

TICTAC Guide

A PRACTICAL GUIDE ON EUROPEAN FUNDING PROGRAMMES



This project has received funding from the European Union's Erasmus+ programme under the registration number 2019-1-CZ01-KA204-061407. This document reflects only the author's view and the Commission is not responsible for any use that may be made of the information it contains.





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Welcome to the **TICTAC Guide** that has been developed in the frame of the project titled "**TICTAC - Time for International Cooperation: Active Cities**" co-funded by the Erasmus+ Programme. TICTAC involves 6 partners from 6 different European countries and is led by the European Development Agency. Generally, the project aims to raise awareness about the European programmes and tools among people working in the municipalities, regional administrations and in other public institutions.

Under this scheme, the TICTAC Guide represents **an innovative informal educational programme** that can be used by any employee who is working in public institutions or any adult people interested in the solution of problems related to their local communities. The process of design of this Guide has been mainly based on the experience and expertise of project partners and on the Needs Analysis conducted regarding the target groups of the project in order to fit its content to their reality and expectations. In overall, more than **240 questionnaires** have been gathered and more than **60 representatives of the target groups** have been interviewed in all partner countries.

Summing up, the Guide contains relevant information about funding opportunities coming from the European Union in the sectors people from the target group work in and also successful projects, that will increase motivation for further work.

If you wish to receive more information about the TICTAC project visit our [**website**](#).

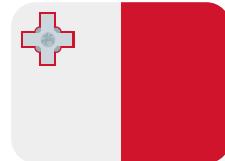


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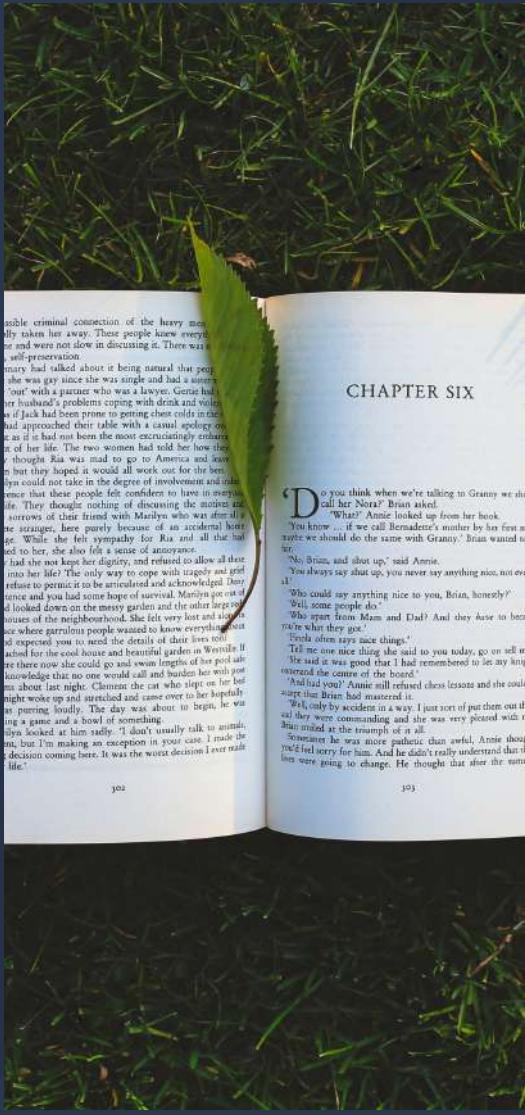


Consortium

1. European Development Agency
2. ONECO CONSULTING SL
3. Macdac Engineering Consultancy Bureau Ltd
4. Municipality of Alba Iulia
5. Municipality Diósd City
6. Fin Project srl



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Chapter 1: Overview of EU Funding Opportunities

1.1 European Project

1.2 EU Policies & Grants

1.3 Main EU Programmes in the Period 2014-2020

1.4 New Generation of EU Programmes for the Period 2021-2027



1.1 European Project

What is a European project?

It could be defined as a **joint action promoted by several organizations from different European countries** to achieve a specific objective, based on experiences and common needs, through planning and previously agreed on the allocation of responsibilities and an overall budget, funded in whole or, more usually, in part by the EU.

European projects have to be framed in the "**calls for proposals**" launched by the EU in the field of the different available programmes. To get funding for your project, you will need to identify a relevant call for proposals and carefully follow the specific guidelines on how to apply. Your project will compete for funding with projects submitted by other applicants.

In the vast majority of European projects, an organisation may choose to participate with the role of **coordinator** (an applicant or main beneficiary), **partner** (co-beneficiary) or even an **associate partner** in some programmes. The coordinator and all the partners form the so-called "**partnership**" or "**consortium**".



Roles to participate in a European project



Partner

This is an organisation which **contributes** to the design of the proposal and, if the project is approved, **performs part of the work program** and receives from the coordinator its budgetary assignment.

Coordinator

It is an **organisation in charge of preparing the application package**, in collaboration with the partners and submitting it on behalf of the consortium. Besides, it is the interlocutor with the funding institution or agency. If the proposal is approved, besides the fulfilment of the same obligations as any partner, it is **responsible for the management of project implementation, coordinating the work in progress**, gathering all the information and documentation of each partner, and reporting about the project.

Associated partner

It is an **organisation involved in the action, playing a real role, but not receiving funding** from the grant for the costs it incurs during the implementation of the project. Associate partners are generally organisations which either do not comply with the criteria for being a coordinator or a partner or do not wish or need to receive co-funding from the EU for their participation in the project.

1.2 EU Policies & Grants



The Multiannual Financial Framework (MFF) is the total budget the European Union has at its disposal to implement its internal and external policies for a seven-year period.

MFF provides a **framework for financial programming and budgetary discipline**, ensuring the predictability of EU expenditure. It allows the EU to develop common policies for a long period, enough to be effective. The MFF echoes political priorities and represent a budgetary planning tool since it is precisely how, and in which sectors the EU will invest over the next years. The current MFF established European programmes and instruments that are still financing projects of all types during the period 2014-2020 to achieve the objectives of **smart, sustainable and inclusive growth in Europe 2020**. The new MFF will operate in the same way for the period 2021-2027.

In this framework, **the EU provides funding for a broad range of projects and programmes** covering areas such as: regional & urban development, employment & social inclusion, agriculture & rural development, research & innovation, maritime & fisheries policies or humanitarian aid and many others. Part of them are managed by the EU in partnership with national and regional authorities through a system of "shared management" such as Structural Funds or Cohesion Funds. Other funds are managed directly by the EU in the form of Grants and Contracts.

This Guide will be mainly focused on those programmes and funds, which are managed directly by the EU in the form of Grants. Grants are awarded to implement specific projects contributing to EU policies, usually following a public announcement known as a call for proposals. A grant serves a specific purpose, which is described in the call for proposals. In many cases, the EU's contribution is conditional on the beneficiary providing co-financing.

1.3 Main EU Programmes in the Period 2014-2020



EU policies are implemented through a wide range of programmes and funds that provide financial support to public bodies, young people, NGOs, SMEs, scientists, researchers, farmers and others.

The overall objective of the current programmes has a close relationship with the smart, sustainable and inclusive growth pursued by the Europe 2020 Strategy.

The MFF 2014-2020, featured a significant reduction in the number of programmes from the previous programming period. In the period 2014-2020 they were grouped into 23 programmes over 80 existing in the period 2007-2013. This concentration was motivated in seeking greater consistency of approach and intervention programmes and fostering synergies between them.

The main EU programmes and funds available for cities and regional administrations, aimed at increasing the quality of life of its citizens on most important areas of interest, such as education, social and economic sectors, are, among others:

Erasmus+, Europe for Citizens, European Solidarity Corps, Creative Europe, COSME, Connecting Europe Facility, Consumer Programme, EU Aid Volunteers, Asylum, Migration and Integration Fund (AMIF), Employment and Social Innovation (EaSI), Horizon 2020, LIFE, Rights, Equality and Citizenship Programme (REC), Interreg or URBACT.

Asylum, Migration and Integration Fund (AMIF)



Thematic	Asylum, Migration & Social Integration
Total Budget	€3.137 billion
EU co-financing rate	90 %

Brief Description

AMIF promotes the efficient management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration.

More info

https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/asylum-migration-integration-fund_en

Connecting Europe Facility (CEF)



Thematic	Energy, Transport & Telecommunications
Total Budget	€21.94 billion
EU co-financing rate	From 20 % to 75 %

Brief Description

CEF is a key EU funding instrument to promote growth, jobs and competitiveness through targeted infrastructure investment at European level. It supports the development of high performing, sustainable and efficiently interconnected trans-European networks in the fields of transport, energy and digital services.

More info

<https://ec.europa.eu/inea/en/connecting-europe-facility>

COSME



Thematic	Competitiveness of SMEs
Total Budget	€2.3 billion
EU co-financing rate	From 40 % to 60 %

Brief Description

COSME is the Union's programme to strengthen the competitiveness and sustainability of enterprises, to encourage an entrepreneurial culture and to promote the creation and growth of SMEs. COSME also includes the Erasmus for Young Entrepreneurs, a cross-border exchange programme.

More info

<https://ec.europa.eu/easme/en/cosme-0>

Consumer Programme



Thematic	Health, Safety, Consumer Information
Total Budget	€21.94 billion
EU co-financing rate	From 50 % to 70 %

Brief Description

The general objective of the programme is to ensure a high level of consumer protection through the empowerment of European consumers. Consumers are placed at the heart of the internal market, in the frame of the EU strategy for a smart, sustainable and inclusive growth.

More info

https://ec.europa.eu/chafea/consumers/index_en.htm

Creative Europe



Thematic	Audiovisual, Cultural & Creative Sectors
Total Budget	€1.46 billion
EU co-financing rate	From 50 % to 80 %

Brief Description

This programme aims to support the European audiovisual, cultural and creative sector. The different funding schemes encourage the audiovisual, cultural and creative players to operate across Europe, to reach new audiences and to develop the skills needed in the digital age.

More info

https://ec.europa.eu/programmes/creative-europe/about_en
https://eacea.ec.europa.eu/creative-europe_en

Employment and Social Innovation (EaSI)



Thematic	Social Affairs & Labour Market
Total Budget	€919.469 million
EU co-financing rate	95 %

Brief Description

EaSI is a financing instrument at EU level to promote a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions. EaSI brings together three programmes managed separately in the period 2007-2013: PROGRESS, EURES & Progress Microfinance.

More info

<https://ec.europa.eu/social/main.jsp?catId=1081>

Erasmus+



Thematic	Education, Training, Youth & Sport
Total Budget	€14.7 billion
EU co-financing rate	From 70 % to 90 %

Brief Description

Erasmus+ is designed to support Countries' efforts to efficiently use the potential of Europe's talent and social assets in a lifelong learning perspective, linking support to formal, non-formal and informal learning throughout the education, training and youth fields. It also includes sport and enhances the opportunities for cooperation with Partner Countries.

More info

https://ec.europa.eu/programmes/erasmus-plus/node_en
<https://eacea.ec.europa.eu/erasmus-plus>

EU Aid Volunteers



Thematic	Capacity Building & Volunteering
Total Budget	€100 million
EU co-financing rate	Maximum 85 %

Brief Description

The EU Aid Volunteers initiative aims to contribute to strengthening the Union's capacity to provide needs-based humanitarian aid. EU Aid Volunteers brings volunteers and organisations together from different countries, providing practical support to humanitarian aid projects and contributing to strengthening local capacity and resilience of disaster-affected communities.

More info

https://ec.europa.eu/echo/what/humanitarian-aid/eu-aid-volunteers_en

European Solidarity Corps (ESC)



Thematic	Solidarity & Volunteering
Total Budget	€375.6 million
EU co-financing rate	No specific % of co-financing requested

Brief Description

ESC is the EU's new programme for promoting solidarity as a value, mainly through volunteering. It aims to enhance the engagement of young people and organisations in accessible and high-quality solidarity activities, thereby strengthening cohesion, solidarity, democracy and citizenship in Europe, while also responding to societal challenges.

More info

https://europa.eu/youth/solidarity_en
https://eacea.ec.europa.eu/sites/european-solidarity-corps_en

Europe for Citizens



Thematic	European Citizenship & Democracy
Total Budget	€187.718 million
EU co-financing rate	No specific % of co-financing requested

Brief Description

The aim of the programme is to contribute to citizens' understanding of the EU, its history and diversity and to encourage the democratic participation of citizens at EU level. The programme is implemented through two strands (European remembrance; Democratic engagement and civic participation) and a horizontal action (Valorisation).

More info

https://eacea.ec.europa.eu/europe-for-citizens_en

Horizon 2020

**Thematic**

Research & Innovation

Total Budget

€80 billion

EU co-financing rate

From 33 % to 100 %

Brief Description

Horizon 2020 is the biggest EU Research and Innovation programme ever, which promises more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. It is the financial instrument implementing the Innovation Union aimed at securing Europe's global competitiveness. It puts emphasis on excellent science, industrial leadership, and tackling societal challenges.

More info

<https://ec.europa.eu/programmes/horizon2020/>

Interreg - European Territorial Cooperation (ETC)

**Thematic**

Joint Actions & Policy Exchanges

Total Budget

€10.1 billion

EU co-financing rate

% variable

Brief Description

ETC, better known as Interreg, is one of the two goals of Cohesion Policy and provides a framework for the implementation of joint actions and policy exchanges between national, regional and local actors from different Member States. Interreg is built around three strands of cooperation: cross-border (Interreg A), transnational (Interreg B) and interregional (Interreg C).

More info

https://ec.europa.eu/regional_policy/en/policy/cooperation/european-territorial/

LIFE



Thematic	Environment, Nature & Climate Action
Total Budget	€3.45 billion
EU co-financing rate	From 50 % to 75 %

Brief Description

The LIFE programme is the EU's funding instrument for the environment and climate action created in 1992. LIFE is structured in two sub-programmes: the sub-programme for Environment and the sub-programme for Climate Action.

More info

<https://ec.europa.eu/easme/en/life>

Pilot Projects (PP) and Preparatory Actions (PA)



Thematic	Variable based on EU needs
Total Budget	Annual allocation is €140 million
EU co-financing rate	% variable

Brief Description

PPPA introduces new initiatives that might turn into standing EU funding programmes. A PP is an initiative of an experimental nature designed to test the feasibility of an action and its usefulness and lasts not more than 2 years. A PA normally the successor of a successful PP on the same matter is designed to prepare new actions like EU policies, legislation, programmes with funding for not more than 3 years.

More info

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/pppa>

Rights, Equality and Citizenship Programme (REC)



Thematic	Social Affairs & Human Rights
Total Budget	€439.5 million
EU co-financing rate	From 80 % to 95 %

Brief Description

REC Programme acts to strengthen gender equality, combat all forms of discrimination, and fight racism. It tackles the pressing issue of violence against women, young people and children. Additional priority areas include the rights of the child, the full inclusion of Roma in European society, consumer rights, and the protection of personal data.

More info

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/rec>

Third Health Programme



Thematic	Health
Total Budget	€449.4 million
EU co-financing rate	From 60 % to 80 %

Brief Description

The EU's Health Programmes fund projects to improve public health, to prevent illness, and to eliminate threats to physical and mental health in European countries. It is the main instrument that the Commission uses to implement the EU Health Strategy.

More info

https://ec.europa.eu/health/funding/programme_en

URBACT



Thematic	Urban development
Total Budget	€96.3 million
EU co-financing rate	% variable

Brief Description

URBACT is the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland. URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges.

More info

<https://urbact.eu/>

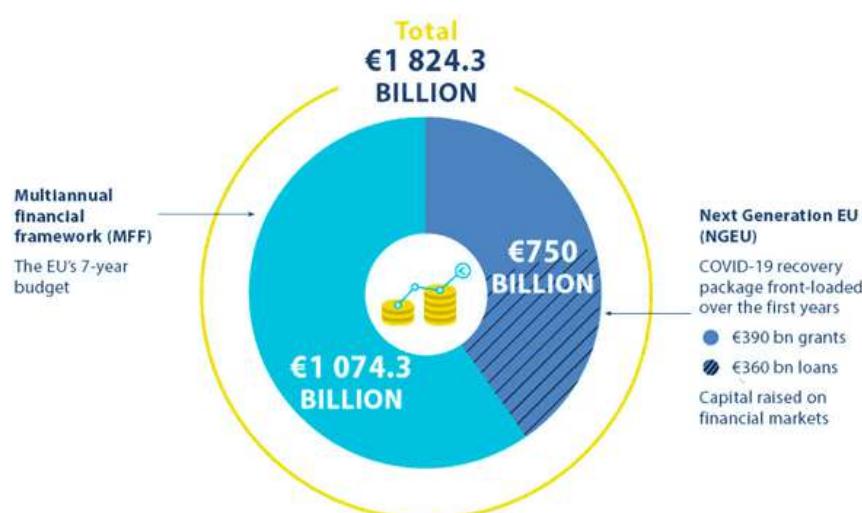
1.4 New Generation of EU Programmes for the Period 2021-2027



EU budget 2021-2027 and recovery package

The 2021-2027 budget will help the EU to rebuild after the pandemic and will support investment in the green and digital transitions.

EU leaders have agreed to a comprehensive package of **€1824.3 billion**, which combines the **Multiannual Financial Framework** (MFF) and an extraordinary recovery effort under the **Next Generation EU (NGEU)** instrument. This agreement must still be approved by the EU Parliament and might change.



Long-term EU budget 2021-2027

The new MFF will cover **seven years between 2021 and 2027**. The MFF, reinforced by Next Generation EU, will also be the main instrument for implementing the **recovery package** to tackle the socio-economic consequences of the COVID-19 pandemic. The size of the MFF (**€1074.3 billion**) will allow the EU to fulfil its long-term objectives and preserve the full capacity of the recovery plan. This proposal reflected two years of discussions between member states.

Recovery fund

Next Generation EU will provide the Union with the necessary means to address the challenges posed by the COVID-19 pandemic. Under the agreement, the Commission will be able to **borrow up to €750 billion on the markets**. These funds may be used for back-to-back loans and expenditure channelled through the MFF programmes. Capital raised on the financial markets will be repaid by 2058.



Creative Europe

Thematic

Audiovisual, Cultural & Creative sectors

Total Budget

€1.85 billion (Media: 1.081 billion, Culture: 609 million)

EU co-financing rate

From 50 % to 80 %

Brief Description

- More opportunities for cultural and creative actors to run cross-border projects
- More attention to digital transformation that affects the cultural and creative sectors
- More support for the promotion of european cultural & creative works beyond EU

CULTURE

Cooperation projects, networks and platforms, Mobility of artists, Music, books and publishing, Architecture and cultural heritage, Design, fashion and cultural tourism

MEDIA

Development, distribution and promotion of European films, TV programmes and video games, Creative collaboration across borders, High quality training for producers, directors and screenwriters

CROSS SECTORAL

Policy development and data collection on cross-sectorial activities, International exchange of experience and know-how, peer learning activities and networking, Support for social inclusion through culture

More info

https://ec.europa.eu/programmes/creative-europe/about_en

https://eacea.ec.europa.eu/creative-europe_en



Connecting Europe Facility

Thematic	Energy, Transport & Telecommunications
Total Budget	€42.265 billion
EU co-financing rate	From 20 % to 75 %

Brief Description

CEF aims to connect and integrate the EU and all its regions. To accelerate the decarbonisation and digitalisation of the EU's economy, CEF supports:

- Investments into projects of common interest in transport, energy and digital infrastructure through the development of the trans-European networks (TEN)
- Cross-border cooperation on renewable energy generation (new)

TRANSPORT (€30.615 billion)

Smart, sustainable, inclusive, safe and secure mobility, Decarbonised transport, Adapt sections of the transport network for civilian-military dual-use

ENERGY (€8.65 billion)

Lower cost for renewables integration and enabling the strategic uptake of renewables technologies

DIGITAL (€3 billion)

Broadband networks necessary for digital services, Deployment of very high capacity digital networks and 5G systems, Very high quality wireless connectivity in local communities

More info

<https://ec.europa.eu/inea/en/connecting-europe-facility>



Digital Europe

Thematic	Energy, Transport & Telecommunications
Total Budget	€9.2 billion
EU co-financing rate	From 20 % to 75 %

Brief Description

The Commission has created a new Digital Europe programme with an overall budget of €9.2 billion to shape and support the digital transformation of Europe's societies and economies. The programme will boost frontline investments in supercomputing, artificial intelligence, cybersecurity and advanced digital skills.

More info

<https://ec.europa.eu/digital-single-market/en/2021-2027-multiannual-financial-framework-digital-shines-through-eus-long-term-budget>



Environment & Climate Action (LIFE)

Thematic	Environment & Climate Action
Total Budget	€5.450 billion
EU co-financing rate	From 50 % to 75 %

Brief Description

The new programme will focus on developing and implementing innovative ways to respond to environment and climate challenges thereby catalysing changes in policy development, implementation and enforcement. It will also ensure sufficient flexibility to address new and critical priorities as they emerge during the programme's duration. Programme implementation will be made easier for applicants and beneficiaries, and there will be measures to achieve a more balanced territorial coverage.

The new LIFE programme will contain two main fields of action, environment and climate action and four sub-programmes:

- Nature and Biodiversity (€2.150 billion)
- Circular economy and Quality of life (€1.350 billion)
- Climate change mitigation and Adaptation (€0.950 billion)
- Clean energy transition (€1 billion)

More info

<https://ec.europa.eu/easme/en/life>



Erasmus+

Thematic	Education, Training, Youth & Sport
Total Budget	€30 billion
EU co-financing rate	Around 70 % - 90 %

Brief Description

By doubling the budget to €30 billion, the European Commission wants to provide learning and mobility opportunities to 12 million people. Erasmus will also be a key component for building the European Education Area. € 700 million will be allocated to the Discover EU initiative to give young people opportunities to discover Europe's cultural heritage and diversity.

Like its predecessor, Erasmus will be structured around three strands:

- Education and training (€25.9 billion)
- Youth (€3.1 billion)
- Sport (€550 million)

Erasmus will continue to implement the following key actions:

- Key Action 1: Learning mobility
- Key Action 2: Cooperation among organisations and institutions
- Key Action 3: Support to policy development and cooperation

More info

<https://ec.europa.eu/programmes/erasmus-plus/projects>



Horizon Europe

Thematic	Research & Innovation
Total Budget	€94.1 billion
EU co-financing rate	From 33 % to 100 %

Brief Description

Horizon Europe will be implemented through 3 pillars:

Pillar 1 (€25.8 billion): Open Science will continue supporting "excellence science".

Pillar 2 (€52.7 billion): Global Challenges and Industrial Competitiveness will take forward the societal challenges and industrial technologies. This is a significant change compared to Horizon 2020

- Industrial leadership and societal challenges used to be two separate pillars
- The 7 societal challenges of Horizon 2020 have been regrouped into 5 'clusters'

Pillar 3 (€13.5 billion): Open Innovation will make Europe a frontrunner in market-creating innovation. The European Innovation Council which offers a one-stop shop to high-potential innovators will be made permanent.

A specific new programme line Strengthening the European Research Area is added to fully exploit the potential in less R&I performing countries and cover the next generation of the Policy Support Facility (€2.1 billion).

More info

<https://ec.europa.eu/programmes/horizon2020/>



Interreg - European Territorial Cooperation (ETC)

Thematic	Joint Actions & Policy Exchanges
Total Budget	€10.1 billion
EU co-financing rate	% variable

Brief Description

A focus on five investment priorities, where the EU is best placed to deliver:

- Smarter Europe, through innovation, digitisation, economic transformation and support to SMEs
 - A greener, carbon free Europe, implementing the Paris Agreement and investing in energy transition
 - A more Connected Europe, with strategic transport and digital networks.
 - A more Social Europe, delivering on the European Pillar of Social Rights
 - A Europe closer to citizens, by supporting locally-led development strategies

Regional development investments will strongly focus on objectives 1 and 2 65 % to 85 % of ERDF and Cohesion Fund resources will be allocated to these priorities, depending on Member States' relative wealth.

The allocation method for the funds is still largely based on GDP per capita. New criteria are added (youth unemployment, low education level, climate change, and the reception and integration of migrants) to better reflect the reality on the ground. Outermost regions will continue to benefit from special EU support.

More info

https://ec.europa.eu/regional_policy/en/policy/cooperation/european-territorial/



Justice, Rights and Values Fund

Thematic	Justice, Rights & Values
Total Budget	€947 million
EU co-financing rate	From 80 % to 95 %

Brief Description

In this new fund will be included the existing programmes:

- Europe for Citizens
- Rights, Equality & Citizenship (REC)
- Justice

In this way:

- Europe for Citizens + REC = Rights and Values (€642 million)
- Justice = Justice (€305 million)

With a budget of €642 million, the new programme aims to protect and promote EU rights and values incl. by supporting civil society organisations, in order to sustain open, democratic and inclusive societies.

The new programme will be organised around three strands:

- Citizens' engagement and Participation
- Equality and Rights
- DAPHNE: focused on violence

More info

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/rec>



Single Market

Thematic	Single market and Competitiveness of enterprises
Total Budget	€4 billion
EU co-financing rate	From 40 % to 60 %

Brief Description

New programme proposed by the Commission to empower and protect consumers and enable Europe's many SMEs to thrive, with the following objectives:

- Maintain a high level of food safety
- Give even higher protection to consumers
- Boost the competitiveness of businesses, in particular SMEs
- Improve the governance of the Single Market and compliance with rules
- Produce and disseminate high-quality statistics
- Develop effective European standards

The new programme will bring many activities together under one coherent umbrella to reduce overlaps:

- Food Safety
- Protect consumers
- Competitiveness (Provide support to businesses in particular SMEs)
- An effective Single Market
- European statistics
- Effective standards

More info

https://ec.europa.eu/growth/content/new-single-market-programme-empower-and-protect-europeans_en#:~:text=The%20Single%20Market%20allows%20Europeans,greater%20choice%20and%20lower%20prices.



Chapter 2:

Relevance of EU Funding for Cities and Regional Administrations

2.1 Interpretation of the Issue of "Relevance"

2.2 EU Programmes: Answers and Opportunities to Challenges

2.3 Benefits of Implementing European projects

2.4 Impact of Project Results

2.5 Concluding remarks



2.1 Interpretation of the Issue of "Relevance"

It is essential to understand that the EU Funds have specific purposes in each case, i.e. the **financial resources must be used to implement the priorities of the development policies and strategies** that had been elaborated in advance. EU developments, of course, ultimately serve the complex socio-economic interests of target groups, such as cities and regional administrations. Organizations which are using the grants must therefore **use the financial sources to achieve specific project objectives**, through calls for proposals, which are in line with their development objectives and at the same time are in line with EU objectives, too. This is often not an easy task because it requires special knowledge.

The purpose of this Guide is precisely to **enable applicant organizations to adapt to the programmes and to take advantage of the opportunities provided by the calls for proposals**, i.e. to access the relevant grants.

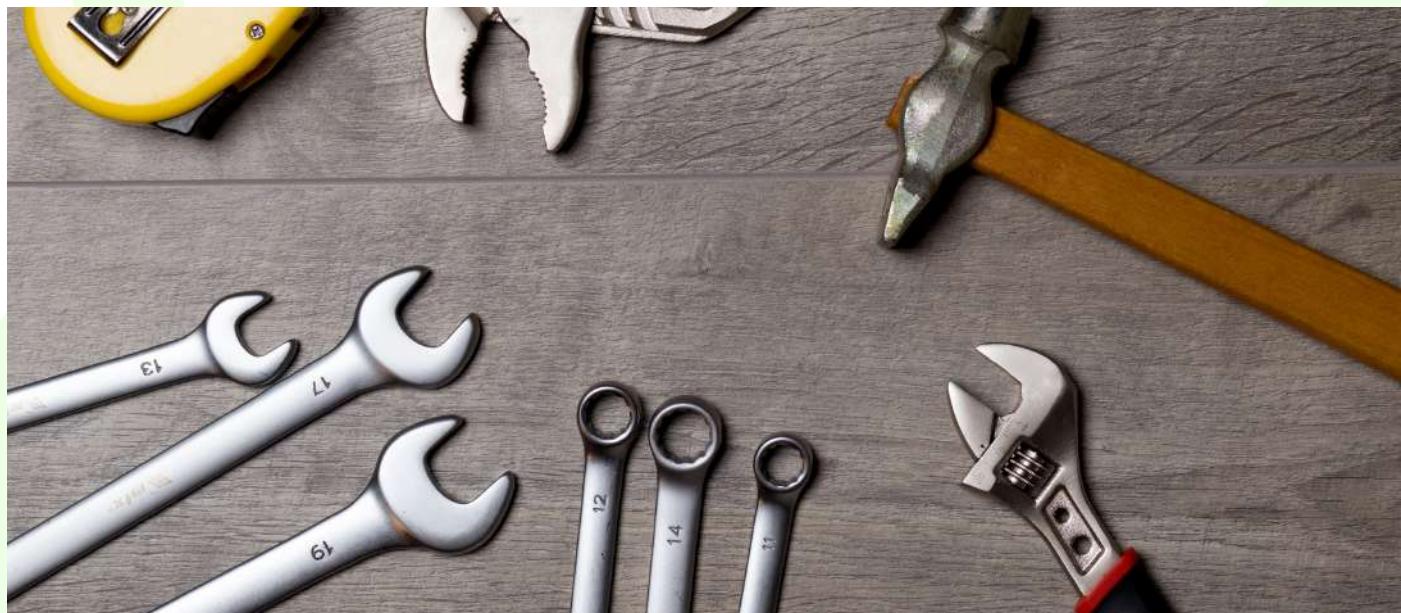
To be effective, the applicant needs to find and use relevant information in the following fields:

- Access to support programmes
- EU strategies
- Priority areas for development
- Relevance of projects
- Advantages and disadvantages of using project-based grants
- Effectiveness of projects

2.2 EU Programmes: Answers and Opportunities to Challenges

Programmes as operational tools

It seems commonplace to point out that everything is changing, but it is a fact that Europe, like the entire population of the Earth, is facing challenges due to changes in both society and technical, economic life and the environment around us. One of the most important developments in Europe's history is the establishment, enlargement and continuous development of the EU. The EU's leading organizations the European Parliament, the European Council, and the European Commission are trying to respond to the challenges with their tools, and in this process, the issues to be addressed and the programmes designed to provide adequate responses are being defined. According to established practice, the framework for the programmes is provided by the MFF covering a seven-year period which defines the framework both thematically and financially. Now that there is a change between the cycles, we have an overview of the results of the 2014-2020 period and the materials preparing for the 2021-2027 period are becoming known.



Need to get experience

Whereas the accession of the current 27 EU Member States to the cooperation took place at different times between 1951-2013, and the future accession of even more countries are under negotiation, understandably, there are also phase differences in the perception and use of joint programmes. The engines of the programmes are countries with more experience, while others tend to follow a catching-up trend.

Experience shows that enough time and energy are needed to fully understand the process of designing and implementing programmes, calls for proposals, projects and to take an active, sometimes proactive, part in it. It is therefore recommended that organizations interested in the programmes be thoroughly informed about the nature of the programmes, their potential, the actual benefits that the targeted programme can bring to the organization, then how to access the grants, i.e. the conditions for application, as well as the methods and requirements of project implementation.



Supporting expertise

The primary means of learning about European programmes are the relevant European Commission websites, programme information centres, national information points, international / national conferences / seminars on the programmes.

The diversified system of programmes, complicated by changes during the **7-year EU programme cycles**, is quite a challenge for those interested. Therefore, it is common practice for public organizations to use the **services of external tender consulting firms**. At the same time, the organizations will set up their own application office and the staff working here will carry out the coordination work on the applications.

Access to European support programmes

The most important first step for an interested organization is to obtain relevant information about the application opportunities. In addition to a number of secondary sources of information, authentic EU tender portals should be consulted, the two most important of which are set out below.

Information source places where you can access to European support programmes

1. **Funding & tender opportunities**
2. **Education, Audiovisual and Culture Executive Agency (EACEA)**

Funding & Tender Opportunities

As one of the main access channel, you can apply for grants (and contracts) managed by the European Commission on [the Funding and Tenders Portal](#).

The portal is the **entry point** for participants and experts in funding programmes and tenders managed by the European Commission and other EU bodies. On this website, there are **26 programmes available for the 2014-2020 programming period**, and several programmes for the 2021-2027 period will also be available here.

On the website you can:

- Search and apply for funding opportunities in calls for proposals
- Search a call for tender and submit a tender
- Manage your grants and contracts
- Register as an expert, manage contracts and payments online

The last section "[Overview of EU funding](#)" relates to "**Find calls for funding - by topic**" where you can search for call for proposals and tenders based on thematic grouping.

Key approaches and topics are as follows:

- Emphasizing regionalism: INTERREG programs, e.g. Central Europe Program.
- Networking: e.g. Network of towns program
- Applying innovative approaches, supporting research: Horizon 2020, Horizon Europe
- Development of creative solutions: Creative Europe Program
- Increasing competitiveness: COSME, Single Market
- Key environmental and climate issues: LIFE
- Support for education and training: Erasmus
- Basic societal issues: Employment and Social Innovation, Justice, Rights and Values Fund
- Technology and urban development: Connecting Europe Facility, URBACT, Digital Europe

Education, Audiovisual and Culture Executive Agency (EACEA)



As a body subordinated to the European Commission, manages funding for education, culture, audiovisual, sport, citizenship and volunteering.

EACEA manages most parts of the EU funding programmes listed below:

- Creative Europe (culture and audiovisual media)
- Erasmus+ (education, training, youth and sport)
- European Solidarity Corps (volunteering, traineeships and job opportunities for youth)
- Europe for Citizens (remembrance and civic participation)
- EU Aid Volunteers (training and capacity building of volunteers)
- Intra-Africa Mobility Scheme (academic mobility in Africa)

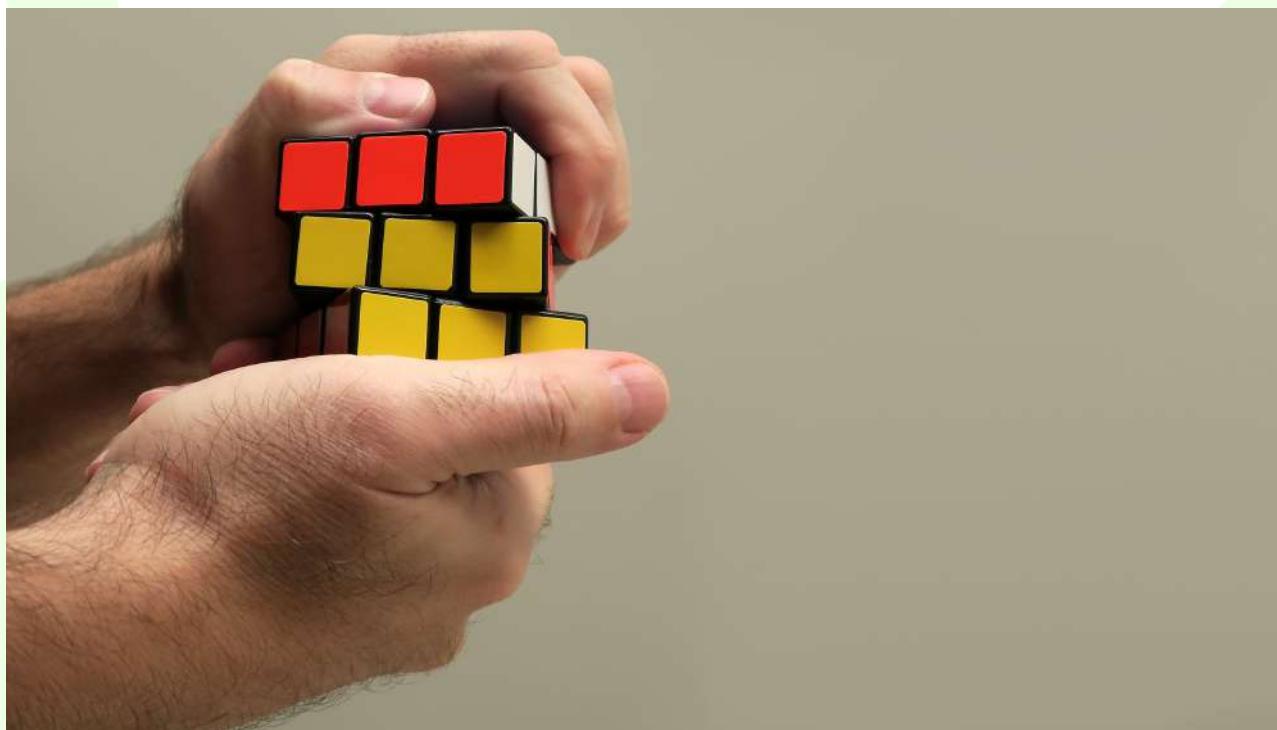
These programmes should be reached through the website of the [EACEA](#) directly, though, in case of winning, the administration is managed on the website of [Funding&Tenders](#).

EU Strategies

It is the task of the European Union's governing bodies to provide guidance for a wide range of socio-economic development processes in order to ensure the EU's international competitiveness and thus the well-being of its citizens.

Preparatory surveys for development, developed concepts, development strategies, operational programs are public. The principles and expectations set out in these basic documents are the point of reference for EU support programmes, and the calls for proposals under the programmes also aim to facilitate the implementation of development priorities through supported projects. Applicants should therefore be familiar with the main current strategies, of which the Europe 2020 Strategy has been dominant in the last decade.

- 1. Europe 2020 Strategy**
- 2. Innovation Union**



Europe 2020 Strategy



Europe 2020: the European Union strategy for growth and employment

What is the Europe 2020 strategy about?

The Europe 2020 strategy is the EU's agenda for growth and jobs for the current decade (2010-2020), which includes the EU's objectives and guidelines for its operation. It emphasises smart, sustainable and inclusive growth in order to improve Europe's competitiveness and productivity and underpin a sustainable social market economy.

To reach this objective, the EU has adopted targets to be reached by 2020 in five areas:

- Employment
- Research & Development
- Climate change & energy
- Education
- Poverty and social exclusion

The EU-level targets have been translated into national targets in each EU country, reflecting different situations and circumstances.

What is Eurostat's role?

Eurostat has been involved in the process of defining the indicators to support the Europe 2020 strategy and monitors the headline targets with nine indicators.

Innovation Union

The recent situation picture of the European innovation is characterized by the country scoreboard and the regional competitiveness index.

Turning Europe into a true Innovation Union

As the Memorandum of 2010 concluded: Boosting our research and innovation performance is the only way for Europe to support sustainable growth and create good and well-paid jobs that will withstand the pressures of globalization. The Innovation Union is key to achieving the goals of the Europe 2020 Strategy for a smart, sustainable and inclusive economy.

The Innovation Union was a past research and innovation policy. The plan contained over 30 action points and aimed to do 3 things:

- **make Europe into a world-class science performer**
- **remove obstacles to innovation** like expensive patenting, market fragmentation, slow standard-setting and skills shortages
- **revolutionise the way public and private sectors work together**, notably through Innovation Partnerships between the European institutions, national and regional authorities and business.



2.3 Benefits of Implementing European projects



In each case, the basic question for the responsible leader / body of an applicant organization is what is the **benefit of participating in an EU project or a public call for proposals** for EU funding. As can be seen from the above, the number of applications is quite large and the nature of calls for proposals also varies greatly depending on the level of support, the size of the project budget, the composition of the partnership, the topic, duration and other parameters of the projects.

The Application Documents (AF) themselves already contain a set of questions for the participating organization, which position the relevance of the partner organization in the project in question: as an example, here are some questions from the AF material of the 2016 Interreg Central Europe call:

Partner relevance

- Which are the organization's thematic competencies, experiences relevant for the project?
- What is the partner's role and responsibility in the project?
- What is the expected benefit for the organisation from participating in the project?
- Has the organisation EU/international projects experience?

Matter of project relevance

The applicant organization must design and implement a project that meets the criteria required by the EU grant scheme, but at the same time it is in the organisation's own interest to contribute to the achievement of its own objectives through the implementation of the project. These aspects are explained and answered in the 'Project description' section. The following are examples of typical topics.

Project relevance

- Territorial challenges to be tackled by the project.
- Description of the new or innovative solutions that will be developed during the project and/or existing solutions that will be adopted and implemented during the project lifetime.
- The role of the transnational cooperation in the implementation of the project activities.

Project focus

- Presentation of the main objective of the project and explaining how it links to the overall programme goal.
- Selection of one of the pre-defined programme result indicators.
- Description of the project's main results and showing how they contribute to the programme result indicator.
- Definition of 1- 3 specific objectives of the project which are to be achieved.

Project context

- Description of the project's contribution to relevant strategies and policies at different levels.
- The project should preferably have synergies with other EU projects or initiatives.
- Experiences/lessons learned from the project, and how the available knowledge will be used.

Selection of programme and project type

...that meets both the expectations and professional competence of the applicant organization

If we try to place the projects of different programmes on an imaginary difficulty scale, given the structural complexity of the programme, the call for proposals and the AF, as well as the size of the budget, we can classify the **Interreg-type transnational projects as moderately difficult**. At the **upper difficulty level** of the scale are **HORIZON 2020 projects**, while the **less complex**, smaller-scale category includes, for example, projects from programmes managed by the **EACEA**, e.g. ERASMUS+, Europe for Citizens, programmes for NGOs.

According to the trends in EU calls for proposals, expectations will be higher in terms of **the quality of projects**, which will be realized in terms of meeting the objectives and conditions of the programmes. In other words, an applicant organization should only undertake the preparation of an application material whose objectives, activities and products are in line with the expectations of the programme on the one hand and the objectives and opportunities of the applicant itself on the other.

The advantages and disadvantages of participating in EU projects are summarized below, based on our large-scale experience.



Advantages

International Cooperation



Working with partners in other countries has many benefits: a **direct encounter with other cultures**, thinking together, solving tasks together. During the implementation of the project, the partners can take over the experiences of others, develop each other's skills in strong interaction, and **expand their professional skills**.

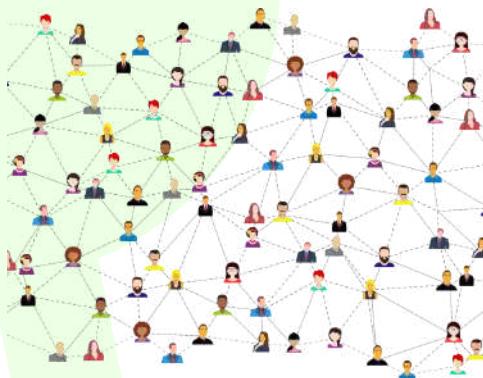
High Quality Work Along EU Priorities



Since projects must be in line with the objectives of EU programmes and the defined objectives are developed and published by the EU following thorough preparatory work, the performance of projects will necessarily be realized in products that serve the **development of this region on the most relevant topics**. The quality of the work in the project is also necessarily high, in some cases higher than what the partner organization itself could achieve. Projects usually involve a wide range of professional activities, with **modern, creative and innovative elements**, through which the knowledge of the partners is significantly increased.

Advantages

Networking



Project partners work in networking, and the established relationships often persist and generate **further collaborations**. Partner cooperation is a division of labour through which each partner has access to additional information and knowledge. Joint work will necessarily use the latest technologies, such as video conferencing via the Internet, information-sharing IT technologies, and the use of social media tools for communication and dissemination.

Awareness of Success



Projects implemented in European programs are a good reference for **increasing the image of organizations**. Without international cooperation, smaller organizations would not be able to perform to this standard. Successful projects take pride in the staff of the participating organization, and the effects of the projects can affect the whole collection and even the population of the settlement. The feeling of success is also enhanced by the fact that applicants sometimes receive a significant amount of EU funding, a significant part of which can be spent on staff costs. The project budget can also provide **an opportunity for the organization to carry out individual pilot projects useful in the production of a product with direct benefits**, such as a feasibility study, which can also be an investment tender preparation material. Small scale investments may also be made in connection with the objectives of the project, as well as asset purchases.

Disadvantages

Difficulties in Applying

Funding amounts for projects can only be accessed through tenders.

As a result, two difficulties have been identified:



The application material must be of a high standard to **be competitive**. At the same time, the planned project activities and products must also **be useful** for the applicant organization. Creating a competitive application is a serious professional task that requires adequate preparation and practice, and this has a cost impact, whether the material is prepared by a department of the organization or by an external expert.

There is increasing competition for grants and participation in projects. In the case of tenders announced in many programs, **the chances of winning are statistically between 5-15%, and the chances of 25-50% can already be said to be good**. Organizations that are not adequately trained have a virtually unattainable lead partner role and are better off participating in the process as part of a partner team. A large number of unsuccessful applications is often disappointing, and because **the evaluation process is slow (6-12 months)**, applicants can easily lose hope.



2.4 Impact of Project Results

In each case, projects must show specific results that are relevant to the objectives of the programme and are in line with the development expectations of the partner organization.

Project outputs

The project activities take place in work packages, and the work results in well-defined deliverables (intermediate products) and outputs (final products). Project activities take place in public and the outputs can be used freely. This principle ensures that the EU financial support benefits the community at both partner and EU level. In the case of local governments and regional bodies, publicity and public activity is a basic principle anyway, and the implementation of projects is a means of doing so.

Dissemination of results with EU funding is a general expectation and mandatory practice. In this way, the relevance of EU funding for public organizations is confirmed by successful projects. The results of the projects must reach specific target groups. An additional requirement is to ensure the sustainability and transferability of the results.

Project indicators

When creating programmes, programme-level **indicators are defined that reflect the overall objectives of the programmes, and target values are also defined for the indicators.** The performance of each project is measured by project level indicators.

Two types of result indicators are defined in projects:

- **Thematic result indicators**

(e.g. number of institutions applying the improved strategies, plans or tools; number of trained persons)

- **Communication result indicators**

(e.g. joint communication activities implemented)

2.5 Concluding remarks



An important criterion for EU programmes is that they **contribute to socio-economic development**. End-of-cycle analysis of programmes provides evidence of the extent to which programme objectives have been met. Indicators defined at the time of programme preparation are used for this study. **Specific projects must be strictly in line with the objectives of the programme**. At the same time, of course, the projects are implemented by the partner organizations by their objectives, and they must strive to disseminate the results widely. Ultimately, the results of the specific programmes realize the objectives of the programmes, and the performance of each project, measured by indicators, is the contribution to the performance of the programmes as a whole.

The activities and outputs of the projects and the dissemination of the results to the general public are a strictly controlled process, which is reported by the partners to the control authorities. The impact of projects on socio-economic target groups is a measurable process and their impact should be proportionate to the level of EU support. The link between support and the impact of results is becoming increasingly important and, accordingly, control activities are becoming more stringent. Applicants should be aware of this at the outset of the process, i.e. when preparing the application, to meet the expectations in the project reports.

Chapter 3: Guide for Effective Use of These Opportunities

3.1 Creating a Project Idea

3.2 Identifying the Most Relevant Funding Mechanism

3.3 Engaging and Persuading Decision-Makers

3.4 Preparing a Project Proposal

3.5 Coordinating and Managing Awarded Project



3.1 Creating a Project Idea

Key Questions to Unlock Success

What?



Look at the areas you want to explore in your project. Brainstorming within a team can produce a wide range of ideas for developing concepts and designing activities. To be able to select the idea with the greatest potential for implementation and positive impact, discern between options by i.e., conducting a **needs analysis**, creating a **mind map**, connecting with potential direct beneficiaries. Permanently observe the **core values** of the institution you represent and the critical needs of the community for which the project is intended. The most pressing issue and/or the idea that can bring benefit to the community members should prevail. After you decide on the core idea of the project, look for complementary concepts to cover additional, less critical, yet still relevant areas of interest.

Why?



Define the Aims/Scope/Objectives/Priorities of your project. Consult with the team on the fundamental issues your project wants to address. Be precise think of activities, which are **feasible** (you have the means to convert ideas into implementable concepts), and **purposeful** (activities mean something to you and the community). When deciding on the scope of your project, have a **realistic approach**. Avoid setting overly ambitious goals and take account of the available resources (institutional connections, human resources deployable for the execution of the project, co-funding capacity). While being mindful of your endowments and constraints as a project implementer, do not lose sight of the specific objectives and priorities the funding programme has. In the same time, **follow the objectives of your own institution or/and superior organisation**, i.e., local school together with national Ministry of Education strategy.

Key Questions to Unlock Success

Why Again?

Define clearly, why the project matters. When you want to submit a project to a very competitive call, making the project stand out is highly advisable. Firstly, the project should be aligned with the values, mission, and vision corresponding to the funding mechanism you aim for. Look for **keywords, long-term goals** beyond the period of the project, and **recurrent priorities** of the funding scheme or even of European Union. Secondly, you yourself should be firmly convinced of the **usefulness of the project**. If you and your team, institution, and partners believe in the concept and commit to implementing it, the application will reflect your strong commitment to delivering on the funding mechanism priorities and project aims. Furthermore, a coherent project narrative and constant support from its creators make the project more convincing to the public, including the target groups. Hereby the project stands greater chances of attracting more direct participants, influencing additional indirect participants, and being overall more influential to its stakeholders.

When?



Think about the period in which you need to execute the project. When designing the project activities, you and your partners must **create a timeline**. Activities should be carried out in the time interval required by the funding programme. To avoid delays or being uncoordinated with the project partners, **establish a common calendar/Gantt chart**. To avoid stressful deadlines, set internal intermediary deadlines, which if exceeded, still allow for leeway. Sufficient time must be allocated before and after the execution of the project. **Pre-project**; allot enough time to the preparatory actions: duration of the approval of the project submission, calendar of the project financing instalments, transnational communication for deciding joint actions preceding the project. **Post-project**, plan the follow-up activities, and ensure continuity of dissemination strategy and partnership durability together with the sustainability of the project outputs should there be any.

Key Questions to Unlock Success

Which Title?



Give a good title to your project. Your project will have to appeal to potential partners, convince the evaluator, and be attractive to the public. The title should fit the funding programme, be representative of the partners, and reflect in a memorable, meaningful way the idea of the project. "**Catchy**", easy to remember acronyms depicting the idea, objectives, or target group/s of the project are commonplace among EU-funded projects. Moreover, since the activities will have to be promoted to the interested stakeholders and potential participants, your project must build a coherent identity unified narrative, same visual elements, content's language and format tailored to the audience. The same coherent identity must be maintained throughout the dissemination phase.

For Whom?



Identify your target group and see how this would affect them. Always remember whom the project is meant to impact. Defining clear target group/s allows you to determine the scope of the project, format of the application, nature of the activities, and the dissemination strategy. Ideally, before starting to design the project, **engage directly with the intended project beneficiaries** (door-to-door survey, public open consultations, and meetings with local opinion leaders/community representatives). Alternately, you can use statistical data (national census, local archive, existing public opinion polls) to get a better understanding of the needs and expectations of the target group. **The target group/s of the project should be referred to in all phases of the project application, implementation, and dissemination.**

Key Questions to Unlock Success

How?



Think of the best ways to carry it out and achieve the aimed results. Funding will be given to those activities which respect the objectives and priorities of the funding programme, can appeal to the stakeholders and public, and are tailored to the target group. Activities should be mindful of the community customs, maximize the use of existing means (available local personnel to be involved, other initiatives to organise joint activities with) and prospective resources (additional financing instruments), but also consider limitations (bureaucratic, logistic, financial). Activities should be able to reach direct and indirect participants. The activities should be inclusive towards participants and transparent for stakeholders, media, and the public. Documenting the activities (video, written reports, participants' testimonials) can produce sustainable outcomes and assist project dissemination.

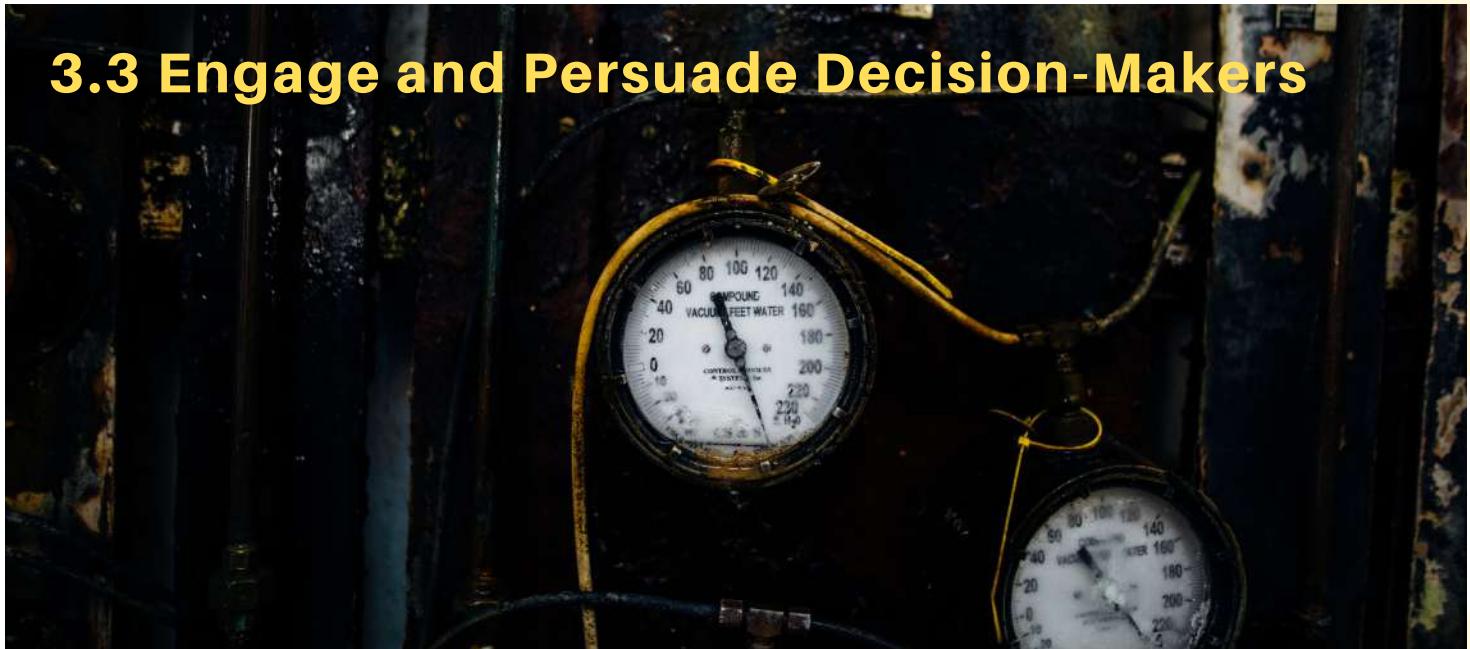
3.2 Finding a Funding Mechanism



Navigating the available EU funding programmes can be a daunting but crucial task.

1. Match objectives to possible funding mechanisms
2. Familiarize yourself with the relevant possible mechanisms
3. Select the most fitting mechanism including the required timeframe
4. Verify if your project idea is viable with the available mechanisms
5. Understand the funding mechanism's characteristics
6. Estimate if potential project activities will have enough funding from this mechanism

3.3 Engage and Persuade Decision-Makers



EU-funded project always require interacting with decision-makers.

Be it local authorities, non-profit organisations, or experts, designing a project is a collective effort. **Be sure you have a clear understanding of your project concept and can present it to external parties coherently and convincingly. Be very specific about the conditions of the project implementation. Approach the relevant decision-makers** with concise and well-structured summary of activities, timeline, and budget of the project. **Justify with facts** the need for time investment (estimated duration), co-financing (total contribution, number and timing of instalments, if the case), and specialized help (hiring of experts, implementers).

The more detailed, yet easily understandable your project concept is, the greater the chances of persuading decision-makers to support it. Secure their commitment formally (signing of agreements, legally-binding documents), but also strive for informal support and sustainable cooperation.

3.4 From Plan to Practice

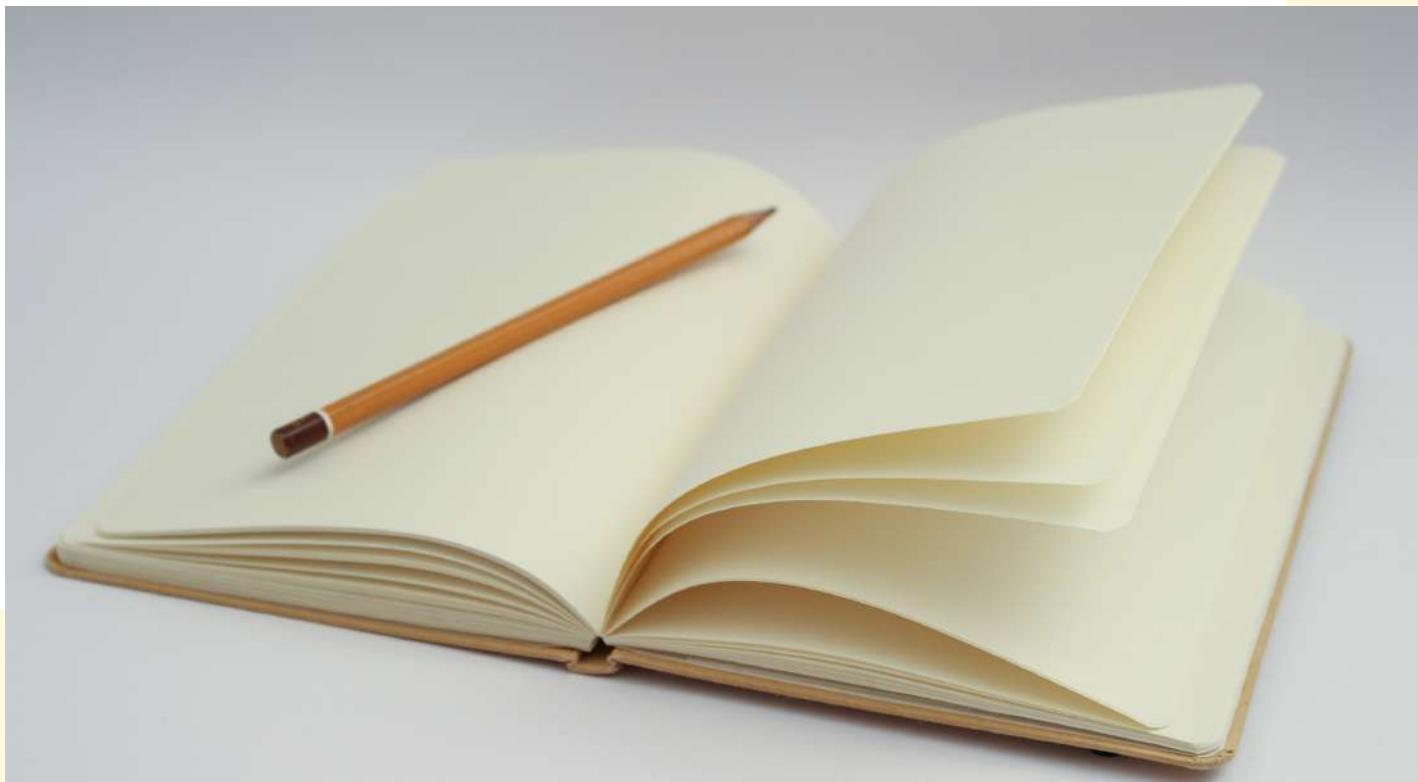
Following the various tips outlined in this section while writing your project proposal will help you in creating the best possible proposal to present for the funding application.



Steps in Writing Your Proposal

1. Have a clear plan and conduct the necessary research
2. Find your partners and present them in the proposal
3. Write an introduction and present your project idea and aims
4. Divide your proposal in the appropriate number of sections
5. Describe the project timeline in each section
6. Write a conclusion to summarize your proposal
7. Proofread the proposal

Let's Get Started: How and Where to Begin



Once you have selected the topic you want to build your project on, as well as finding the appropriate funding mechanism to apply for, **you need to start working on your proposal**. Planning your project writing is the first step in drafting a proposal. Having a clear plan will save you time and you will have a clear vision of what you are writing and what comes next. A proposal should explain in detail what you will do in your project.

Throughout the whole proposal make sure to achieve the following tasks:

- Present all your ideas
- Show your vision of the project
- Outline the project's aims
- List the planned outcomes and benefits

Eye for Detail: General Tips

Before starting writing your proposal, make sure you **carry out extensive research on the subject area you are planning to work on**. This will help you greatly as you will have all the necessary information at hand. A lack of research from your side will be evident in your proposal and this can result in your proposal being disregarded.

An important point to remember throughout the writing of the proposal is that you need to **show that your project idea is thought-out and worth it**. Your proposal should make your project sound appealing. This is done by describing its aim, benefits and plans in delivery in an easy yet detailed manner. This will make the people evaluating your proposal interested in your ideas and your project and hence have more chances to be granted the funds.

Looks matter in project proposals, hence why you should make sure you **create a nice design and outline for your project proposal**. Make sure it is appealing to see and can be read and understood easily. Such small details can make a difference, as this will show your professionalism and hence put you above other proposals. Your project proposal should be divided into various sections to explain its aims and activities adequately.

Make sure to include

- A Table of Contents
- An Introduction
- Various Sections Describing the Project Timeline
- Figures Throughout The Proposal
- A Solid Conclusion



In Search of a Partner

With a clear project concept, you can proceed to the technicalities of the project. If the call demands a project partnership, start investigating which entities can join and look for the right ones and bring the best ones on board. **A partner search** can be one of the most challenging parts in a project proposal, especially for organisations/individuals who are new to EU funding schemes.

The first thing to do is to **check the eligibility criteria** and determine the type (public authority, NGO, private entity, etc.), number, and nationality of the partners needed. If you operate within a transnational network, inquire with existing partners whether they would be interested/fitting and/or try to establish new connections. Resort to project partner dedicated search engines/platforms/groups or personal connections. Always stay open to novel partners, learn about them and prove mutual reliability and accountability. **Networking is a key instrument.**

To attract partners to your project, create a simple but persuasive presentation of the concept which can be sent on request. Show eagerness to discuss in-person or digitally for further details; convey a commitment to the project. Some qualities to look out for in partners when conducting a partner search are:

- **Common Aims and Goals**
- **Hard Workers**
- **Trustworthiness**

Expound the reasons for which they are the adequate partner, describe the potential reciprocal benefits, and long-term positive implications of the partnership (expanded network, multiple communities/entities impacted). Depending on the project call, exchange partner information forms, sign association agreements and begin a collaboration based on professional trust, open communication, and shared responsibility.

In your proposal, create a section to present the partners working on the project and their respective roles. This will inform the evaluators who will be working on their project. Highlight everyone's capabilities and what they can bring to the table to make this project a successful one. The more varied the experiences, the better. This will show that the project and the funding are in good hands and will be executed well.

Let's Begin: Writing Your Introduction

The first section of your proposal should be an introduction. Here, you have to present the topic that you will be addressing in the project. In this section, it is imperative to mention the aim of the project. This needs to be explained simply and clearly, in which everyone can understand and relate to. If your topic is rarely addressed, highlight this aspect greatly. Say that with this project, you will be tackling a rarely explored research area. If your project does not entail new research areas, highlight how this project is innovative compared to previous ones before and will add to the subject area. After stating this, move on to present your project idea and say how this proposed project intends to address and solve this problem.

Content: What Will Your Project Consist Of?

In this part of your proposal, you need to **write about what you will be carrying out in the project**. In other words, you need to present your project timeline. To present this, create sections accordingly in your proposal. For example, if your project is divided into three events or outputs, create three sections in your proposal to describe in detail each event/output. Here, you need to explain the aim of each activity taking place, provide the day plans such as the venue, time allocation to every activity and all the necessary details to explain what will be happening.

In your description of the events taking place, make sure you indicate:

- **The Target group**
- **Tentative dates**
- **Venue**
- **Plan of the day**

Furthermore, **describe the activities** taking place, such as: the ice breakers, workshops, among other details. Make sure you write paragraphs in detail of what is taking place. Here, you will also outline **the project life cycle in terms of resources, tools, project schedule**, etcetera. Highlight the fact that such activities require the funding in order to take place, which would be awarded to this project. **This should be the longest section in your proposal as you are describing in detail what will be taking place and what the project consists of.**

Conclusion: How to Close Your Off Project Proposal



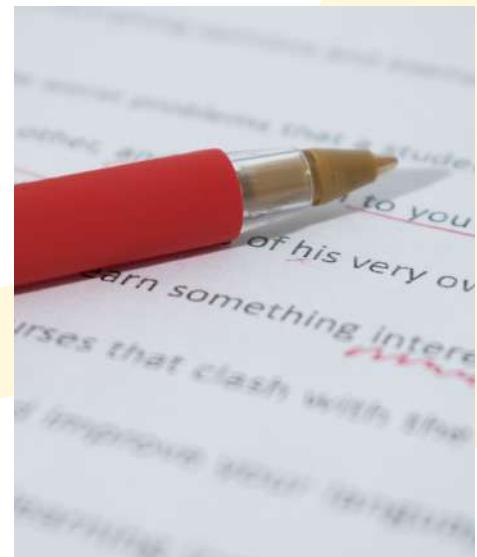
The final section of your proposal should be a conclusion. Here, you have to **summarize what your project will consist of**. Repeat the title and the area being addressed in the project.

Finally, make sure you emphasise that this project is important as it would bring results in the subject area which is addressed. This is your last chance to convince the evaluators that your project is worthwhile and deserves funding allocation.

Almost Done! Proofread and Check Your Work

Finally, another step which is not to be skipped when writing your project is **making sure you check and re-check your work various times**. Make sure that there are no spelling or grammatical mistakes, as this will make your work look unprofessional, which can put off the evaluators.

Proofreading can be tiresome, but it is very necessary to ensure that the proposal is the best version it can be. Having someone else proofread your proposal is always a good idea as they can provide fresh new eyes to the proposal and can identify mistakes more easily.



3.5 Preparations for Successful Project

Effective Project Co-ordination and Management of Funds Once Awarded



1. Create a project timeline
2. Liaise with partners
3. Assign tasks and set deadlines
4. Create a budget
5. Market your project
6. Disseminate the results

Task Distribution & Timeline Compliance

Designing and delivering a project can seem intimidating. This is why several preparations must take place beforehand. Step-by-step planning, fair task allocation, responsible resource usage, and time management are essential. To be able to plan relevant and feasible actions, **divide the project concept into sections**. Within the partnership, **establish the teams and designed responsible persons for all tasks**. It is imperative to create a timetable for the tasks that need to be fulfilled. This will give a clear idea of the task distribution of the project between the partners.

See what tasks need to be fulfilled first to get the project started. Having a meeting with the partners to take the necessary decisions on the project's first steps is an important step. Here, partners can agree on certain minor roles they will be tasked with. For example, partners can establish the division of labour on the marketing of the project. Partners decide between themselves who will be responsible for the social media platforms, website, newsletters and any other features which are included in such projects.

Another important decision which should be taken in the early stages of the project is the **prioritization of the needs of the project**. Deciding on the work and deadlines which should be met at different periods in the project will help keep the partners work better and keep the project on track. **Stay alert about the urgent needs within the project.** Correctly prioritizing will lead to better-used resources and a smoothly running organisational process.

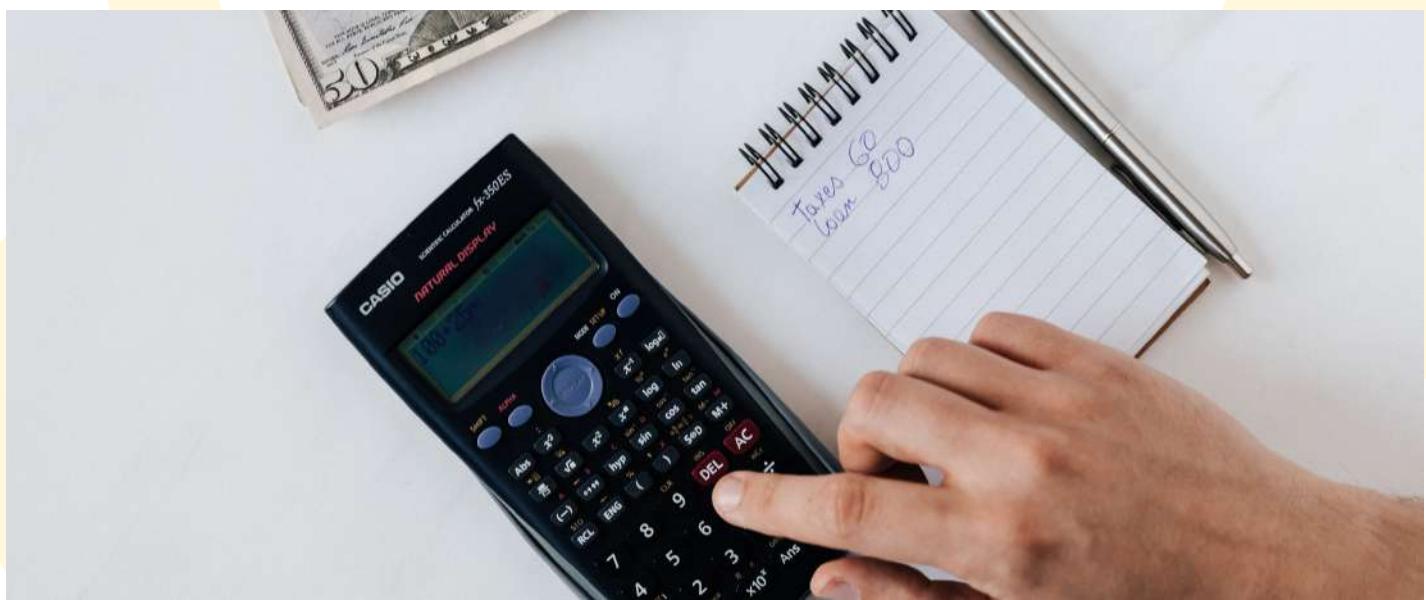
Make sure to establish and maintain good, regular communication with the partners; have clear internal rules, reporting duties, etc. To keep track of completed tasks, sustain permanent and structured communication. Doing so will aid respecting the intermediary deadlines in the project timeline. To avoid task duplication or omissions, notify partners of any executed action in a known-by-all manner in a centralized information system (Gantt chart, shared Drive, collaborative platforms).

Budgeting & Implementation

The financial aspects of a project can be a complex and challenging aspect. However, with clear, informed budgeting and realistic money allocation can ensure the project is sufficiently funded in all stages. Once you are familiar with the funding rules as demanded by the funding scheme/programme, create a detailed budget. Know the minimum budget your project must have to be implementable and the funding ceiling you cannot exceed according to the funding programme.

Every section of the project must have an adjacent budget, even if the formal application does not ask for such a specific budget breakdown. Having an estimate calculated per partner, for i.e, transnational meetings, intellectual outputs, specific activities will minimize operationalization risks, prevent funding shortages, and cover possible contingencies.

After knowing the exact funds you can deploy, research the most task-appropriate and cost-efficient implementation tools. **Discuss the optimal implementation strategy with all the partners and make sure everyone is consulted and engaged.** Entrust the executions of the tasks based on endowments, experience, and expectations of each staff member. There should be periodical consultations throughout the implementation process. Every improvement, impediment, or intervening changes ought to be notified timely and in a transparent manner.



Marketing Your Project

Without a marketing campaign, it's very difficult to introduce a new project to the public and attract an audience. **It is important to have an audience which is attracted and engaged in your project.** This way, your results will be shared and appreciated by the target group. To create a following, several steps have to be taken to market your project in the most successful way:

1. Create a "project image"
2. Take advantage of social media
3. Create a posting calendar
4. Create a project website
5. Create posters
6. Create a simple target plan and budget

Firstly, provide the audience with an **attractive visualisation of the project.** A logo to represent the project is essential. After this, give a clear background of the project's content. Never wrongly assume that people already know some aspects of your project.

To market your project, **take advantage of social media.** There are many social media platforms such as Facebook, Instagram and Twitter which are used by millions of people. Creating social media accounts for your project to disseminate information through them would be one of the easiest ways to showcase your work. **Create a posting calendar** and follow it to make sure the partners of the project continuously upload content and engage with the followers.

Another method of online marketing is by **creating a website dedicated to the project**, where you can post blogs, posts, videos among other media to engage viewers. **Create posters** to upload them on social media by utilising some of the best platforms to create them. Some programs from which you can create great content are Adobe Illustrator and Canva.

Create a simple target plan and budget and stick to it to get the most out of your advertising.

Disseminating Your Project

After you and your partners have worked together to create the project content, you have to disseminate it to the target group. Here, you will spread the information you have created to the audience. This part is linked with the marketing side of your project, as you are engaging with the followers/target group of the project. Use your social media platforms to promote your results from the work you have produced and let them know of any events you will be held to present the project's content.

Dissemination can take its form into various ways, such as events, seminars, written content, among others. Whichever output you are producing, you must attract people to engage in it. You need to identify what tools are needed for dissemination. Study your target group well in order to cater to their needs. If you have an event, you must think of invitations, venue, date, budget and other factors.

If your output is something written, you must engage with your target group differently. Come up with plans to reach your target group in the best possible manner. Look at different options to find the best and most efficient tools for reaching your audience and get them to engage in your finished project. You must also ensure enough competent staff to carry out the project activities.



Concluding Remarks

To get an idea on how to write a successful project proposal and funding application is by **having a look at past projects** (both internal and external). Through these, you can learn from previous applications' successes as well as mistakes.

In the next chapter, you will see some examples of previous successful proposals. These can be very useful as you can use them as an example and as a guide on how a project should be written and structured.

Wishing you good luck in your project planning writing and all the best in succeeding in your project funding application.



Chapter 4: Best Practice Catalogue of Successful Projects

4.1 Best Practice

4.2 Successful Project and its Development

4.3 Project Management

4.4 Examples of Good Practices



4.1 What is a best practice?

A best practice is a **procedure, technique or a method which is generally considered as having the best results in a particular field**. In order to have examples of best practice in the EU funded projects domain, the implementation of the project and its results have to be successful.



4.2 What is a successful project?

Paul O. Gaddis

"A project is an organization unit dedicated to the attainment of a goal - generally the successful completion of a developmental product on time, within budget, and in conformance with predetermined performance specifications."

4 conditions that must be met cumulatively to have a successful project:

- follow the project schedule
- compliance with project budget limits
- fulfillment of all project objectives
- an effective team



Follow the Project Schedule



Planning is the process of establishing the necessary steps to achieve project objectives. Project implementation planning should be detailed and considered, with monitoring and review throughout the project, so that the project schedule can be followed exactly.

Compliance with Project Budget Limits

A project budget is the total projected costs needed to complete a project over a defined period. It's used to estimate what the costs of the project will be for every phase of the project. The budget must be complete and perfectly correlated with the planned activities, with the material resources involved in the realization of the project and with the anticipated results. To respect the project budget limits, the costs must be realistic (correctly estimated), sufficient and necessary for the implementation of the project.



Fulfillment of All Project Objectives

A project objective reflects the expected results of a project and represent the necessary steps for the complete implementation of a project. The objectives clearly defined and shared by all team members are the basis for a positive commitment to the project over a longer period and help to create successful solutions. **SMART** is an acronym for features considered essential for the correct formulation of an objective.

- **Specific:** clearly expressed, leaving no room for interpretations
- **Measurable:** can be quantified, either quantitatively or qualitatively
- **Achievable:** realistic and attainable to be successful
- **Relevant:** achievement of the goal contributes to the impact of the project
- **Time bound:** contains the date by which it is expected to be achieved

Effective Team



Starting from the premise that the project is implemented by the project team members, we realize that **the human side is an essential key element to have a successful project in the end.**

An effective team includes not only the knowledge and skills of each person, but also the ability to manage critical situations, the dedication, and the chemistry between employees. **An efficient team is motivated to accomplish the project objectives on time, within budget and in line with quality expectations.**

4.3 Project Management

Successful project management = successful project implementation



Project management is the process of leading the work of a team to achieve goals and meet success criteria at a specified time.

Project management stages

Project initiation

Every project is based on an idea and it is initiated after realizing a practical need, an important problem that needs to be solved. The main purpose of a project is a positive change in the situation of the project beneficiaries.

Project planning

The time planning of the activities aims at establishing the relationship between the activities and their optimal succession and estimating the real duration of each activity, as well as identifying the necessary resources.

Project implementation

In the implementation phase, it is necessary to establish if the objectives are achieved if the scheduling of activities is respected and if the allocated resources are not exceeded. The exercise of control is mainly concerned with time management and cost control.

Closing the project

At the end of the project, an evaluation of the success of the project is required. A project can be considered successfully implemented if it is completed on time, with the allocated resources and at the desired level of performance.

4.4 Success Stories of Funded Projects

Example of Good Practice - INTERREG Projects

DESTINO FRONTERA: InterregVA-ES/PT (POCTEP)



EU Grant: 1.515.440 €

Implementation period: 2017 - ongoing

Border regions between Spain and Portugal are characterised by depopulation and low rates of GDPpc in comparison with national (and EU) rates. These regions are rich in cultural and natural heritage and have a strong potential as tourism destinations. In this framework, tourism appears as a strong candidate to create socio-economic development and employment in those regions, at the same time that promotes the benefits of the sustainable management of cultural and natural heritage.

DESTINO FRONTERA aims to address these challenges by creating cross-border tourism products for the border between Spain and Portugal. The idea behind it is to invite people to cross the border and not just cross it, as these are usually territories with great historical, cultural and natural wealth.

Interreg understands that practices developed in one area can be exported to another, since “the border territories of the European Union (EU) have similar characteristics”.

Participating countries: Spain, Portugal

<https://www.interregeurope.eu/policylearning/good-practices/item/2706/destino-frontera/>

<https://www.interregeurope.eu/policylearning/good-practices/>

Example of Good Practice - URBACT Projects

Tropa Verde, rewarding recycling!: 2014-2020 URBACT III



EU Grant: 453.038 €

Implementation period: 2014 - 2020

Tropa Verde is a multimedia platform set up by Santiago de Compostela (ES) to encourage environmentally responsible behaviour. Using a game-based web platform, citizens can win recycling vouchers and exchange them for rewards from the City Council and local retailers.

Tropa Verde is a multimedia platform that aims at promoting recycling and environmental responsibility among the citizens by:

- rewarding good environmental practices
- increasing recycling rates
- promoting environmental awareness of citizenship applying gaming
- rewarding techniques

It uses a game-based web platform at where citizens can exchange recycling points for rewards from the City Council and local retailers.

Participating countries: Spain, France, Poland, Portugal, Greece, Hungary

<https://urbact.eu/tropa-verde-rewarding-recycling>

<https://urbact.eu/good-practices/home>

Example of Good Practice - EEA and Norway Grants

Children Live Outside. Increased Wellbeing and Environmental Responsibility Via Play and Learning in Nature: EEA and Norway Grants



EU Grant: 68.919 €

Implementation period: 2014 - 2016

Project activities are focused on the popularization of research results and its education among the professional public. TEREZA has involved other organizations and specific experts in the project and created a platform for professional discussion. The outcome of this activity was a study popularizing this topic and summarizing the main benefits of contact between children and nature, as well as the main obstacles and pitfalls of contemporary society.

Another important part of the project was the creation of various activities for parents and grandparents of children, which they could practically test in nature.

The last activity was the creation of educational programs for schools. Within that, there were created and tested annual educational plans for different grades of elementary school. These plans demonstrate that anything can be taught outside, children can learn any information and lesson in nature.

Participating countries: The Czech Republic, Norway

<https://www.eeagrants.cz/en/examples-of-good-practice/2019/children-live-outside-increased-wellbein-2913>

<https://eeagrants.org/archive/2009-2014/projects>

Example of Good Practice - LIFE Projects

SEWeb - Scotland's environmental web: LIFE



EU Grant: 2.351.950 €

Implementation period: 2011 - 2015

The SEWeb project aimed to present a wide view of Scotland's environment, through a website that brought together data and information as well as expertise from a number of organisations' into a single centralised "gateway to everything you want to know about Scotland's Environment".

The website provides a comprehensive view of Scotland's environment, allowing users to access, view and interrogate comprehensive data from multiple agencies across Scotland.

The SEWeb project developed successful partnerships with numerous organisations in all key sectors, implemented the concept and promoted the benefits of a SEIS, improved the effectiveness of policy development, and engaged the public by providing data in a more accessible format, engaging citizens in the discussion, monitoring and local action, publishing educational information resources and rewarding good ideas and action in schools.

https://ec.europa.eu/environment/life/project/Projects/index.cfm?fuseaction=search.dspPage&n_proj_id=3990

<https://ec.europa.eu/easme/en/section/life/life-best-projects>

Example of Good Practice - Erasmus+ Projects

Empowering diversity, inclusion and equity in our school- different or alike together we make a whole: Erasmus+



EU Grant: 11.310 €

Implementation period: 2018 - 2019

Ivo Andric Primary School is located in Belgrade, the Municipality of Rakovica. It is attended by 1141 students in 44 classes from grade 1 to grade 8. In 2010 the school adopted the concept of inclusive education. They have been working with children with disabilities and learning difficulties and also with children migrants and foreigners. The objectives of the project have been to develop an inclusive approach.

This project has lead to the alignment of teaching practice in Serbia with the teaching practice in the EU, which is an important prerequisite of Serbia becoming a member of the EU family. It empowered the School to implement new teaching methodology and be an example of good practice for other schools in Serbia.

Participating countries: Serbia, Spain, Malta

<https://ec.europa.eu/programmes/erasmus-plus/projects/eplus-project-details/#project/2018-1-RS01-KA101-000228>

https://ec.europa.eu/programmes/erasmus-plus/projects/eplus-projects-compendium_en



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The EU provides funding, in the form of grants, for a broad range of funds and programmes covering various areas. These grants are awarded to a different kind of institutions to implement specific projects contributing to EU policies.

One of these main actors are the local and regional public administrations, which can use these grants for increasing the quality of life of its citizens on most important areas of interest, such as education, culture, social and economic sectors, health, or sport. Therefore, the EU offers a wide range of opportunities for our cities and regions to achieve a higher level of development and well-being for their citizens.

Moreover, the participation on European projects brings a large number of benefits to our cities and regions as:

- Having access to a complementary financing route.
- Increased visibility of the city or region in its environment and among its citizens.
- Creation of a network of contacts (future projects).
- After a first project, there are more possibilities to be granted for a second, third, fourth ...
- Promote the knowledge and recognition of the city or region in Europe.
- Establishment of new relationships with entities of similar or complementary characteristics and exchange of experiences and good practices with others.

Therefore, we would like to encourage all of you to be active in taking advantage of the funds and programmes that the EU makes available to you and, in this sense, we hope that this Guide, and the TICTAC project as a whole, will contribute to make this path easier and more fruitful.



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