



ENVIRONMENT

# EASME

Executive Agency for Small and Medium-sized Enterprises

## Think for tomorrow, act today! Mistakes to avoid at the proposal stage for a better Project Management

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LIFE Info Day Cyprus  
16 May 2018 Lefkosia

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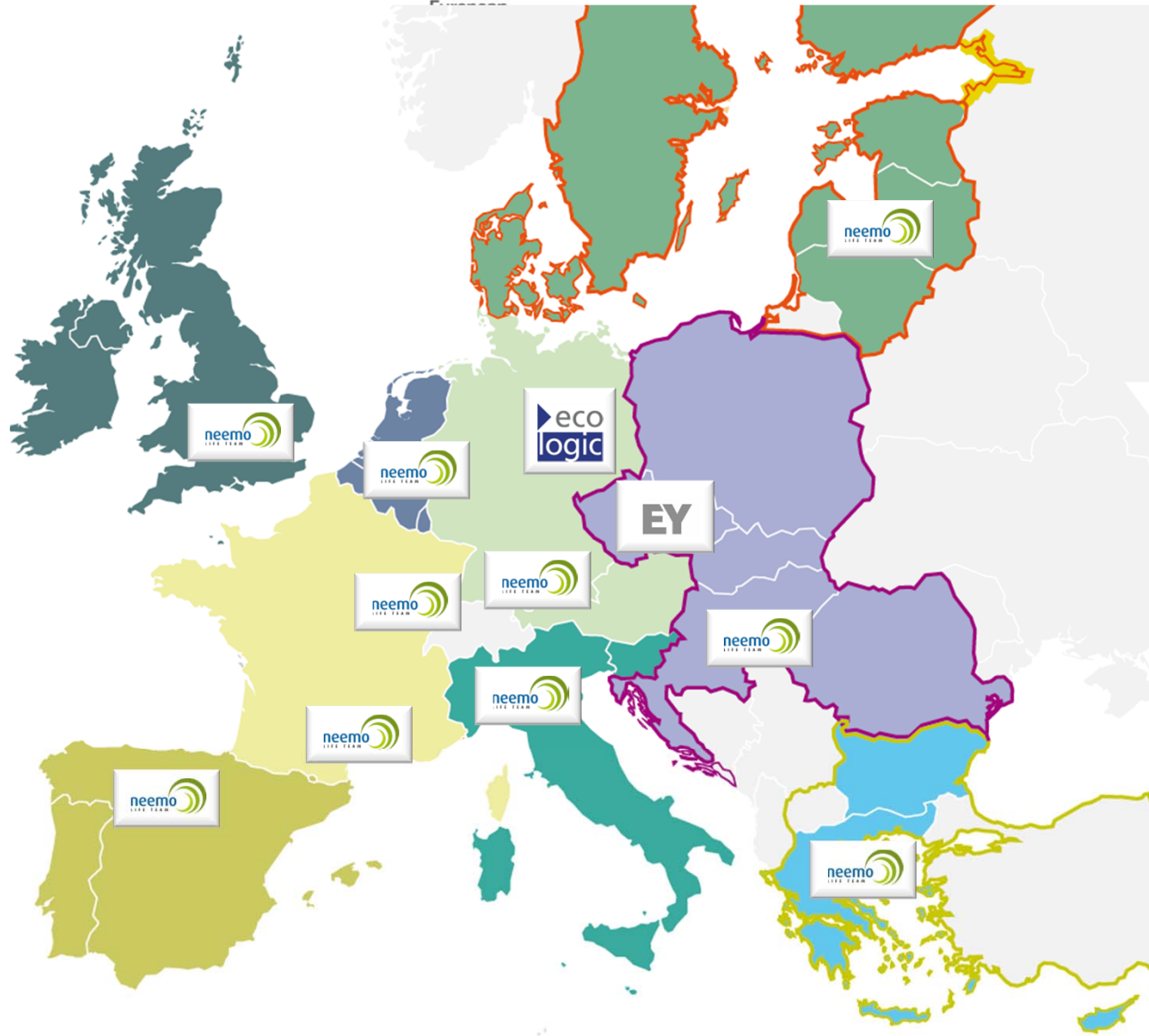


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## THE EXTERNAL MONITORING TEAM

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## BEFORE WE START... MUST READ

- ❖ LIFE Web site – It contains everything you need:  
<http://ec.europa.eu/environment/life/index.htm>
- ❖ LIFE Regulation – priority areas
- ❖ MAWP (Multi-annual work programme) – project topics
- ❖ Application Packages
- ❖ Guides for evaluation of LIFE project proposals
- ❖ Eventually, specific information, guidelines designed by your National Contact Point



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# Successful management starts at the proposal stage!





# I. Management structure

- Ensure that you present the project's management structure adequately.
- Add a management plan.
- Add a monitoring plan.
- **Avoid** complex structures - **simple is functional (and usually beautiful!)**.
- **LIFE** costs **time**: the members of the management committee should be available to devote time and effort.

# I. Management structure

## Contact person:

- Select an available, competent, multi-skilled contact person.
- The contact person will:
  - handle all issues generated during the project's implementation
  - be responsible for organising the submission of the reports to EASME
  - monitor the project's progress constantly
  - ensure that the General Conditions are followed
  - be in constant communication with the external monitoring team and EASME;



## Steering Committee, Advisory Committee etc.

- Allows for successful monitoring, problem solving, redirection,
- Involvement of key people from the sector (not only project personnel)
- Validates/verifies the project's outcomes/deliverables



## II. Foreseen activities (actions/tasks)

**Use the absolutely necessary number of actions:**

- Avoid to include actions not related to the objective of your proposal
- Tidier project → higher evaluation score
- Easier to monitor and manage on a daily basis → Time efficient – shorter delays
- Quicker identification of risks/challenges → Quicker and more effective reaction
- Easier to link outputs with actions
- Financial monitoring and management is more effective
- Reporting is easier, shorter and to the point
- Shorter Letters from EASME 😊

**Proof read your English to avoid misunderstandings between EASME and your team!**

***(...but you can also write it in Greek!!)***



## III. Time ...

### Allocate your time realistically

- *“anything that can go wrong, it will”...*
- take under consideration risks and any sort of unexpected constraints
- Plan for a **buffer period**. This works excellent in reducing the effect of any delays, allowing for more flexibility

### Remember the **Risk Assessment!**

- Risks and contingency plan is good for success
- Categorise in terms of possibility and impact





## IV. Objectives and results

The project objectives and results should be **clear** and **precise!**

*For example: "...to improve the existing expired dairy products management and treatment status and fostering renewable energy production."*

**Not only...**

*"to protect the natural environment and minimise human impact."*



## IV. Objectives and results

The results should be **quantified**

- "...demonstration of 70 units to selected households"
- "networking with at least X relevant LIFE and non LIFE projects"
- "...one exploitation plan that will be used as a policy tool by the national stakeholders..."

### Key Project Level indicators (KPIs)

- Select those that are more suitable to monitor your project's impact
- Define a draft methodology before you quantify
- Be realistic

## V. Milestones and deliverables

- Do not confuse milestones with the deliverables!
- Milestone is an event, crucial for the project's implementation.



- Deliverable are tangible products that can be shipped

### Examples

- **Milestone:** the formulation of the Steering Committee, the operation of the demo unit, the testing of the demo model.
- **Deliverable:** the manual/guide for the operation of the demo unit, or, the demo unit itself.
- Create a **list** with the foreseen **milestones** and a separate list with the project's **deliverables**. Ensure that all deliverables and milestones described in the foreseen actions are properly mentioned in the respective list!!





## DON'T FORGET!!

- **Mandatory** dissemination actions
  - Website: 6 months after the project's start and 5 years after its end.
  - After LIFE plan (communication, exploitation - depending on the project)
  - Layman's report
  - Notice boards
  - Networking with other projects
- C2M projects: business plan
- NAT projects: after LIFE conservation plan



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## VI. Budget

Only costs incurred for actions implemented during project life-time can be eligible!

Personnel.  
– 2% rule for public bodies

Daily rate – based on gross salary + contributions according to the national legislation (social security, pension, etc.)

Travel costs – according to internal rules of project beneficiaries

**REMEMBER THE KICK OFFS!**

External assistance – not more than 35% of the total budget

Durable goods – 100% for NAT projects, for the rest, only depreciation costs can be financed by the Union support (up to 25% for infrastructure, up to 50% for equipment)

Prototypes – 100% if developed specifically for LIFE project

Public tender – mandatory for contracts above 130,000 €

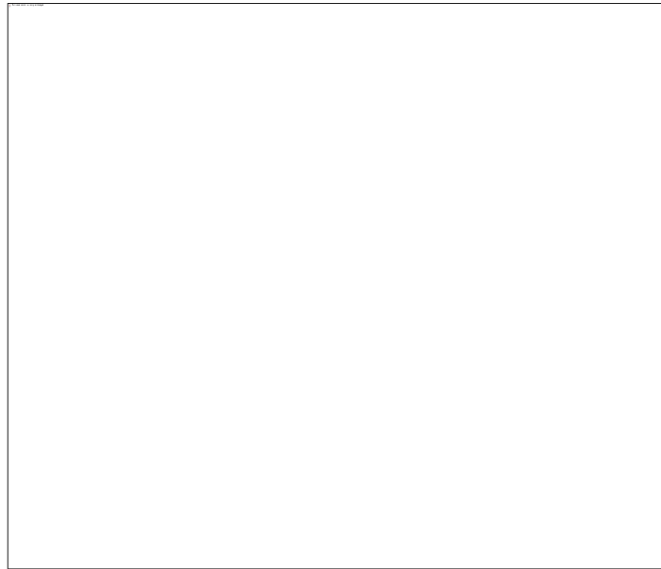
Ineligible costs (ecolabel costs, ROC, bank charges, costs of plans not implemented, internal invoicing)

Public entities must comply with national legislation

Good value for money has to be demonstrated even if public tender is not necessary

Auditor needed only above 750,000 € per beneficiary

## 2% RULE - EXAMPLE



- LIFE contribution → 55%
- Minimum own contribution from public beneficiaries =  $105 + 2\% \rightarrow 107.1$  EUR
- Maximum LIFE contribution - 92.9 EUR



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## THANK YOU FOR YOUR ATTENTION



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