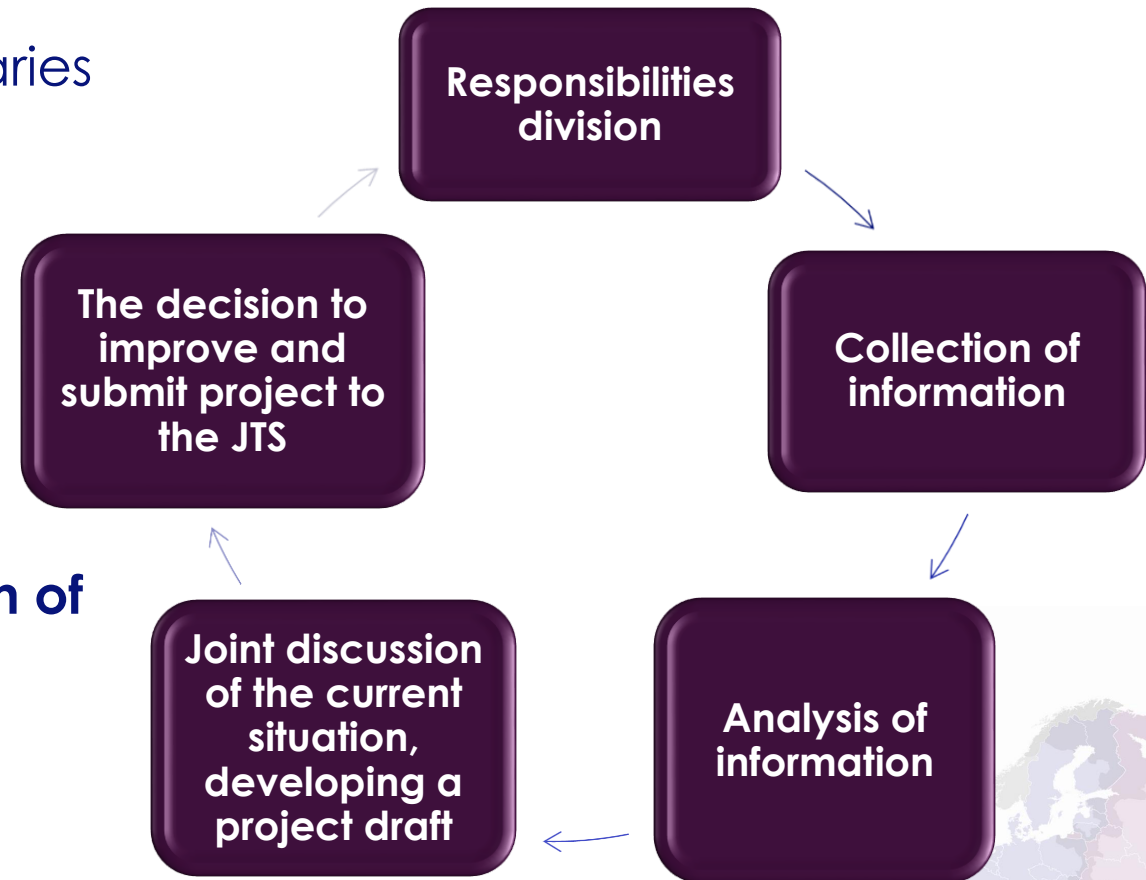


Developing project proposal – step 3

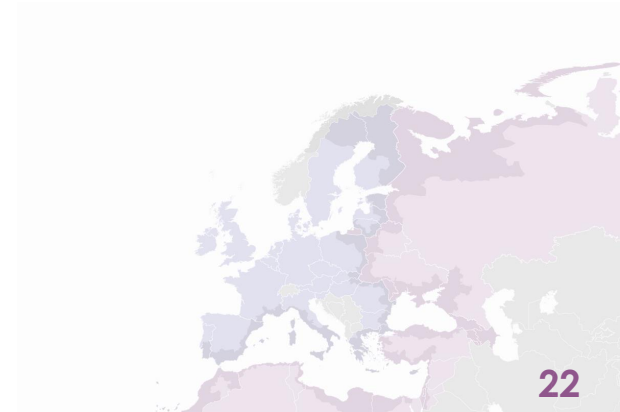
Develop the project with your beneficiaries

- ❖ Indicative project plan
- ❖ Description of tasks of each partner
- ❖ Indicators
- ❖ Budget

Improve your project and agree **final version of the project**



- ❖ Agree with other beneficiaries on the **final version of the project application**
- ❖ Print and **sign the partnership statement** after application is **agreed and ready**
- ❖ Make the **final check**
- ❖ Submit your **application and required annexes**



- ❖ Check that you have the **competence within your partnership** to carry out all the project activities
- ❖ Make sure **all beneficiaries meet the eligibility criteria** and have **required documentation**
- ❖ Appoint **a contact person for each beneficiary** and communicate it to others (the person who will work on the proposal)



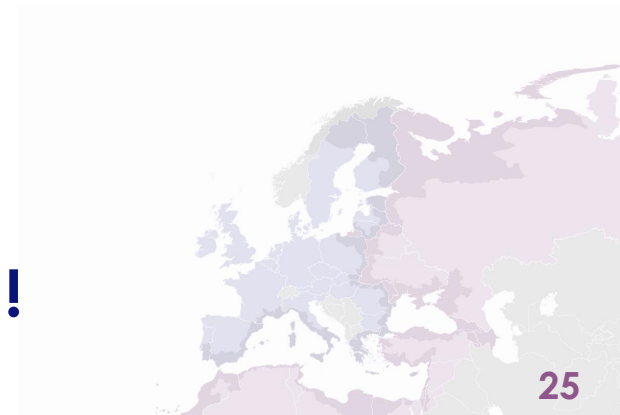
- ❖ Ensure that there is **a shared understanding of:**
 - ❖ Project objectives
 - ❖ Project activities
 - ❖ Expected results
 - ❖ Roles and responsibilities of each partner (including the project management structure)
- ❖ Ensure **a common understanding** on developing the proposal, **including responsibilities and deadlines**
- ❖ Try to draft a partnership agreement asap, **ideally before submitting** the project proposal even if programme requirements are less strict
- ❖ **Communicate!**



Joint work paid off !



**This is only small part of the success !
Be aware that a real work has just started !**

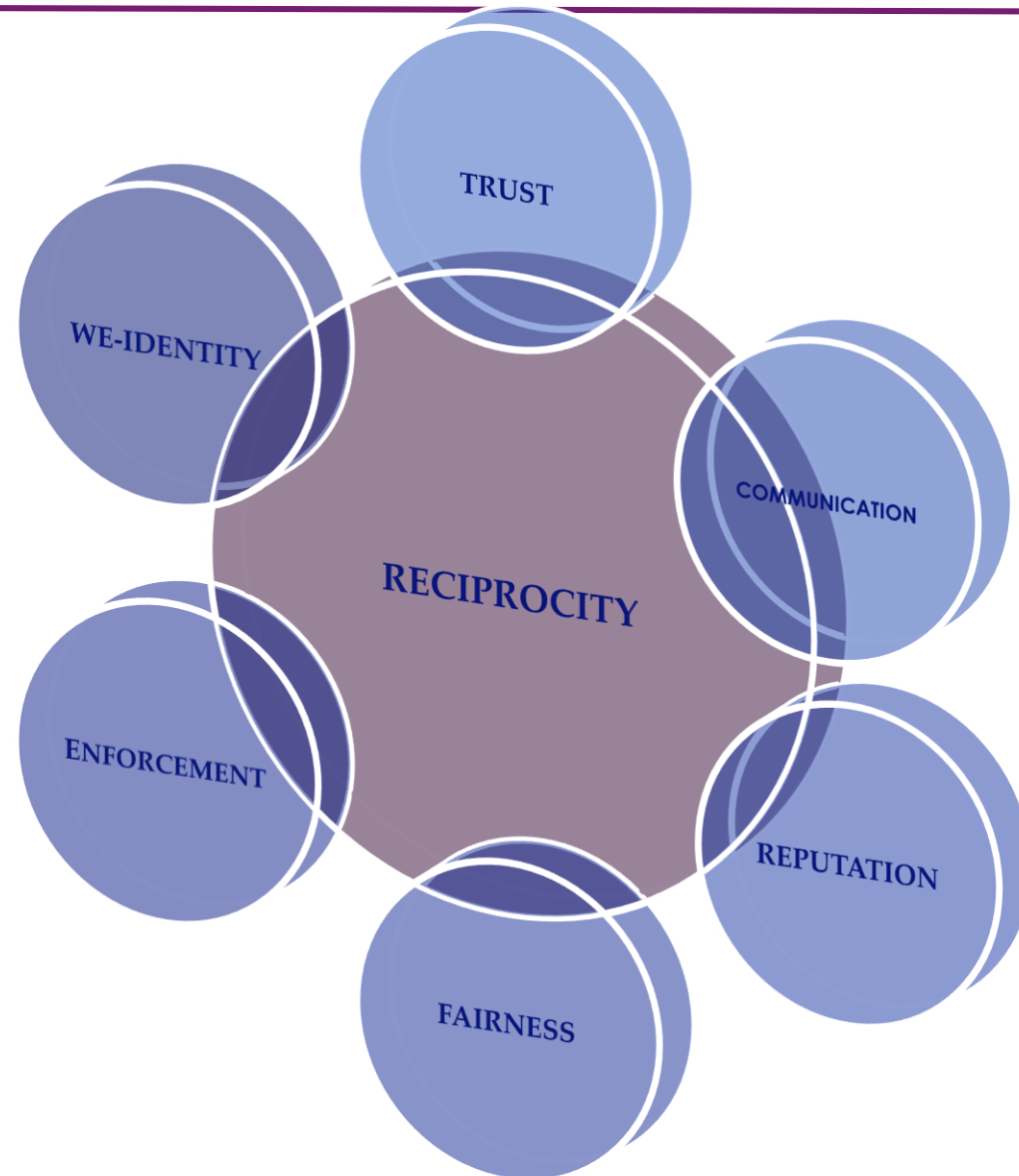


A good start is half the work. Plan a project kick off meeting with all beneficiaries to:

- ❖ Review and confirm the **exact roles and responsibilities** of each beneficiary
- ❖ Agree **reporting obligations** (narrative and financial)
- ❖ Ensure **a shared understanding of budget financial obligations** and **financial flows**
- ❖ Review and agree the **work plan** and agree the **next immediate steps**
- ❖ Appoint or confirm an overall **coordinator** and **coordinators at beneficiaries' level**
- ❖ Appoint or confirm an overall **financial manager** and **financial managers at beneficiaries' level**



Key elements of cooperation



- ❖ For projects where many beneficiaries work together, **well organised and managed internal communication is very important and a critical factor for success**
- ❖ **Good internal communication** keeps all project beneficiaries focused **on the same final goal**
- ❖ **Good internal communication** is a **prerequisite for efficient external communication** and each should be in line with the other



- ❖ Agree **when, how** and on **what** you and your partners will communicate
- ❖ Make a **format for internal reports**
- ❖ Agree on **tools** that will be used: e-mail, internal newsletters, social networks, skype meetings, real meetings
- ❖ The **website is an important tool** in internal and external communication. Agree who is responsible for the website and who will contribute updates (and when)



- ❖ Organise **regular electronic meetings with all beneficiaries together** using existing electronic tools (once a month)
- ❖ **Make minutes of those meetings distribute them to all involved** and use them as working documents (helpful in case of change of personnel)

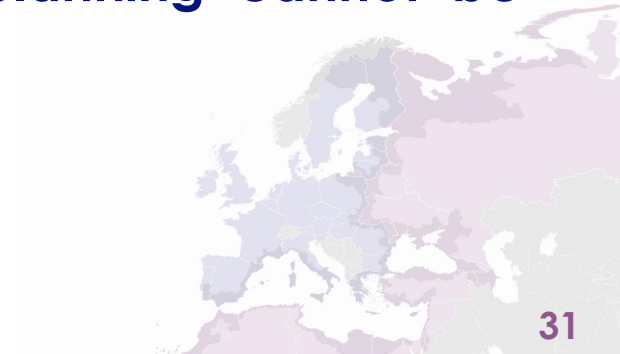


Project co-ownership

- ❖ Your project will be more successful when **all beneficiaries feel equally involved**. Keep them informed and **involve them in decision making**

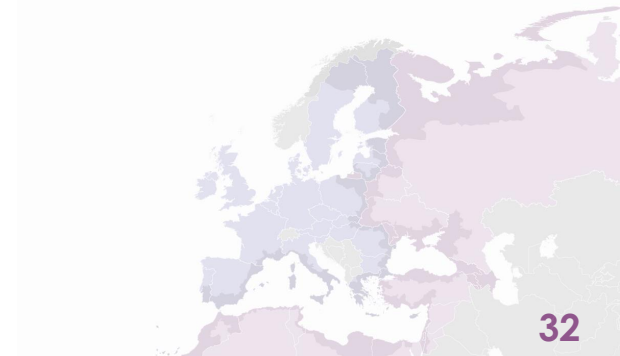
Planning (by all beneficiaries)

- ❖ **Plan** activities, project administration, financial flow and financial transfers, time schedules for reporting
- ❖ Inform the lead beneficiary/beneficiary immediately **when planning cannot be followed** (for internal or external reasons)



Respect and trust are the main pillars of a strong partnership. This is based on:

- ❖ **Proper realisation** of partners' tasks and obligations
- ❖ **Proper implementation** of planned activities
- ❖ **Proper use** of project funds exclusively for eligible expenditure
- ❖ **Proper project activities**, monitoring and reporting
- ❖ **Open discussion** on obstacles and problems arising from these in relation to the project implementation



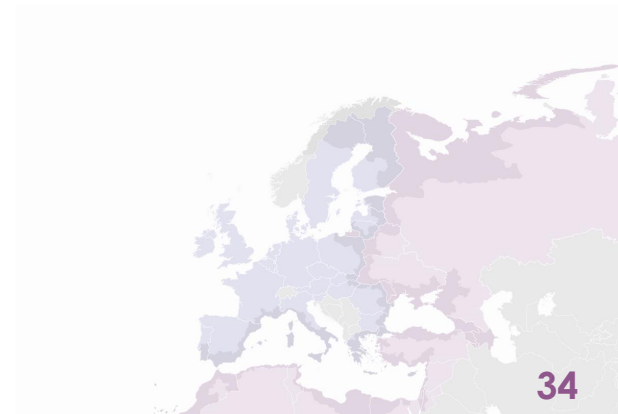
Brainstorm

- ❖ What problems / conflicts have you experienced or can you foresee?
- ❖ How could these be addressed/prevented?



YOUR PROJECT IS A PARTNERSHIP !

Invest in establishing good partnership relations, co-ownership and clear & regular communication and meeting procedures





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Good luck!

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