

# Good Practice for Implementing Structural Funds Programmes 2014-2020: Generating Good Projects and Ensuring Result-Oriented

Vienna (AT), 6-7 December 2017



Erasmus+

[www.eipa.eu](http://www.eipa.eu)

### What is this course about?

Only 3%-6% of the total Structural and Cohesion Fund budgets (depending on the Fund) for the 2014-2020 Operational Programmes has been spent by mid-2017. Planned expenditure for projects which have been approved is between 25% and 30% of the total budget available. So what can be improved in programme implementation? Are good projects being generated? Will they deliver results? What lessons can we learn from the past and how can we do things better?

This seminar will examine good practice in implementation of operational programmes and look at how good projects can successfully deliver programme results. There will be sessions dedicated to the lessons learnt and good practice generated from implementing ERDF, ESF and Cohesion Fund programmes and projects, including a presentation from the European Commission. We have a particular focus on common issues for business development initiatives and the particular question of how Structural Funds operations can be linked to Horizon 2020, the new EU framework programme for research and development. We also have a focus on how to develop and select good projects – including infrastructure, productive investments, revenue-generating projects, and all other projects.

We can choose to use a project pipeline model to help us identify a range of typical implementation issues for programmes, so addressing the question: "how do we produce a constant flow of high quality projects and ensure that the new programmes produce the results they plan to achieve?" The pipeline model can be described from the point of view of both programme managers and project sponsors. At the end of the pipeline model, we look at how project and programme impact can be measured.

### How will it help you?

This course uses a mix of lectures, question-and-answer sessions, discussions and exchanges of experience. Mini-workshops and exercises will be used to develop simulations of essential elements and to generate a clear view of good practice in implementing programmes.

At the end of the seminar the participants should have – from the point of view of managing authorities – a clear idea of how to generate a steady flow of result-oriented quality projects. Participants should also have a clear understanding of how to generate projects which will maximise impact.

### Who will benefit most?

Programme officers and managers, project managers and project developers, as well as other officials from central, regional and local government involved in the implementation of European Structural and Investment Funds (ESIF) projects and programmes. The seminar is also open to economic and social partners involved in developing Structural and Cohesion Funds (and other ESIF) projects, such as NGOs, higher education establishments, Chambers of Commerce, consultants and financial bodies.

# Programme

## WEDNESDAY, 6 DECEMBER 2017

- 08.45 **Registration of participants**
- 09.00 **Welcome and introduction to the seminar**  
*Marco Lopriore, Senior Lecturer, EIPA, Maastricht (NL)*
- 09.15 **Good Practice in Programme Implementation and ensuring result-orientation**
- generating good projects - using a project pipeline model
  - intervention logic of programmes, choosing priorities to deliver results
  - institutions and capacities, publicity and information, ideas and partnerships
  - finances, eligibility of expenditure, project selection, contribution to results
  - management, programme performance, evaluating impact
  - the Performance Framework
- Robin Smail, Visiting Expert EIPA and Independent Consultant (UK) (former national expert EC)*
- 10.45 Coffee break
- 11.15 **What are the key implementation issues for programmes, 2014-2020? Discussion**
- 11.45 **Business Development Initiatives and stimulating local economic growth**
- information flows and lessons for SME support schemes
  - working with global grants and voucher schemes
  - blending ESF and ERDF interventions
  - good practice and case studies
- Marco Lopriore*
- 13.15 Lunch break
- 14.30 **Workshop: Project Selection Criteria**  
*Robin Smail*
- 15.15 **Lessons learnt in supporting projects at the regional level**
- the importance of stakeholder involvement
  - cooperating in order to develop good projects ideas
  - putting the finance together
- Johann Sollgruber, Member of Danube Business Forum, European Commission representation in Austria*
- 15.50 Coffee break
- 16.10 **Lessons and good practice from the European Social Fund**
- identifying areas for intervention
  - targeting those in need
  - the success of simplified cost options
  - payment according to results
- Marco Lopriore*

- 17.30 **Workshop: Using Simplified Cost Options Part 1 – Standard Scales of Unit Cost**  
*Marco Lopriore*
- 18.00 **End of Day**
- 20.00 Dinner at a Restaurant in town

## THURSDAY, 7 DECEMBER 2017

- 09.15 **Project development steps and ex-ante project appraisal techniques**
- project context and rationale, demand, feasibility, option analysis
  - financial and economic appraisal: calculating the costs and the benefits; calculating rates of return
  - risk analysis, sensitivity analysis
  - exercise with risk analysis
  - major project application forms, revenue-generating projects
- Robin Smail*
- 10.45 Coffee break
- 11.15 **Exercise: calculating the grant for revenue generating projects**  
*Robin Smail*
- 11.45 **Structural Funds and synergies with other EU support schemes**
- linking Structural Funds and Horizon 2020
  - case studies of success
  - SME development, RTD and innovation, green initiatives
  - adopting Simplified Cost Options
- Marco Lopriore*
- 13.15 Lunch
- 14.15 **Workshop: Using Simplified Cost Options Part 2 – Flat rates**  
*Marco Lopriore*
- 14.45 **The role of Monitoring and Evaluation in achieving result-orientation of projects and programmes**
- data collection and the Annual Implementation Report
  - new requirements in Evaluation
  - impact evaluations: understanding what works, and why
- Robin Smail*
- 16.15 **Workshop: Evaluation Questions and measuring impacts**
- 16.40 **Conclusions**
- 16.45 **End of Seminar**

# General Information

## Programme

The programme will commence on Wednesday 6 December at 09.00 and finish on Thursday 7 December at 16.45. Registration of participants on the first day starts at 8.45.

## Seminar venue

Wirtschaftskammer Österreich WKÖ  
Wiedner Hauptstrasse 63  
1045 Vienna (Austria)

## Working language

The seminar will be conducted in English.

## Fee

EIPA members' fee\*: €995  
Regular fee: €1100

The fee includes documentation, two lunches, one dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration. Note that reductions cannot be accumulated. For more information: <http://seminars.eipa.eu> (Training courses - Discount policy)

\* EIPA members can take advantage of a reduced fee; this is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DK, FI, FR, DE, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, ES, SE, UK), and civil servants working for an EU institution, body or agency.

## Hotel reservations

For hotel reservations please book directly via the following links: [www.hrs.com](http://www.hrs.com) or [www.booking.com](http://www.booking.com). Payment is to be made directly and personally to the hotel on checking out.

## Meals

Buffet lunches will be served at the WKÖ. Dinner will be served at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform the Programme Organiser so that this can be arranged.

## Registration

Kindly complete the online registration form which can be found on EIPA's website <http://seminars.eipa.eu> before **17 November 2017**.

## Programme Organiser

Ms Winny Curfs  
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Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box on the registration form.

## Confirmation

Confirmation of registration will be forwarded to participants on receipt of the completed registration form.

## Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. For cancellations received within 15 days before the activity begins, we will have to charge an administration fee of €150 unless a replacement participant is found.

## Cancellation policy

EIPA reserves the right to cancel the seminar up to two weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For more information: <http://seminars.eipa.eu> (Training courses - Cancellation policy).



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