

HANDBOOK

For a successful project



PLATFORMA

The European voice of **Local** and
Regional authorities for development

AUTHORS

Abigaïl Faure & Mireille Van der Graaf
(Welcomeurope, Paris)

COORDINATION

Florent Resche-Rigon,
PLATFORMA Secretariat

LIAISON WITH GRAPHIC DESIGN TEAM

Hervé Devavry, PLATFORMA press
& communication officer

TRANSLATION FROM FRENCH

Penny Yim

PICTURES

iStock. copyright / Triloks p.10 / Holger Mette
p.21 / Ranplett p.25 / 2009 Getty Images p.42

shutterstock.com copyright / Artush p.16 /
Valerii Iavtushenko p.16 / Asia Images p.30 /
Desk006 p.57 / Jimmy Tran p.71 /
Ismail Cifci p.85

DESIGN

Advitam, Paris
Printing: February 2017 (2nd edition)



DISCLAIMER

While we strive with utmost care and concern to provide accurate and timely information, we cannot exclude the possibility of inadvertent factual or contextual inaccuracies, incompleteness or technical errors for which we apologise. Similarly, inaccuracies may result from developments occurring after the editorial deadline.



This work is licensed under a Creative Commons Attribution 4.0 International. Licensees may copy, distribute, display and perform only verbatim copies of the work, not derivative works and remixes based on it.

SYNOPSIS

Step 1: Preparing your project

Chapter 1	The policy framework for 2015-2020	6
Chapter 2	Coming up with a sound and relevant project	9
Chapter 3	Addressing the priorities of the European Commission	12
Chapter 4	Identifying the right programme	15
Chapter 5	Setting up an information monitoring system	18
Chapter 6	Getting to know the actors in a project	20

Step 2: Formalising your application

Chapter 7	Utilising the reference documents	24
Chapter 8	Determining what is required for the application	28
Chapter 9	Building the logical framework	31
Chapter 10	Planning and organising the project	36
Chapter 11	Respecting the rules of the budget package	39
Chapter 12	Preparing for the evaluation and selection of your project	43

Step 3: Implementing and managing your funded project

Factsheet 1	Preparing the narrative and financial reporting	46
Factsheet 2	Fulfilling the EU visibility obligation	47
Factsheet 3	Preparing for inspections	48
Factsheet 4	Optimising the financial follow-up	49

Guide to European Funding Programmes

European Commission financing mechanisms	51
Council of Europe financing mechanisms	71

Annexes

EU national development agencies	74
Multilateral organisations	82
List of Acronyms	88



PLATFORMA

Since its creation in 2008, PLATFORMA represents more than 100,000 local and regional governments active in decentralised cooperation – i.e. town-to-town, region-to-region development cooperation, closer to citizens and more effective.

In 2015, PLATFORMA's network signed a Strategic partnership with the European Commission Directorate-General for International Cooperation and Development (DG DEVCO). Its signatories commit to take actions based on common values and objectives to tackle global poverty and inequalities, and to promote democracy and sustainable development from the local level.

PLATFORMA's role is to increase recognition of the work of local and regional governments in international cooperation, deepen the dialogue with European institutions and promote effective decentralised cooperation for the development of partner countries.

The network gathers around 30 partners including local and regional governments and the associations representing them at the national, European and global level. The Secretariat of PLATFORMA is hosted by the Council of European Municipalities and Regions (CEMR).



Foreword

Local and regional governments have an important tradition of direct cooperation between peers. Investing in sustainable development within one local government increasingly happens in close cooperation with partners' territories. Yet, international cooperation is not necessarily a key competence of local and regional governments, for which access to external financing is important.

PLATFORMA unites European local and regional governments' players of international cooperation and connects them to global associations. By engaging with European institutions, PLATFORMA actively advocates for the recognition of local players' role in development policies. PLATFORMA has also always fought for better access to financing opportunities.

Various European member states offer subsidies and since 2008, local and regional governments also have access to EU funding that allows them to lead projects beyond EU borders, in partnership with other towns and regions. The "Non-state actors and local governments" thematic programme has supported hundreds of projects in Asia, Latin America, Sub-Saharan Africa, in Mashreq and in Eastern Europe.

However, access to European funding for development cooperation programmes remains difficult. Many programmes are actually available to towns and regions, but they are not necessarily well known to all actors.

This practical guide was designed to address this gap. We have gathered useful information and tips in order to help elected representatives and local civil servants plan solid projects and attractive applications.

We hope this guide will accompany many local and regional governments all around the world, helping them develop their ambitions and strive for sustainable development.

Wouter Boesman
Policy Director of PLATFORMA



Step 1: Preparing your project

Chapter 1

The policy framework for 2015-2020

European development policy

External cooperation programmes

Intra-community programmes

Structural Funds

European development policy

The objective of European assistance for development and cooperation is **to eradicate poverty and promote democratic values**. This objective is the cornerstone of all European Union policies with an external dimension: security, trade, fishing, agriculture and climate change.

Since 2006, European actions for development have been based on the “Consensus for development”, a common vision shared by the Member States and the European Commission. Since 2011, with the launch of the “Programme for Change”, EU assistance has been **concentrated in particular sectors of activity** (e.g. good governance, the promotion of democracy and security, health, social equity, inclusive growth, environmental protection...) and **in the regions and countries with the greatest needs**, including the fragile States.

The “2030 Agenda for Sustainable Development” strategy now includes a broader vision for development and takes into account economic, social and environmental dimensions. This new approach encompasses **projects relating to efficient institutions, good governance, rule of law and peaceful societies**.

Development and cooperation assistance is channelled through a complex system of instruments, called thematic or geographic instruments.

Funds are mainly distributed in the form of outright grants, although other mechanisms allow for the combination of loans and subsidies. Funds may be used to finance specific projects, support a given sector or may be allocated as budgetary support to recipient governments.

External Cooperation programmes

The following programmes and financial instruments support the external action of the European Union.

Europe also provides financing for programmes aimed at securing growth that is smart, sustainable and inclusive in the EU Member States. A budget of 960 billion euro has been set aside for the **Europe 2020 Strategy** and is to be divided up between the **intra-community programmes and structural funds**. These programmes sometimes allow for the implementation of joint actions with non-EU countries.



Note

In addition to the thematic instruments, the European Commission has created two “thematic programmes” under the Development Cooperation Instrument (DCI) that are beneficial to all developing countries:

- “Global public goods and challenges”, which dedicates 27% of its resources to climate change and 25% to social inclusion and human development projects;
- “Civil Society Organisations and Local Authorities” (CSO-LA): This thematic programme has been established to strengthen the role of CSO-LAs in development strategies.

GEOGRAPHIC AND THEMATIC INSTRUMENTS FOR EXTERNAL COOPERATION 2015-2020	2014-2020 BUDGET
Development Cooperation Instrument (DCI) Promote sustainable development; consolidate and support democracy, rule of law, good governance and human rights	€ 19,66 billion
European Neighbourhood Instrument (ENI) Promote greater political cooperation and progressive economic integration between the EU and partner countries	€ 15,4 billion
European Instrument for Democracy & Human Rights (EIDHR) Strengthen democracy, rule of law and respect for all human rights.	€ 1,3 billion
European Development Fund (EDF) – 11th Development assistance for ACP countries and overseas countries and territories	€ 30,5 billion
Partnership Instrument (PI) Cooperation with industrialised countries and emerging economies	€ 955 million
Instrument for Pre-Accession Assistance (IPA II) Support the stabilisation and association process in the accession countries	€ 11,7 billion
Instrument contributing to Stability and Peace (IcSP) Prevent crises in the world and respond to emerging or ongoing crises	€ 2,3 billion
Instrument for Nuclear Safety Cooperation (INSC) Improve nuclear safety and introduce security checks outside the EU	€ 225 million

Source Welcomeurope

Intra-community programmes

These thematic programs are directly managed by the European Commission, which regularly launches calls for proposals for actions with predetermined priorities.

These grant programmes are only addressed to organisations from EU and beneficiary countries, but can at times be opened up to cooperation with non-EU countries, such as accession/pre-accession countries and countries eligible for benefits under the Neighbourhood Policy¹. Certain calls for proposals that address global issues mention the possibility of involving countries from all around the world.

In addition to programmes such as Horizon 2020 for research and innovation, Erasmus+ in the education sector, the LIFE programme for the environment this category also encompasses the Asylum, Migration and Integration Fund (AMIF), the Justice programme, the Creative Europe programme for culture...

¹ Eastern Neighbour beneficiary countries: Armenia, Azerbaijan, Belarus, Georgia, Moldova, Russia, Ukraine
Southern Neighbour beneficiary countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia

Structural Funds

These are the funds of the regional policy, also referred to as cohesion policy. The majority of this financing has been set aside for socio-economic actors and operators established in EU countries. However, as part of the European Territorial Cooperation (ETC) objective, one of the components of the European Regional Development Fund (ERDF), some programmes may involve neighbouring countries. For example, the Caribbean Interreg programme's cooperation zone covers almost every country with a Caribbean coastline. Each Interreg programme

has a managing authority delegated by the European Commission that launches its own calls for projects.



To eradicate poverty and promote democratic values"

Step 1: Preparing you project

Coming up with a sound and relevant project

Project groundwork

Project note

Project groundwork

Before seeking out financing from the European institutions, the applicant should be able to conceptualise, in a structured manner, a pre-project. This first step is crucial as it enables them:

- To assess the relevance of a project with respect to the problem being addressed and European priorities,
- To define the project from the outset in accordance with the structure expected by the European Commission.

This development phase should not be viewed as an extra task but as **the first step in your application** given that the key questions you have to answer in your project outline can actually be used and fleshed out in your application form.

This pre-project can also act as a short initial presentation paper, which can be useful during your first contacts with potential partners and co-financers.



Project note

The project note should consist of one to three A4 sheets of paper and serves the purpose of **answering the first key questions**, which will help give your project its initial identity.

As well as being useful throughout, the project note will also help you **to determine the appropriate funding programme**. The note will become more detailed as the planning progresses. Much of the information contained therein may be used again on the lenders' application forms.



Why?

What is the context behind your project (political, legislative, projects already funded in this field)? You should be able to demonstrate your grasp of the situation and the particular challenges involved by presenting the legitimacy of your project amidst this background.

What kind of work was carried out beforehand? What is the starting point? What are the need(s)/ problem(s) that have been singled out and that are being addressed by your project?

What is your approach/position regarding the problem to be solved?

Example of a problem: the ineffectiveness of municipal waste management policy and the increase in infectious diseases due to open landfills.

What are the objectives?

A distinction must be made between two levels of objectives: **overall objectives** (response to a particular policy or a collective goal) and specific objectives. **Specific objectives** are those you plan to achieve under your project's particular scheme. As such, they entail keeping to a timetable and undergoing an evaluation of their fulfilment and results.

Example of an overall objective: help to reduce the presence of infectious diseases.

Example of a specific objective: provide municipal officials with access to training.

For whom?

Who or what are the direct and indirect targets (groups likely to benefit from your action)?

The **direct target** is the primary beneficiary of your action and is directly affected by the project's activities. The **secondary or indirect target** is in turn impacted by the effects on the first target.

Most financing programmes aim to improve the situation of a specific group of beneficiaries. It is important to be very specific in describing the target groups, to calculate their number and to choose coherent actions focusing on these target groups.

Example of a direct target: municipal officials.

Example of an indirect target: populations living off of landfills.

How?

What kind of activities need to be undertaken to attain your objectives?

This information will help you to break down the project into different implementation phases, for which you will need to specify the means necessary (human resources, equipment, etc.). Then, you must address the need to actually implement all these actions in order to achieve the stated objectives.

Providing details regarding all the activities essential for the project will help you to come up with a list of required skills, which will also help to pinpoint the best-suited partners.

Example of an activity: develop municipal training sessions and twinning links, mobilise cities and municipalities, raise the awareness of waste disposal agents.

With whom?

What skills and expertise are needed for the project? Which ones are already available within your organisational structure or within your network of partner (or potential partner) organisations? Does the geographic distribution of potential partners correspond to the project's objectives (North-South issue, EU-28, third countries, etc.)?

Example: European cities.

Where?

Where will the project activities be situated? Determine what it is that legitimises your choice of territory or scope of action and makes it a promising prospect for the project, the target, etc.

Example: in the French-speaking countries of Sub-Saharan Africa.

What kind of results?

What are the concrete results that you hope to obtain through this project? The results must be able to be measured, viewed, evaluated and verified. Thought must therefore be given to obtaining results in terms of production or deliverables.

What criteria can be used to measure the success of each action? Try to prove your points with the help of quantitative and qualitative indicators: for example, the number of people affected by the action, the value of the level of knowledge acquired through the action, etc. The data also needs to include quantitative information (number of editions, number of participants, etc.).

In a broader sense, a project must be able to achieve a wider impact. Demonstrating the potential impact of your project will convey an idea of the project's possible lasting value and scope.

Example of results: agents are trained. Populations are more informed and aware. Landfills are covered.



Note

In the case of external cooperation projects, we recommend using the project note to devise your action before formally submitting your application. It is important to note however that a Logical Framework (summary table of your project) is required for external cooperation programmes. Using this logical framework means that you have to define the hierarchy between the global objective and the specific objectives that you wish to achieve through the project.



Step 1: Preparing your project

Chapter 3

Addressing the priorities of the European Commission

European dimension

Innovative nature

Impact

Evaluation

European dimension

As project leader, you need to emphasise the European dimension of your action: explain **in what way it addresses the priorities that the EU has set in terms of development cooperation**. The European dimension can be linked to the inherent nature of the project (mitigate climate change) or it can relate to the pan-European nature of the cooperation between local authorities and countries from the South. If the European dimension stems from the composition of the partnership, be sure to point it out.

Innovative nature

Community programmes insist on projects being of an innovative nature. Keep in mind that **innovation is not only technological**. In fact, even though we often forget, it can also refer to training programmes or social sectors. Innovation can also pertain to new working methodologies or forms of partnership trying out new solutions to facilitate the exchange of best practice.

The European Commission also expects you to be able to prove that your project has not already been previously carried out and financed by the European Union. To do so, you will need to present an analysis of the projects it has supported in the past, highlighting the innovative aspect of your proposal that gives it an “added” something. For this, use the information available on the programme’s website².

² https://ec.europa.eu/europeaid/projects-ground_en



Caution

It is compulsory that the subsidised projects respond to the problematic expounded in the text of the call for proposals. Action priorities are not always precisely spelt out in the list of selection criteria of the programme or call for proposals. If this is the case, you will need to refer to other programme documents (applicant guidelines or action plan).

Impact: multiplier effects of the project

The notion of impact is a key element: to what extent can the results of your project be enduring or duplicated? Will it be possible to extend your action in the future with the help of other financing schemes (regional, national) because jobs will have been created and maintained, or because you will be publishing a manual that creates new possibilities even after the end of your action?

The dissemination of results plays a critical role in this regard: it must target a very wide audience depending on the objectives and nature of the project. This is what we call the multiplier effect.

The notion of replication is also relevant if the project’s methodology can be applied to other actors, bodies or countries.



Note

Bear in mind that just because something is not regarded as innovative in your country, the same might not hold true in another one! You should therefore consider the innovative aspect in terms of both your local situation and that of the partners with whom you will be developing your project.



Caution

Before submitting your application, consider what constitutes its principal strengths and whether or not they would be considered of value by the European Commission.





Caution

Avoid having a proliferation of cross-cutting elements in your projects: their presence must be consistent with your objectives and it must also be possible to assess them. For guidance, please refer to the list of 17 Sustainable Development Goals.

Evaluation

Of the project

The European Commission expects the partnership to introduce enduring solutions over the course of the project to assess its progress and the quality of results and methodologies, and to find tailored solutions to any problems that are encountered. Evaluation and monitoring procedures can be established and implemented by internal committees formed from within the partnership or by external service providers.

Of the European Union's cross-cutting priorities

Other elements, especially cross-cutting priorities, should be highlighted: tackling climate change, reducing inequalities between countries, vulnerable groups and genders, smart and resilient cities, etc. The European Commission would like to see them taken into account in the evaluations.

If there are priorities from the 2030 Agenda for sustainable development that tie in to your project, develop them and explain why. Doing so will increase your chances for eligibility!

The 17 Sustainable Development Goals



Source United Nations

Step 1: Preparing your project

Chapter 4

Identifying the right programme

Legitimacy, credibility & coherence

Selecting the programme

Eligibility

Legitimacy, credibility & coherence

Before applying for a project under a European programme, it is important to first let the internal dynamics and strategy of your organisation determine what kind would be the most suitable. By doing so, you will increase the legitimacy, credibility and soundness of your proposed structure. The project must then also match up to the programme's objectives. Try to ensure that it is in line with the context presented in the call for proposals as much as possible.



Selecting the programme

Selecting the optimal financing programme is one of the most crucial steps in the process. Please note that you cannot use the same project to apply to several programmes at the same time.

However, it is possible to apply to several programmes as part of a global project broken down into different sub-projects. In this case,

you should complete several parallel applications with distinct and separate timetables and budgets. Under the European Union's rules, they would therefore be considered separate projects. Nevertheless, we do not encourage you to choose this strategy as it makes it harder for the departments involved to properly understand your application.



Eligibility

Before identifying the right funding programme, you must first make sure that the overall project is eligible and then prepare an ad hoc draft taking programme constraints into account.

First of all, go through the following points to verify eligibility:

- What type of beneficiary is being targeted by the programme?
- What area(s) does the programme cover?
- In which region will the action take place?
- What types of activities are eligible for financing?

Once these elements have been validated, you must further fine-tune the eligibility analysis by looking at:

- Overall and specific objectives
- Details of the actions being financed

Lastly, the practical aspects of the financing programme have to be examined:

- Amounts allocated
- Project completion schedule
- Implementation procedures

Applicant profile

All types of organisations may apply for a European Community grant: local and regional authorities, associations, enterprises, national administrations, universities, etc. The first criterion of eligibility criteria therefore concerns the status of the applicant organisation and its partners. However, the classification of applicants is not always as clear-cut as it is in the call for proposals.

We recommend that you contact the fund managing authority if you need confirmation regarding the eligibility of your organisation, activities or budget.

Project actions

The actions that you plan to carry out must be in line with the programme's priorities and, in a broader sense, must not run counter to the rationale of the European Institutions.

Examples of actions expected: exchange of know-how, identification of best practices and modelling, mobility and exchange programmes, training, joint research, etc.

Budget and schedule

The project must be feasible in terms of the finances and timetable. Regarding the budget, the programmes generally have a minimum and maximum threshold. Be sure to respect the deadlines indicated in the call for proposals. Often, a full year can go by from the time of a project's conception to its operational launch.



Caution

Once you have completed the first steps of defining a sound topic and establishing a European dimension, please take the following points into account in order to choose the programme that is best suited to your project:

- It is important to determine precisely the target or end beneficiary you wish to reach;
- The financing terms and the amount allocated differ from one programme to another and may influence your final choice;
- Procedural constraints, particularly the selection and negotiation timetable, may have an impact on the execution of your project.



Step 1: Preparing your project

Chapter 5 Setting up an information monitoring system

Defining the objective and content of the monitoring

Internal organisation

Defining the objective and content of the monitoring

First, you must establish the purpose of the monitoring.

- **“Financing” watch:** information gathering on funding programmes, new calls for proposals, calls for tenders, potential partners.
- **“Policy and legislative” watch:** collecting information on European policies, institutional activities, public consultations on the future of policies, legislation follow-up, etc.

Internal organisation

Identifying the relevant sources

There is a huge quantity of information sources online, including in particular the websites of the national associations of local authorities.

However, any information obtained online should always be validated at the source.

Official sources include: the websites of the European Commission³ and in particular the webpages of the Directorates General and EuropeAid⁴, the 139 EU delegations⁵ with offices all around the world as well as the national agencies and information offices located in each of the Member States.

³ <http://europa.eu>

⁴ <https://ec.europa.eu/europeaid/en>

⁵ <http://eeas.europa.eu/delegations>

Collecting and processing the information

First, set up a database of information sources as well as a system for consulting sources based on the frequency of updates. Then, you can analyse and prioritise the information based on its implications for your organisation. There are many online tools which you can configure to receive select information alerts.

Organising and formalising how the information monitoring tool is used

Processed information should be brief and always allow for further enquiries by including a link to the outside source. The information should be shared with the appropriate persons within the organisation on a regular basis without becoming a nuisance. It is not a question of pure information but can be an intelligent analysis of which information is relevant.



Note

A good application very much depends on the quality of the information that the project originators have collected beforehand. An organisation that wants to be able to react timely to calls for proposals issued by the European Commission or its delegations needs to be kept abreast of any programme updates relevant to its activities.



A good application very much depends on the quality of the information"



Step 1: Preparing your project

Chapter 6 Getting to know the actors in a project

The different actors in a partnership

Other project participants

Identifying potential partners

Formalising a network of partners

The different actors in a partnership

The contractor

This term is used to designate the organisation that has prepared the financing application and that will be signing the grant agreement with the lender if the project is selected. As far as the lenders are concerned, **it is the body responsible for managing the network and properly executing the project**. It coordinates the various actors and actions within the partnership.

The selection of a contractor from within the network is of critical importance. It must have strong project and financial management skills as well as a leadership capacity and be able to designate a member of staff to work on the project.

The terms promoter, project manager, lead partner, main beneficiary, project leader or even coordinator are also used.

The partner

A partner is a body that actively participates in the project (from its conception to its implementation). **Under no circumstances is it to be considered a sub-contractor** and it needs to feel invested in the proper execution of the overall project. Since it is not a signatory of the grant agreement (only the contractor is a signatory), it cannot be held directly accountable by the European Commission.

However, the partner can be penalised for poor accounting management after being audited, and a failure to perform its tasks properly can lead to its eviction from the project.

Other project participants

The sub-contractor

The sub-contractor is **responsible for carrying out a part of the project** in exchange for a payment at market price for services rendered. The work undertaken by sub-contractors should not represent a substantial part of the project and amounts to no more than 10% or 20% of all eligible costs in most cases. Any sub-contracting work must be governed by a contract.

The associated partner or expert

The associated partner or expert is mentioned as such in the application as **an element of value added to the project**. The expertise that he or she contributes to the project can be used as a resource or for obtaining results.

This type of partner does not have to be from an eligible country but in this case he or she can only be reimbursed for travel expenses and not for any contribution to the project. This setup is not recommended as it complicates the project's financial management.

The committee

A project of a highly scientific or technical nature may rely on the opinions of a scientific committee made up of outside experts, who will evaluate the progress and success of its objectives. Some projects also put together strategic committees to assist with the general direction of the project.

The co-financer

Each project has a group of organisations involved that financially support the actions. While listed in the budget as resources, they should also be mentioned in the project proposal in order to point out the significance of their involvement, both for the duration of the project and for the expected impact and lasting benefits of the project.

The sponsor

Prominent persons may support projects through sponsorships. Thus, ministers, MEPs, authors, European commissioners, etc. can lend their support to your efforts. We invite you to try this approach, but do make sure that the contribution or support of the person you contact is relevant to the project.



Identifying potential partners

The European Commission has developed many sources to assist project leaders in selecting partners:

Compendia or directories of financed projects

The European Commission regularly publishes the list of selected projects⁶ for calls for proposals on the websites of the Directorates General. For each project that is selected, you can find a project summary, the contact information of the contracting organisation, the list of partners, etc.

⁶ https://ec.europa.eu/europeaid/projects-results_en

Communication brochures of successful projects

The Commission can opt to publish “success stories” presenting the best projects financed by the programme along with the contact details of the contractor’s organisation.

Infodays or information days regarding the calls for proposals

These meetings organised by the Commission provide the opportunity to meet organisations that are interested in specific programs and seeking serious partners.

Other resource centres that are not specifically dedicated to the search for partners may be used:

- the national agencies for certain programmes and the national focal points;
- the European networks of local authorities that are active in the project’s area of action;
- the representative offices of local governments and private companies that work with the EU.



Caution

Make sure that you do not select an organisation whose only interest in participating in the project is the grant. Ask them in what way does the project represent an added value in terms of their own development and judge for yourself whether it is worthwhile including them in the network.



Check the motivation of potential partners”

Formalising a network of partners



A transnational network must overcome **the triple hurdle of geographic distances, linguistic and cultural barriers**. The operating rules of the network must be clear, precise and established beforehand. The coordinator's first task is therefore to come up with a system of organisation for submission to all the partners, who will then need to accept it as part of a formal partnership agreement.

The letter of commitment or intent

The European Commission often provides standard letters of commitment for the partners to be annexed to the application form. Thus, the partnership is the subject of an official declaration by all the partner organisations.

This letter of commitment is intended to confer a structure upon the relationship of the participants for the duration of the project but is not contractually binding with regard to the relations and obligations of the partners.

The Partnership Agreement

The letter of intent serves as a basis for the drawing up of a partnership agreement or consortium agreement, a contractual document between partners. Drafting such an agreement is not mandatory but it is strongly recommended that all organisations consider drafting such a consortium agreement in order to avoid any ambiguity regarding the understood roles and obligations of each party.

What elements should be included in a partnership agreement?

- Operating procedures
- Financial provisions
- Monitoring and evaluation methods
- Members' obligations
- Dispute settlement
- Intellectual property rights

The actual terms need to be adapted according to the territory and local context where the project will be taking place.

Note

To optimise your partnership, please carefully read the recommendations regarding the terms in the documents for each programme and be sure to clearly define the role of each partner in order to avoid any risk of a disagreement or misunderstanding, either within the partnership or in your relationship with the European Commission.

Project title and name of the coordinating organization

Name and contact details of the partner organization and the associated partner

Specific role that the partner organization / associated partner will play in this project

Why the partner / associated partner is suitable to play this role

Person responsible for participation in the project

Name/Position in the organization

Financial contribution to the project

The undersigned XXX has read and discussed with the coordinator the entire project as submitted in this grant application and have agreed. On behalf of the partner organization / associated partner, the undersigned agrees to assume the role assigned, this in accordance with the work plan and the project schedule. The undersigned also agrees on behalf of the partner organization / partner associated to provide the project with the financial contribution mentioned above, if needed.

Name of the representative of the institution

Done at [place] on [date]

Template of letter of commitment



Step 2: Formalising your application

Chapter 7 Utilising the reference documents

The programme documents

Invitation to submit projects

Reading and analysing a call for proposals

The programme documents

In order to best ensure that your project works well within a programme, a large number of documents are available for reference on the programmes' specific websites.

Decision implementing the programme

The programmes are jointly decided by the European Council and the European Parliament, acting on the European Commission's proposal. It is important to seek inspiration from the decision implementing the programme⁷ to better grasp its objectives as well as the Commission's expectations.

Example: human development.

⁷ https://ec.europa.eu/europeaid/sites/devco/files/commission-implementing-decision-c-2014-7887_en.pdf

Financial regulations

The financial regulations⁹ provide information regarding the EU's management and decision-making procedures as well as the budget implementation rules. The articles concerning grants contain useful information, especially regarding eligible and non-eligible expenses, direct and indirect costs, the principle of non-profit, co-financing, etc.

⁹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:298:0001:0096:EN:PDF>

Annual Work Programme (AWP)

The European Commission has to establish an annual work programme⁸ for each of its operations and publish it by 31 March of each year. In addition to action priorities, the work plan indicates the provisional date of publication of the next call.

⁸ https://ec.europa.eu/europeaid/funding/funding-instruments-programming/annual-work-programmes_en



Invitation to submit projects

Calls for proposals

Information on the following is provided: eligible organisations, deadlines for submitting the application, project priorities, the duration of the projects to be funded, a review of the programme's objectives, details for the contact point at the European Commission, links to all relevant documents.

The calls may be referred to as: call for projects, call for proposals or even call for applications. The texts are published in the Official Journal (OJ) of the EU and/or on the website of the Commission's Directorate General for intra-community programmes. The texts on external cooperation are only published on the EuropeAid website¹⁰.

¹⁰ <https://ec.europa.eu/europeaid>

Addendum and corrigendum

After publishing a call, the European Commission reserves the right to modify its content. When it does, it posts *addenda* (additional information) or *corrigenda* (corrected information). It is therefore crucial that you check regularly for any such notices during the application period.

Guide for applicants/proposers: guidelines

The Commission may publish guides or guidelines for the applicant to assist the project leader in understanding all the finer points of the selection procedure and sometimes those relating to project implementation. FAQs may also progressively be posted on the programme's site as questions are sent in to the European Commission.



Pay attention to deadlines!

The time allotted for applying in response to a call for proposals is very short. As it is usually only around six to twelve weeks, it is best to stay informed regarding the latest programme news during the period leading up to the date of publication of the calls.



Note

For external cooperation programmes, you will find all the terms and conditions in the "PRAG", a practical online guide¹¹ that explains the contractual procedures applicable to all EU external aid activities financed by the general budget of the European Union (EU Budget) and the European Development Fund (EDF).

¹¹ <http://ec.europa.eu/europeaid/prag>

Reading and analysing a call for proposals

All of the pieces of information given in the call must be taken literally. Nevertheless, everything can be open to interpretation. Rather than risk going off on the wrong track, feel free to write an email to the person in charge of the call for proposal. Your questions may be included in the FAQ and prove useful to other project leaders.



Note

With regard to the programmes for which “programme guides” have been published, the actual calls for proposals are limited to a mere formal “notice” of less than four pages that only mentions the area of coverage of the call (the work areas, the measures involved, the dedicated budget envelope, the application deadline and a link to the form to be completed).



Caution

If you do not find all of this information in the text of the Call or in the guide for applicants, make sure you get it from a programme officer.

The components of the Call text

TYPE OF BENEFICIARIES

Eligible organisations, geographic zones, partnership

BUDGET

Overall budget of the Call, minimum/maximum grant amount

TIMETABLE

Submission deadline for the proposal, start date for the project

SOURCES OF INFORMATION

Where to find the programme documents, contact person



Step 2: Formalising your application

Chapter 8

Determining what is required for the application

Application documents

Required information

A call for proposals is published along with other documents that you must obtain and use to put together your application.

Application documents

- The guide for applicants or guidelines
- The application form
- The budget form
- The financial identification form

This last form must be stamped and signed by the accounts manager of your bank in order to confirm your bank details. Please note that there are different forms for each country.

- The checklist

This tool has been designed to help project leaders during the final steps of the application process and ensure that they do not overlook any documents or signatures.

- Acknowledgement of receipt

This will be sent to you upon receipt of the project and will indicate the project reference that must be kept and included in all correspondence with the institution.



Caution

If even one document is missing from your application, it will automatically be rejected.



Caution

Prospective applicants for calls for proposals issued by the Directorate General EuropeAid first need to register using an online database called the Potential Applicant Data On-Line Registration (PADOR). It contains information on organisations applying for European Commission grants in the area of external assistance. EuropeAid uses the information provided by the organisations to evaluate their operational and financial capacity, as well as their eligibility to participate in calls for proposals.



Note

PADOR simplifies the application process for organisations. Each time they choose to participate, they merely need to indicate their unique identification number, or EuropeAid ID (EID), in their application form instead of filling in their information each time.

PROSPECT is the online submission system.

Required information

Information on the coordinator and partners

In this part, you shall mainly be asked to provide administrative information and other details about the organisation:

- identity of the applicant: business name, address, legal status, legal registration number, VAT number, contact person information;
- bank details of the organisation;
- a brief description of the activities and general aims of the applicant party;
- a list of grants, contracts or Community loans obtained as a coordinator or partner over the last three years;
- any requests for grant funding submitted (or to be submitted) in the course of the year to European institutions;
- a list of partners participating in this project: business name, address, legal status, VAT number, contact person information...;
- the names of partners associated with the project but not benefiting from the grant.





Caution

The summary is the first part of your application that will be read. It should therefore be well-written and communicate all the essential information about the project.

- The global and specific objectives of the project.
- The direct and indirect beneficiaries of the project.
- The planned actions.
- The timetable for executing the action.
- The project results.
- The grant amount being requested.

Information on the proposed action

To start, you will first indicate the title (an acronym may be required) and the duration of the action. The amount of information and the wording of the questions may vary from one programme to another.

However, **a summary of the action for which the grant is being requested will always be required.**

Other information such as the method of managing the partnership, the innovative nature of the project and the methods for communicating and disseminating results also need to be included.

The logical framework for programmes of external cooperation

It is compulsory that a logical framework be included in the form of a table annexed to the application form for all external cooperation programs. It helps to give the evaluators a quick overview of the project both in terms of actions and in terms of risks and provisional results.



Tip

Explain in what way your project is in keeping with the political priorities of the European Union and its cross-sectoral objectives (food safety, universal education, smart cities and universal access to water, climate change, innovation, etc.), even if this is not specifically requested.



Step 2: Formalising your application

Chapter 9 Building the logical framework

The steps for building a logical framework

The content of the matrix

Every organisation that has recourse to public funds must make use of these resources in a cost-effective and efficient manner; knowing the effect produced by its activity is not enough. To help in determining which inputs are pertinent, for effective results and to meet expectations, the logical framework is used in external cooperation projects (and some Interreg programs). Starting with the definition of your project, begin using this tool to lay out the challenges and objectives as it will help you to anticipate necessary elements and present an effective application.

This method involves analysing the correlation between the project objectives and the expected results in conjunction with the programme.

The formatting needs to present the causality links between different levels of objectives, indicate how we can check whether the objectives have been achieved and define what are the hypotheses.



The steps for building a logical framework

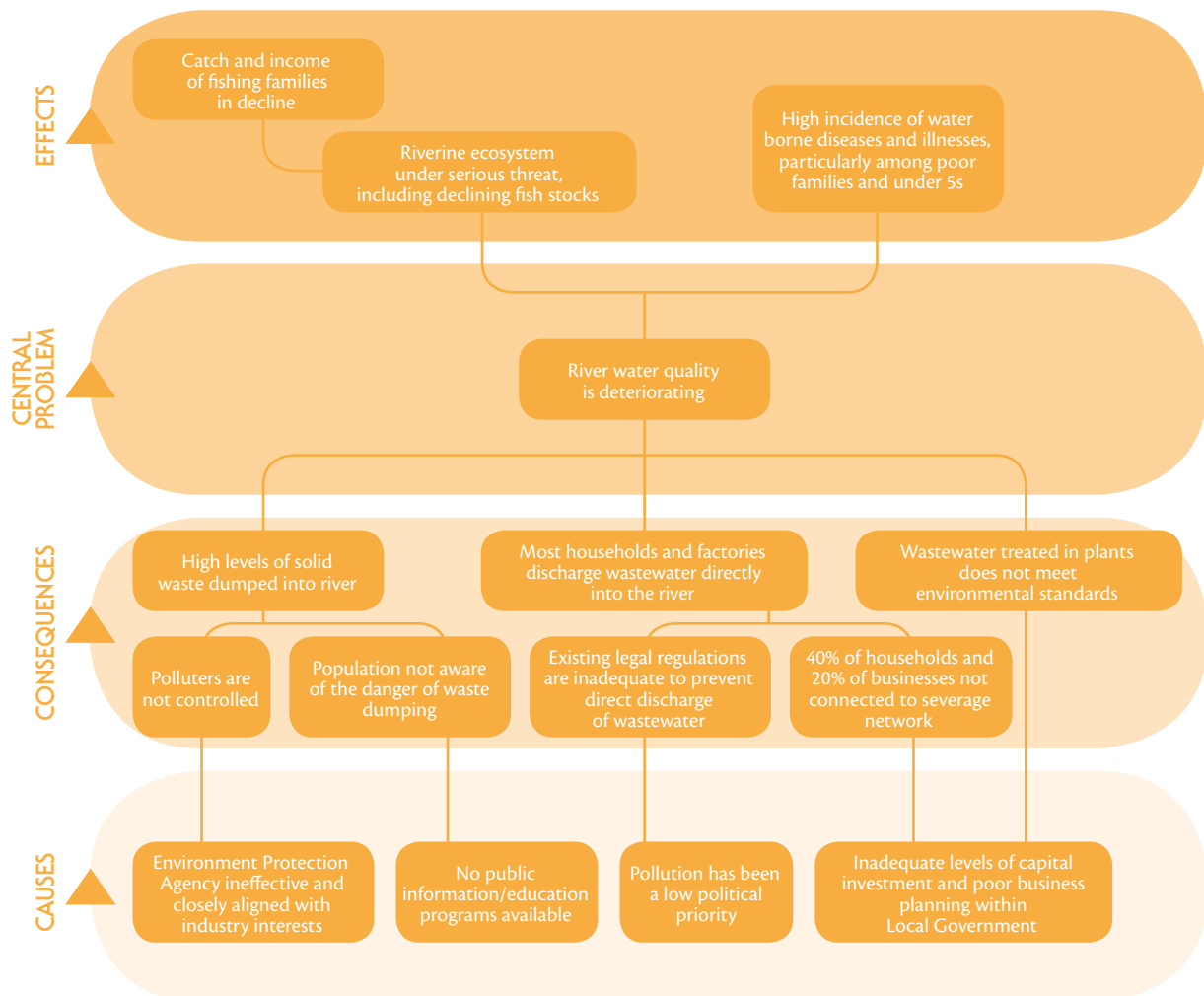
Identifying the stakeholders and their link to the future action

This involves identifying all of the actors, also called “stakeholders”, associated with the action, determining their interest in having this action implemented, as well as their position, e.g. their motivation for change, their ability to influence, etc.

Identifying the issue or challenge to be addressed by the action

What are the needs and problems of the target groups that can be identified and what are the cause and effect linkages? The results of this process can be presented as a “problem tree”, with the tree roots representing the causes while the branches represent the effects. This graphic visualisation can be easily understood by everyone and is often used when problems have been identified during brainstorming sessions or workshops involving the participation of all the stakeholders in the project.

Example of a problem



Source EuropeAid

Selecting the strategy or the solution to adopt

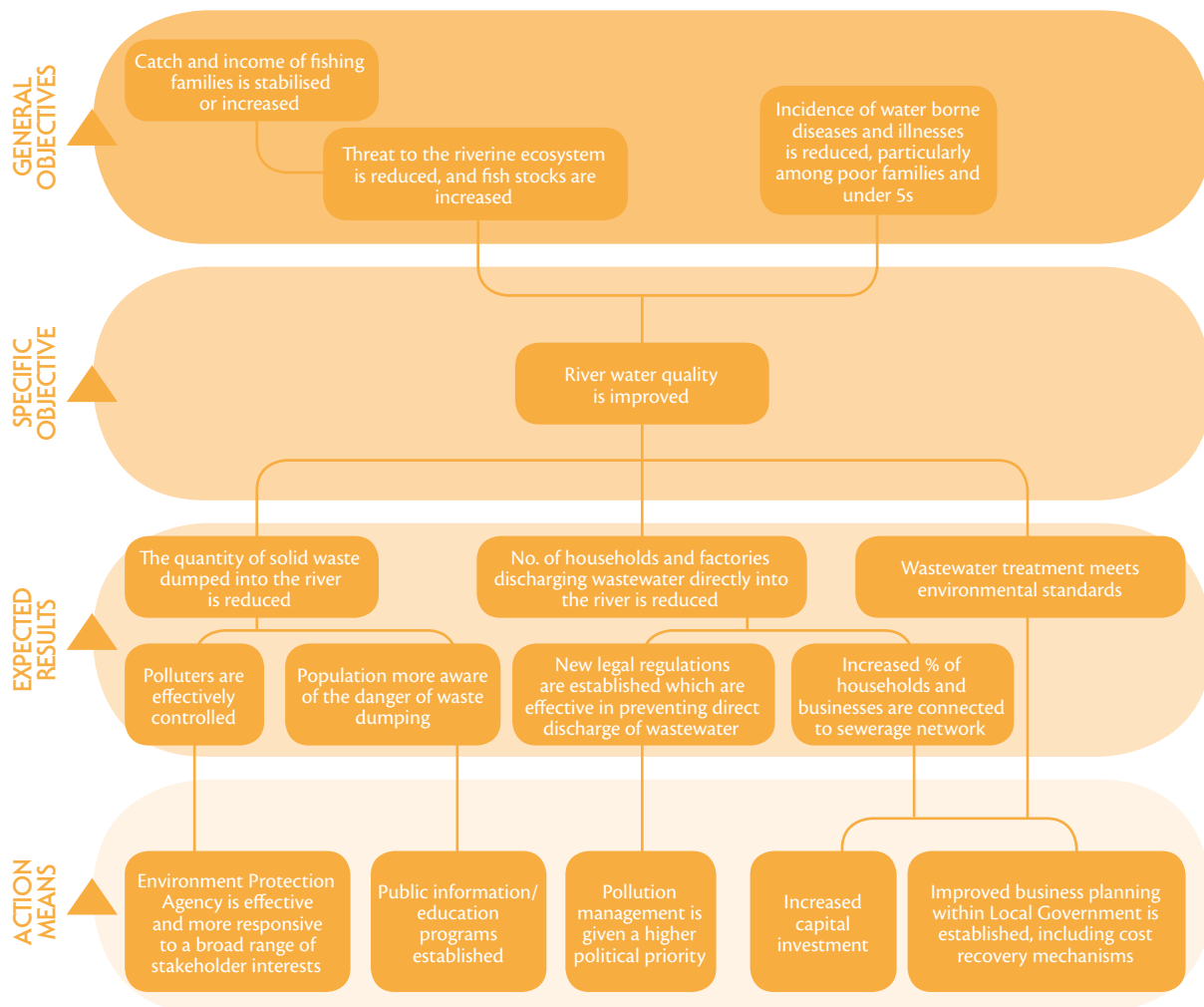
To implement the strategy, an “objective tree” will be developed, the counterpart to the “problem tree” and the positive translation of the initial negative situation. It is therefore made up of problem-solving objectives, structured around a central objective.

Using the objective tree as the starting point, it is now up to the project leader and his partners to select the part of the tree they wish to address (depending on their skills, willingness,

availability of funding and potentially complementary actions carried out by other organisations, etc.). This represents the project strategy selection stage.

The results of this reflective process will form the basis for the subsequent work that will be carried out by the partners to complete the logical framework matrix.

Example of an objective tree



Source Welcomeurope





Tip

For an organisation to be able to use its resources in a cost-effective and efficient manner, it is not enough to assume that its activity will produce a given effect on the target group. It will also need to ask the following questions on a regular basis:

- Are we improving the target group's situation?
- Are we achieving our objectives?
- Are the expectations of the target group being met?
- What should we change in the future?
- How can we generate more output with the same input?

From the start, your project will be developed using the logical framework. Do not hesitate to seek out support to assist you in building up your logical framework and to look up examples of other logical frameworks already completed.

The content of the matrix

The logical framework matrix summarises the project and its key components through four columns and four rows, which allows for horizontal and vertical reading. The EuropeAid

format is the most developed version and is presented in a similar way or in a simplified format by the other funding programs that use it (Interreg, etc.).

Example of a logical action framework matrix

Column 1: Intervention logic of the project

This column should list:

- the activities to be implemented
- the expected intermediate results, directly produced by the implementation of the activities
- the specific objective to be achieved once all intermediate results have been achieved
- the overall long-term objectives, to which the project leader will contribute, and their effects on wider target groups.

Columns 2 and 3: Objectively verifiable indicators and sources and means of verification

Each objective or result is expressed in the form of an objectively verifiable indicator, i.e. at the least, defined and quantified over a period of time. The method used to obtain the indicator must be verifiable. The source or means of verification – in most cases, a document such as a sworn statement, a certificate or a report prepared by an outside expert or a public authority is sufficient – which supports the finding, is then presented in column 3.

Column 4: Assumptions

These are external factors or conditions - economic, social, environmental and political - beyond the sphere of influence of the partners, that need to come together in order to achieve good results and objectives. Their identification is based on a thorough analysis of the risks surrounding the action.

The logical framework is explained in detail in the "Project cycle management manual", published by the European Commission¹². The matrix building method can also be found in this document.

12 <https://ec.europa.eu/europeaid>



Caution

The specific objective is the central notion of your project. It must be both realistic and feasible, but ambitious enough to show that your project will effectively contribute to one or more of the objectives and priorities stated in the call for proposals.



Note

Try not to use an indicator that is too complex as the value of this indicator should not be too difficult or expensive to assess.

	1	2	3	4
	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Development objectives Overall objectives	Target groups' health improves Reduced health costs	20% fewer cases of diarrhoea, scabies, eye infections, malaria, blood parasites (bilharzias) and malnutrition	Reports from health clinics in the project area	
Project objective Specific objective(s)	Consumption of clean water shall increase from x to y and the use of latrines from a to b	xx water points erected and xx latrines constructed and their use recorded	Project half –yearly reports	Water sources remain unpolluted. Primary health care and education are still provided
Expected results	50% of the target group supplied with sufficient quantities of clean water 50% of existing water points in the target area repaired Maintenance and repair organization commences operations 20% of households in the target area supplied with latrines Hygienic habits of the target group improved	Water points taken into operation; water quality tested 50% of existing water points in working order All water points included in the maintenance programme Latrines built and used correctly Target groups' habits more hygienic	Project personnel visiting all construction sites once installations are complete Project half-yearly reports Reports from the District Development Fund Reports from the District Council Half-yearly reports from the Ministry of Health Examinations of the target group which is given training in health matters	Maintenance system will continue to function Action to be taken: budget for current costs to be established at the health authority Target group is willing to adopt new habits in respect of water and sanitation Action to be taken: methods used for the active participation of the target group
Activities	Train XX personnel Designate xx places for water points Procure materials Drill and construct xx wells Train xx “water groups” Acquire materials Repair xx old water points Form maintenance organization Establish a cost coverage mechanism Acquire materials Train xx builders Identify target group Build xx latrines Survey present habits of hygiene Train in hygiene	PROJECT AND COSTS Foreign financing Capital good Operating costs Infrastructure Technical assistance (4 technicians) Total cost District 1		

Source SidaAsdi - Swedish International Development Cooperation Agency

Step 2: Formalising your application

Chapter 10 Planning and organising the project

Drawing up a work plan

Useful tools

Drawing up a work plan

Before working on the application form, it is useful to start scheduling activities and to make a schematic and visual presentation of the project. This work plan will map out the main steps as well as show the interdependence of the different planned activities and establish a timetable for their implementation. It will include mention of the anticipated results, the missions and the partners' responsibilities. This type of presentation will be highly appreciated by the evaluators who will grasp at a glance your work organisation for the entire planned period. As the project's implementation progresses, the work plan can be used by the project manager as an internal follow-up tool to monitor its advancement.

The work plan for the application will need to be fine-tuned in order to lay out, in a very precise manner, the different tasks according to a timetable, the people in charge, the resources and budget at the start of the project after it has been selected by the European Commission. This will make it possible to systematically note the actions completed, the results produced at each step and will also make it easier to manage any discrepancies in terms of keeping to the work plan schedule.

PROJECT TIMELINE

	WEEK 1				WEEK 2				WEEK 3				WEEK 4			
DRAFTING APPLICATION	start date												dead-line			
SECTION 1 EXCELLENCE																
Challenge																
Objectives																
Progress beyond the state of the art																
SECTION 2 IMPACT																
Expected impact																
Measures to maximise impact																
Potential for innovation versus risk level																
SECTION 3 IMPLEMENTATION																
Workplan																
Management structures and procedures																
Network as a whole																
PROOFREADING																
ADMINISTRATIVE SECTION																

Example of a work plan setting up a project

Source Welcomeurope



Note

We recommend that you limit the number of deliverables, which are contractual results that the team is obliged to deliver to the European Commission, and increase the number of results instead because the payment of grant instalments is dependent on being able to produce the deliverables.

Useful tools

Breaking down the project into tasks

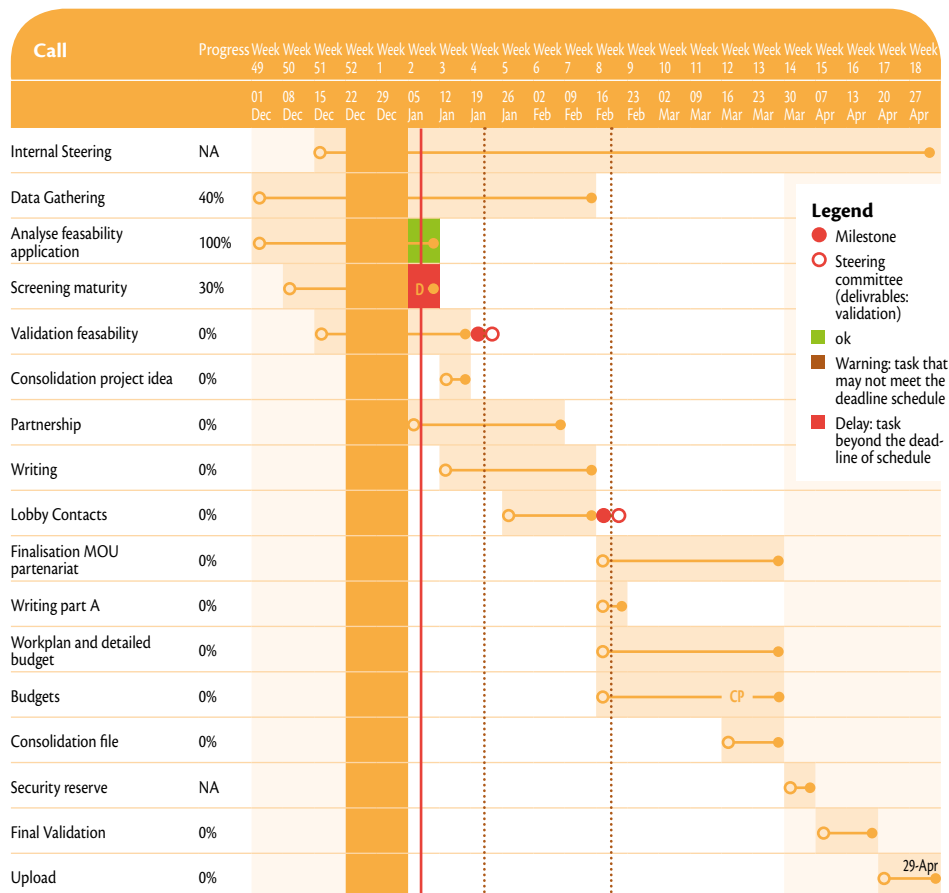
The activities are associated with the project objectives that you defined at the start. Having a work plan gives you a list of tasks with easy-to-understand headings. Each task represents a value of the efforts to be provided (person-day) and the means. **Each task is connected to a responsibility and assigned to**

a person or team. Thus, all partners are implicated and are aware of their role in the project. Each task must have a result (or deliverable). The list of tasks and sub-tasks are then arranged into groups or categories of activities called “work packages”. The breakdown into work packages is primarily used in intracommunity projects.



Caution

In order to avoid having to file for contract amendments to extend the project duration, we advise that you properly anticipate the human resources necessary to carry out the work.



Example of a Gantt Chartt

Source Welcomeurope

Estimating the time required

The work plan and tasks should be linked to a timetable with a set for each task. A “Gantt Chart” is a tool that is widely used in project management. **It lays out the different tasks, which are sequentially subdivided into units based on the time that they should take.** Their starting and ending points must be clearly shown. A Gantt chart presents the time scale with an X-coordinate (usually in months) and the list of work packages, tasks and sub-tasks as a Y-coordinate.

Budget planning

Finally, the scheduling of tasks needs to incorporate the data relating to “costs”. You must calculate the cost or effort needed for each task and sub-task. The inputs normally required for activities are the following: finances, human resources, equipment, services, and transport.

Once you have determined what inputs are needed, make sure that they are realistic in terms of being able to successfully complete the activity. The estimate for the number of working days or hours needed to perform each task

must be based on detailed calculations since these costs often represent the most costly budget item.

It is important that the division of tasks be respected in order to maintain a balance between the human resources costs for each partner and their involvement for the duration.

Possible inconsistencies between the duration of a task and its cost often become apparent when the schedule is being planned.

It can be a good idea to place the additional “budgeted costs” column next to an “actual costs” column in the project’s work plan. As expenses are incurred, they will automatically be entered beside the planned costs. This will simplify the preparation of financial reports later.

Other work plan templates are possible:

- a step-by-step project progression timetable;
- a classic project dashboard;
- a responsibility matrix.

Step 2: Formalising your application

Chapter 11

Respecting the rules of the budget package

A few key budget principles

Rules relating to expenditure

Rules relating to resources

The provisional budget that is to be sent to the European Commission needs **to show all planned expenditure and revenue in detail**. To do so, you must compulsorily use the form corresponding to the call for proposals in question.

For external cooperation actions, the budget form comes with a “justification of expenditure” sheet that asks you to explain what calculation methods were used to reach your estimated budget.

This budget works both as a planning tool and as an extra check to ensure compliance with internal and European rules.

The project’s external revenue must be guaranteed at the time of filling the application. For each organisation potentially (if the agreements are still being negotiated) or officially involved in financing your project, you will have to indicate its business name, address, contact person and the amount that this body has pledged to make available to the project. Moreover, it is necessary to include a letter of commitment printed on the letterhead of the body concerned confirming the amount of its financial participation, as indicated in the budget, or a document attesting to the aid granted to the project and the amount.





Note

If your actual expenditure is less than what was budgeted, the European Commission will reduce the amount of its grant. On the other hand, should the final budget prove to be higher than what was in the provisional budget, the granted amount will never be revised upwards.



Caution

If a human resource is assigned to the project on a part-time basis, only 50% of the cost of depreciation of their equipment (e.g. computer) is eligible and this only applies to the period following the date of purchase covered by the agreement.

A few key budget principles

First of all, the budget has to be:

- sufficiently detailed to enable the identification, monitoring and inspection of the actions proposed;
- balanced (total revenue = total expenditure);
- drawn up in EURO.

The allocated grant is co-financing. The maximum aid rate of the European Commission is specified in the call for proposals and must always be respected. It is a percentage of the global budget.

In addition, please keep in mind that, when presenting the financial report, you may be asked to provide the Commission with (certified) copies of the invoices corresponding to the expenditure items indicated in the provisional budget.

It should be noted that the European Commission generally allows for some variation from one budgetary chapter to another: it may not increase or decrease by more than x% of its initial value as entered in the provisional budget. If you choose to exercise this option, you will be asked to justify it in the progress reports.

Budgets are to be categorised according to type of expenditure. In order to locate expenditure by “activity or work packages”, we suggest that you set up a budget format that will include the unit costs by category under each activity.

Rules relating to expenditure

The European Commission makes a distinction between direct eligible costs, indirect eligible costs and non-eligible costs.

Direct eligible costs

These are all costs directly incurred by the action and that were necessary for the implementation of said action (that would not have been incurred if the action had not taken place).

PERSONNEL COSTS

Wages of the people assigned to the project, which are calculated according to the percentage of time spent carrying out the action.

TRAVEL, ACCOMMODATION AND TRIP EXPENSES

Airplane, train, taxi, hotel and dining expenses based on actual costs (estimates based on quotes). It is also possible to use a *per diem*, a daily allowance set by the European Commission to cover trip expenses (lodging, meals and travel). *Per diem* rates for each country¹³ are posted on EuropeAid's website. These rates are reassessed on a regular basis.

¹³ <https://ec.europa.eu/europeaid/sites/devco/files/perdiem-rate-20150318.pdf>

EQUIPMENT

Only depreciation that occurs during the project's lifespan is eligible. The European Commission does authorise the purchase or hire of new or used equipment. The prices must correspond to market prices and the costs must be deemed necessary for carrying out the action.

FINANCIAL SERVICES

Some financial fees, such as opening a bank account specifically for the project, or those relating to bank guarantees, are eligible. At times, under certain programmes, other expenses may be eligible: banking transactions, insurance, exchange rate losses, etc.

SMALL ITEMS, CONSUMABLES AND SUPPLIES

It is often difficult to make an estimate for this heading but it is very likely that you will have to bear the costs of this type of expense. We suggest that you use base any estimate on the average cost/item.

SERVICES AND SUBCONTRACTING

This is only applicable if subcontractors are mentioned in the agreement. Subcontracting fees are often limited to 20% (or even less) of eligible costs.

COSTS RELATING TO THE DISSEMINATION OF INFORMATION, COMMUNICATION

These costs are unavoidable in any European project, which is required to have a genuine communication component as a central part of its action.

PROVISION FOR UNFORESEEN COSTS

This is an amount corresponding to a maximum of 5% of direct eligible expenses (and not the overall budget), which may be authorised, primarily under the external cooperation programmes. Please note however that, to make use of this provision, prior authorisation from the Commission is required and invoices must be provided as proof of expenditure.



Note

For the external cooperation programmes, please see the memo explaining the rules regarding eligible expenditure and checklist¹⁴. If you have any questions, check with a programme official at the European Commission.

¹⁴ http://eeas.europa.eu/delegations/india/documents/call_for_tender/peace_building_partnership_en/annex_en/annex_k_check_list_simplified_cost_options.pdf

Indirect eligible costs

Indirect costs correspond to an increase in your operating expenses as a result of the project. In general, these costs should not represent more than 7% of the total direct eligible costs. No supporting documents are required. For some programs, even higher rates are authorized. However, please note that this line is in no way systematically authorised.

General criteria for eligibility

A cost is eligible if it is:

- mentioned in the provisional budget;
- incurred during the project (except for costs relating to final reports and certificates under certain programs);
- necessary for carrying out the action;
- identifiable and verifiable;
- in compliance with the applicable tax and social legislation;
- reasonable, justified and meets the requirements of good financial management;
- in compliance with the call for proposals and its regulations.

Bear in mind that there can be many exceptions based on the content of the programme and the type of projects that it funds.



Caution

Check to make sure that the other co-financing or self-financing amounts have not already been pledged, i.e. that they do not already originate from European funding programs. If this is the case, it means your project has been double-funded, which is not allowed! The Commission would then be entitled to declare your expenditure ineligible and to require that you reimburse any money already received.





Note

The mere fact that a project can **generate financial income** is not automatically grounds for its ineligibility. On the contrary, it allows the evaluators to see the durability and the viability of your actions in the post-funding period. A project that responds to the needs of society has the advantage of being able to show a lasting impact. The grant must be activated during the investment period, when profits are rarely shown.

Rules relating to resources

In-kind contributions

Some project leaders like to declare their in-kind contributions to the project (voluntary work, donations of equipment, etc.). This type of contribution is not to be considered part of the eligible base. Therefore, these amounts need to be clearly separate from the other eligible cost and revenue categories. Should you decide to include voluntary work in the budget in the lines dedicated to non-eligible expenses, always remember to indicate the amount in the table of costs and table of revenue.

In order to give a monetary value to voluntary work, the applicant must refer to the national rules in force to calculate the hourly work rate. To establish the value of endowments (land, equipment, etc.), the applicant will need to refer to scales officially established by an independent entity.

Generating revenue

One of the European Commission's rules regarding grants is the non-profit rule. And yet, you are authorised to manage any revenue generated by the project. In this case, the revenue is entered in the budget and must balance out with the expenditure. However, you are not allowed to generate a profit/financial benefit during the grant period, i.e. the agreement period. If revenue is higher than the budgeted amount, the difference will be deducted from the anticipated Community contribution.



Careful

For some time, the European Commission has been closely monitoring certain expense headings:

- translation and interpreting costs;
- travel costs, including hotel and trip expenses;
- human resources costs that are used too extensively, especially to cover HR who are already part of the organisation;
- sub-contracting expenses that are often being reviewed downwards.



Step 2: Formalising your application

Chapter 12 Evaluation and selection of your project

Procedure for filing the application

Procedure for project evaluation

Project selection

Procedure for filing the application

As is the case for most of the programmes, the application will be submitted electronically via the online system PROSPECT¹⁵.

¹⁵ https://ec.europa.eu/europeaid/prospect_en





Note

For open calls for proposals, evaluators have only 30 minutes to assess the quality of the application. The concept note must therefore be drafted perfectly.



Caution

Very often, programmes will include a negotiation or project review phase. As soon as the evaluation procedure is over, the European Commission begins negotiating with the pre-selected project leaders over some aspects (actions, budget headings etc.). Only the projects who come through this negotiation phase with the Commission successfully are the ones that are then financed.

The negotiation phase gives you the opportunity to make adjustments to the initial concept and to ensure that the proposal is on target regarding the expectations of the European Commission.

Procedure for project evaluation

In the case of community action programmes

Identifying projects to be co-financed is done using three series of evaluation criteria:

- The exclusion criteria, which are used to evaluate the basic eligibility of the leader and the project.
- The selection criteria, which are used to evaluate the financial and operational capacities of the leader.
- The awarding criteria, which focus on evaluating the quality and relevance of the project.
- The European Commission very often uses evaluation committees made up of independent experts.

For external cooperation programmes

The European Commission uses two types of call for proposal procedures for its external cooperation actions: an open call for proposals and a restricted call for proposals.

- In open calls, project leaders present a full application that usually calls for a great deal of preparation work.
- In the case of restricted calls for proposals, applicants first submit a concept note. At the end of the evaluation period, only the organisations with the best concept notes are pre-selected to submit a full application for final selection.

The evaluation grid of the concept notes¹⁶ and full proposals are available online as Annexes E5a and E5b and can also be downloaded.

¹⁶ <http://ec.europa.eu/europeaid/prag/annexes.do?group=E&locale=en>

Project selection

The selection procedure generally takes place over a period of two to six months. It remains confidential up until the final decision is taken.

Whenever the selection process involves two stages (the case of restricted calls for proposals) or when it includes a negotiation phase, the procedure is often longer (from six months to a year). All applications for grants are entitled to a response, whether positive or negative, in writing.

If your file is not selected

The European Commission must inform you of the reasons for its refusal in accordance with its Financial Regulation. We encourage you to insist that the programme manager provide you with a satisfactory response regarding any weaknesses in your proposal. There is nothing to prevent you from resubmitting your project for the next call for proposals, for the same programme, once you have updated it taking into account the European Commission's observations.

If your application file is selected

The European Commission unit responsible for the funding programme will draw up the grant agreement to be signed by both parties. The project cannot officially start until this agreement has been signed by both parties.

Step 3: Implementing a financed project

Factsheet

Preparing the narrative and financial reporting

Fulfilling the EU visibility obligation

Preparing for inspections

Optimising the financial follow-up



Step 3: Implementing a financed project

Factsheet 1 Preparing the narrative and financial reporting



Tip

Try to avoid submitting reports during the summer period. Approval times tend to be longer and payments might be delayed.

The grant beneficiary needs to prepare activity reports and financial reports. The Commission pays the grants upon submission of these reports.

Activity reports

Intermediary reports must present a midterm or annual review of the project's achievements. Once this interim report has been accepted, the second instalment of the grant is paid out. The **final report** covers the entire project period and will focus on the project's impact, its results and the lessons to be drawn from its implementation. Acceptance of the final report will result in the payment of the balance of the co-financing due.

In the case of external cooperation programmes, the beneficiary must submit a **narrative report** every twelve months. In addition to including a **midterm project status report**, the narrative report must also present an updated logical framework and a timetable of the next twelve months' activities.

Financial reports

The interim financial report covers only the reporting period whereas the final financial report will cover the entire project period. The financial report allows for a **side-by-side view contrasting the actual expenditure with the provisional budget**. Including an explanatory note with the financial tables is recommended.

In the case of external cooperation programmes, in addition to the expenditure report for the period covered, interim reports need to include **a detailed budget for the remaining period to be financed**.

Grant payment procedures

The grant is usually paid out in several advance instalments followed by the payment of the balance.

For external cooperation programmes, there are two options:

- **Option 1** is for short-term projects (maximum of twelve months) with a grant that does not exceed €100,000. Projects receive 80% in pre-financing and then the final balance payment.
- **Option 2** concerns actions lasting more than twelve months and/or with a grant amounting to more than €100,000. These projects receive an initial pre-financing covering the first twelve months, and then additional payments for each additional twelve-month period based on spending that is reported in the periodic report.

Payment of the balance is made once the periodic and final reports have been accepted.

Step 3: Implementing a financed project

Factsheet 2 Fulfilling the EU visibility obligation

A contractual obligation

Obtaining a European grant entails an obligation to highlight the financial participation of the European Union in your project. Far from being a minor detail, this **visibility and publicity requirement** is contractually written into the grant agreement signed between the European Commission and the beneficiary. What this means for the beneficiary is that there is an obligation to mention the financial support from the European Union, the European Commission or the specific funding programme and to include the European flag¹⁷ and the logo of the European Commission¹⁸ or of the financing programme involved on all print and visual media: written communications, publications, conferences, seminars, website, etc.).

17 http://europa.eu/about-eu/basic-information/symbols/flag/index_en.htm

18 http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

Preparing your communication plan

The work plan of any activity financed or co-financed by the EU must include a budgeted plan of communication and visibility. It needs **to highlight the external communication activities** to be organised at key moments during the life of the action. The level of detail of the plan must be proportionate to the nature, importance and cost of the planned communication activities.

Building your communication plan

Key questions that should be asked:

- What are the messages being conveyed?
- Who are the (target) recipients of the messages?
- What is the communication budget?
- What is the communication timetable?
- Which methods and means are being used (webcasting, media campaigns, paper publications, etc.), and are they relevant in terms of goals and target audiences?
- Who are the key actors in my project when it comes to communication?
- Who is in charge of communication activities among the partners?

For more information, see the communication and visibility manual¹⁹ prepared by EuropeAid (DG DEVCO) for external cooperation projects.

19 https://ec.europa.eu/europeaid/sites/devco/files/communication_and_visibility_manual_en.pdf



Tip

The communication plan is a critical selection criterion for assessing your application and must not be overlooked. Given the rapid change in communication methods, take particular care when developing the component making use of new technologies.

It should suffice to propose the broad outlines of a plan when applying and then flesh it out later once the project has been accepted.





Caution

The obligation to store documents applies to any that substantiate the project's implementation. You must be able to prove the carrying out of measures (qualitative and quantitative documents) as well as justify all expenditure and project resources (accounting records). The coordinator is advised to scrupulously keep the originals of all documents as well as copies of all of the partners' supporting documents.

Step 3: Implementing a financed project

Factsheet 3 Preparing for inspections

By signing the grant agreement, the beneficiary agrees to undergo auditing by the European Commission, the European Court of Auditors and the European Anti-Fraud Office (OLAF).

The beneficiary is required to keep all original documents, especially tax and accounting ones, at their disposal. An audit can occur at any time and even several years after the last grant instalment has been made.

Audits

The beneficiary agrees to allow the European Commission, or any other authorised body, to perform an audit on the use made of the grant. Such audits may take place at any time during the agreement period as well as:

- during the five-year period following the project's closing date for the intra-community action programmes;
- during the five-year period following the payment of the balance (only a three-year period for the grants under €60,000) for the external cooperation programmes;
- during the ten-year period following the project's closing date for the structural funds programmes or another date if specified in the grant agreement.

The main beneficiary, the project partners and sub-contractors may all be subject to an audit. During an audit, the European Commission checks that expenses were indeed incurred, that they are consistent with the list of eligible costs and the provisional budget and that the beneficiary has all the supporting documents.

The auditors may ask you to present employees' time sheets, meeting attendance sheets, etc. for inspection. You may also be asked to produce copies of project publications, meeting minutes, etc. Any expenditure that cannot be accounted for will be declared ineligible. The outcome of these audits may lead to a decision for partial or total recovery of the amounts already paid by the European Commission.

Follow-up visits and assessment

Follow-up visits are intended to provide assistance and advice to the organisations involved in the implementation of the project. At the end of the visit, an expert drafts a report for the European Commission along with recommendations that are addressed to the beneficiary.

Assessment missions take place after project closure. Their goal is to verify the impact and results of the project. They are then used by the European Commission to check the global impact of its funding programme.

Step 3: Implementing a financed project

Factsheet 4 Optimising the financial follow-up

Ensuring the traceability of expenditure

The grant agreement provides that project costs need to be “identifiable and verifiable”. To ensure this, you can either set up a specific account (eligible costs) or arrange with your financial department to use a specific coding system for all project-related expenditure and revenue. This type of organisational system will also make any project follow-up easier. You may also wish to ask your partners to indicate the project name on their invoices.

Organising the archiving of supporting documents

You should be able to account for all of the project's costs, except for operating expenses. Supporting documents, invoices or other documents do not need to be sent with the follow-up reports but you are still obliged to be able to provide them at any time. It is therefore best to organise the filing away of invoices and other supporting documents by their expense heading from the start. Do not forget to inform your partners about this obligation, which also applies to their expenditure.



Caution

Your contractors may have to submit to an audit as well. They must be able to justify the payments received as part of a European project.

The financial follow-up of a project supported by the European Commission is determined by the obligations stated in the grant contract. It essentially consists of obligations involving traceability and record-keeping.

Supporting documents

(non-exhaustive list)

PERSONNEL COSTS

- Employment contract
- Pay slips
- Time sheets

EXPENSES OF OFFICERS/ PERMANENT STAFF

- Proof of person's assignment to the project/authorisation of a superior
- Proof of replacement if full-time assignment

TRAVEL EXPENSES

- Invoices for plane tickets/train tickets/car hire
- Validated travel document (airplane boarding pass)
- List of attendance/certification of participation at an event

TRIP EXPENSES

- Daily allowance - per diem: list of attendance at a meeting with participants' signatures; reimbursement requests
- Actual expenses: invoices (hotels, meals); receipts for local transport

OTHER EXPENSES

- Invoices



Caution

Proof of completion of payment may be requested for each expense. All supporting documents must be dated and, where possible, reference the project name. You must be able to prove the payment of all expenses.



Guide to European Funding Programmes

European Commission financing mechanisms

Council of Europe financing mechanisms

European Commission financing mechanisms

DIPECHO - Disaster Preparedness ECHO

Programme objectives: improve the capacity of communities to adapt and reduce their vulnerabilities to risks of natural disasters (good preparedness and implementation of early warning and rapid response systems that are suited to high-risk regions).



PROGRAMME COMPONENTS

- Protecting communities in disaster-prone areas.
- Undertaking actions with a lasting effect on the populations.



ACTIONS CARRIED OUT IN THREE STAGES

- Carrying out activities aimed at reducing the loss of human life and property damage and conducting emergency relief and rehabilitation operations (short-term actions).
- Lessening the impact of a disaster on communities and their environment.
- Addressing the vulnerability of communities and strengthening their capacity to cope with disasters (long- and medium-term actions).



ACTIONS FINANCED

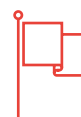
Programme focused on populations. It helps disaster-prone communities to better prepare:

- through training;
- through the implementation or improvement of local early warning systems and emergency plans;
- through incentives to encourage more effective collaboration between citizens, civil society groups and local, regional and national authorities.



HOW IT WORKS

ECHO establishes the project selection criteria and publishes a call for expression of interest in the targeted region on its website.



Eligible countries

Countries from Africa-Caribbean-Pacific, Latin America, Asia, Oceania and Central America.




Annual Budget

37,3 million euro

Every year, the DIPECHO programme (Disaster Preparedness ECHO) is given a budget dedicated to specific geographical regions.



For more information

 ec.europa.eu/echo/en/what/humanitarian-aid/risk-reduction

Sandro Cerrato

 sandro.cerrato@ec.europa.eu





Eligible countries

Programme countries: EU Member States, EEA countries, the Former Yugoslav Republic of Macedonia and Turkey.

Partner countries able to participate in certain actions:

- Balkans: Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia;
- Eastern Partnership countries: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine;
- Russia;
- Southern Mediterranean countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia.

Partnership criteria: a minimum participation of nine independent organisations from at least three eligible countries, including two Member States.



2016 Budget

18 million euro



For more information

ec.europa.eu/programmes/erasmus-plus

eacea.ec.europa.eu/erasmus-plus_en

eacea-info@ec.europa.eu

ERASMUS PLUS (1.2.3.) ETY – key action 2 - Skills Alliances

Programme objectives: tackle skill shortages, adapt vocational training systems to meet the needs and demand for new skills.



PROGRAMME COMPONENTS

- Modernising vocational training and making use of its potential to stimulate economic development and innovation, particularly at local and regional level.
- Strengthening the exchange of knowledge and practice between training institutions and the labour market, developing learning and facilitating labour mobility.



PRIORITY SECTORS

- Business.
- Information and communication technologies (ICT).
- Environmental technologies (eco-innovation).
- Cultural and creative sectors, healthcare, tourism.



ACTIONS FINANCED

- Surveys regarding the skills required in the labour market.
- Identifying of training needs in terms of programme offerings.
- Integration of innovative approaches in teaching and learning, notably through a more strategic and integrated use of ICTs and open educational resources.
- Offerings of European sector-specific curricula that have been adapted or newly developed in accordance with the analysis and projections of labour market needs for a given career profile.
- Development of innovative teaching and learning methods to respond to the change in skills and/or specific targeted public within a given economic sector.
- Support for easier procedures for recognition and certification of learning outcomes...



PROJECT DURATION

Projects last two or three years and the coordinator has to be established in a country participating fully in the programme.



HOW IT WORKS

Applicants should submit their file to the Education, Audiovisual and Culture Executive Agency.

EUROsociAL +

Programme objectives: contribute to changes in public policy and improve social cohesion in Latin America through peer-to-peer learning and experience exchanges between counterpart institutions from Latin America and Europe.

Definition of social cohesion according to the EUROsociAL programme: equal opportunities so that the population can exercise its fundamental rights and ensure its welfare, free of discrimination of any kind; the active participation of citizens in society; the development of public policies and solidarity mechanisms between individuals, groups, territories and generations.



PROGRAMME COMPONENTS

- Improving social policies.
- Promoting good governance.
- Adopting gender equality policies.



AREAS OF ACTION

Justice and civil security, social policies, democratic governance, public finances and other intersectoral areas.



ACTIONS FINANCED

- Exchange of experiences between countries.
- Exchange of policy-making officials and managers.
- Training sessions.
- Networking among public administrations.



Eligible countries

Nineteen countries from Latin America: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Uruguay and Venezuela.



For more information

 eurosociat-ii.eu

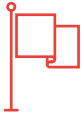


ORGANISATION

The programme is managed by a consortium, led by the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP-Spain), and composed of six other partners: three from Europe (FEI-France, IILA-Italy, GIZ-Germany) and three from Latin America (ENAP-Brazil, APC-Colombia, SICA-Central America).

It also groups together 40 operational partners.





Eligible countries

Developing countries in Africa, the Caribbean and the Pacific (ACP).



Budget for 2014-2020

30,5 billion euro



For more information

ACP Secretariat

 acp.int

DG DEVCO – Directorate-General for International Cooperation and Development

 ec.europa.eu/europeaid

EDF (11th) - European Development Fund

Objective of the financing instrument: As the main instrument for cooperation between the EU and the 79 members comprising the African, Caribbean and Pacific (ACP) countries and the Overseas Countries and Territories (OCT), it promotes economic, social and human development as well as regional cooperation in the ACP countries.



KEY AREAS COVERED BY THE FINANCING INSTRUMENT

- Sustainable agriculture.
- Food security.
- Governance, reforms and public finances.
- Energy, health, infrastructure and transport.
- Education.
- Environment, natural resources and climate.
- Water and sanitation.
- Employment, vocational training and private sector development.
- Social protection.
- Trade and market regulation and integration.



HOW IT WORKS

The EDF is funded by contributions from the Member States. Its programming is made possible by national and regional allocations and an intra-ACP allocation. Many EDF-funded programmes are still being negotiated for the 2014-2020 period.

Calls for proposals are made throughout the year. Some calls still pertain to the 10th EDF. The calls are published on EuropeAid's website¹.

Funding requests should be sent to the national authorities of the country concerned or to the regional heads of the (multi-country) regional programmes.



ACTIONS FINANCED

- Sectoral policies and reforms: education, health, transport, tourism.
- Capacity-building and development of administrations.
- Macro-economic and structural reforms and policies.
- Technical cooperation projects.
- Emergency humanitarian aid.

¹ <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome>

EU Trust Fund for Africa

Programme objectives: help foster stability in the different regions to respond to the challenges of population displacement and contribute to better migration management.



PROGRAMME COMPONENTS

- Developing employment opportunities, especially for young people and women in local communities, with an emphasis on vocational training and creation of micro and small enterprises; supporting the reintegration of returning migrants into their communities is the special focus of some actions.
- Supporting basic services for local populations, and in particular the most vulnerable, including refugees and displaced persons, with the help of community centres or any other means to provide them with food and nutritional security, health care, education, and social protection.
- Migration Management: improving migration management in all aspects, including contributing to national and regional strategies on migration management and harnessing the synergies between migration and development.
- Stability and Governance: supporting improvements in governance in general, particularly by promoting conflict prevention, tackling human rights abuses and enforcing the rule of law; some actions will also help curb and prevent radicalisation and extremism.



HOW IT WORKS

Call for projects.



Eligible countries

The countries in Africa that are the most vulnerable and the most affected by migration: Algeria, Burkina Faso, Cameroon, Chad, Djibouti, Egypt, Eritrea, Ethiopia, the Gambia, Kenya, Libya, Mali, Mauritania, Morocco, Niger, Nigeria, Senegal, Somalia, South Sudan, Sudan, Tanzania, Tunisia and Uganda.



Budget

1,8 billion euro



For more information

 ec.europa.eu/europeaid/regions/africa/eu-emergency-trust-fund-africa_en

 europeaid-eutf-africa@ec.europa.eu





Eligible countries

Candidate countries: Albania, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey.

Potential candidate countries: Bosnia and Herzegovina and Kosovo.




Budget for 2014-2020

11,7 billion euro




For more information

Link to additional programme information and to the country strategy papers

 ec.europa.eu/enlargement/instruments/overview/index_en.htm

Contact information for the IPA Coordinators in the candidate countries

 ec.europa.eu/enlargement/instruments/national-ipa-coordinators/index_en.htm

IPA II – Instrument for Pre-Accession Assistance

Programme objectives: support candidate countries applying for accession to the European Union and potential candidates in implementing the political, institutional, administrative, legal, social and economic reforms required as part of the accession process. Prepared in partnership with the beneficiaries, the novelty of the IPA II programme, which continues the policies introduced in the first IPA Programme (2007-2013), is the drafting of strategic planning documents for each beneficiary country of the programme.



PROGRAMME COMPONENTS

- Supporting political reforms devised to strengthen democracy, promote and protect human rights and fundamental freedoms, enhance regional cooperation, help civil society organisations, further the social dialogue and bolster the capacity-building of the social partners.
- Supporting economic, social and territorial development in view of ensuring smart, sustainable and inclusive growth through the implementation of reforms promoting employment, social and economic inclusion, focusing in particular on the inclusion of minorities and vulnerable groups.
- Strengthening the ability of beneficiary countries to fulfil their inherent obligations stemming from membership
- Strengthening regional integration and territorial cooperation.



RELEVANT SECTORS

- Transition to European Union membership.
- Regional development.
- Employment, social policies and human resources development.
- Agricultural and rural development.
- Regional and territorial cooperation.



HOW IT WORKS

DG NEAR¹ is in charge of the EU's neighbourhood and enlargement policies.

Calls for tender or applications are made several times a year.

The calls for proposals are managed by DG NEAR or the EU Delegations in the candidate countries. The calls are published on EuropeAid's website².

¹ <http://ec.europa.eu/enlargement/about/directorate-general>

² <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome>

DCI – Development Cooperation Instrument

Objective of the financing instrument: reduce poverty and stimulate economic and social development in developing countries.



ARCHITECTURE OF THE INSTRUMENT

A geographical component that covers five areas (Latin America, Asia, Central Asia, Middle East and South Africa) and which has four aims:

- Reduce and eradicate poverty.
- Foster sustainable economic, social and environmental development.
- Promote democracy, the rule of law, good governance and respect for human rights
- Support the strategic partnership between the EU and Africa (Pan-African programme).

A thematic component that encompasses two programmes:

- Global Public Goods (GPG - environment and climate change, sustainable energy, human development, food security and sustainable agriculture, asylum and migration).
- Support for civil society organizations and local authorities (CSO-LA).

Programmes financed under the thematic component are not bound by geographical restrictions and may also associate developing countries, under the EDF meaning, and Europe's neighbouring countries.



Eligible countries

Geographical component: Latin America, Asia, Central Asia, Middle East and South Africa.

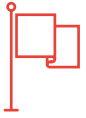
Thematic component: no restrictions.



Budget for 2014-2020

19,66 billion euro





Eligible countries

All developing countries.



Budget for 2014-2020

5 billion euro



For more information

DG DEVCO – Directorate-General for International Cooperation and Development

 ec.europa.eu/europeaid

DCI – Development Cooperation Instrument – Global Public Goods and Challenges

Programme objectives: support actions relating to human development, food security, environment and climate change, energy and migration and asylum.

A Global Public Good (GPG) is a resource, a good or a service that is of benefit to everyone. Its exploitation or preservation may serve as a rationale for international collective action.



PROGRAMME COMPONENTS

Environment and climate change – 27% of the budget

- Contributing to the implementation of the international aspects of the “environment and climate” component of the EU’s vision for 2020.
- Carrying out upstream actions to help developing countries achieve the Sustainable Development Goals (SDGs) relating to the sustainable use of natural resources.

Sustainable Energy – 12% of the budget

- Promoting access to reliable, affordable, clean and sustainable energy services, determining factors in eradicating poverty.
- Encouraging greater use of technologies relying on renewable energy sources and promoting energy efficiency and low-emission development strategies.

Human development – 25% of the budget

- Creating more and better quality jobs by enhancing the competitiveness of micro-enterprises and local SMEs.
- Supporting employment policies that improve working conditions as well as vocational training that correlates to labour market needs and job prospects.

- Promoting gender equality in the workplace.
- Improving the health and well-being of people in developing countries.

Food security and sustainable agriculture – 29% of the budget

- Promoting the development of small-scale sustainable farming based on food production that respects ecological, economic, and social limits to ensure that this production will be sustainable over time.

Asylum and migration – 7% of the budget

- Improving the management of migratory flows in every aspect.



HOW IT WORKS

Many calls of proposals take place throughout the year. The calls are published on EuropeAid’s website¹.

¹ <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome>

DCI – Development Cooperation Instrument – Civil Society Organisations and Local Authorities (CSO-LA)

Programme objectives: strengthening the capacities and role of civil society organisations and local authorities in development processes.



PROGRAMME COMPONENTS

- Enhancing civil society's participation and local authorities' contribution to the processes of democratic governance and developing their capacity to provide basic services.
- Strengthening the regional and global networks of civil society organisations (CSOs) and local authority associations (LAs) such as PLATFORMA: strengthening their networking, their representativeness and the sharing of their vision of decentralised cooperation.
- Supporting development education and awareness-raising initiatives, fostering the awareness and mobilisation of European citizens on development issues.



AREAS CONCERNED

Local development, education and training, health, environment, justice and security, human rights, cooperation and development.



HOW IT WORKS

Many calls of proposals take place throughout the year. The calls are published on EuropeAid's website¹.



Eligible countries

Any developing country.



Budget for 2014-2020

1,9 billion euro



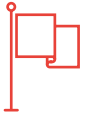
For more information

DG DEVCO – Directorate-General for International Cooperation and Development

 ec.europa.eu/europeaid

¹ <http://ec.europa.eu/europeaid>





Eligible countries

Countries from Africa.



Budget for 2014-2020

845 million euro



For more information

[ec.europa.eu/europeaid/
regions/africa/
continental-cooperation/
pan-african-programme_en](http://ec.europa.eu/europeaid/regions/africa/continental-cooperation/pan-african-programme_en)

africa-eu-partnership.org/en

DCI – Development Cooperation Instrument – Pan-African Programme

Programme objectives: support the Africa-EU Joint Strategy alongside other programmes, such as the European Development Fund (EDF) or the two other thematic programmes of the Development Cooperation Instrument (DCI): Global Public Goods or Civil Society Organisations and Local Authorities, see pages 58-59). Some of this programme's objectives were previously funded through the intra-ACP allocation of the European Development Fund.



PROGRAMME COMPONENTS

- Strengthening peace and security.
- Supporting democracy, good governance and human rights.
- Encouraging actions that spur on human development.
- Promoting development that is sustainable and inclusive.
- Tackling cross-cutting global issues such as climate change and the environment; support for the institutions/bodies of the African Union, CSOs and the implementation of the Africa-EU Joint Strategy.



HOW IT WORKS

The implementation of the Pan-African Programme is mainly carried out by the regional institutions and partner countries. Calls for proposals are issued regularly. The calls are published on EuropeAid's website¹.

¹ <http://ec.europa.eu/europeaid>

IcSP : Instrument contributing to Stability and Peace

Programme objectives: guard against risks of conflicts in the world and intervene in the case of an emerging or proven crisis. The IcSP complements the other EU humanitarian aid and development assistance programmes.



PROGRAMME COMPONENTS

- Contributing to stability by providing a rapid response to crises or emerging crises in order to ward off political or military conflicts.
- Preventing conflicts and ensuring preparedness to manage pre- and post-crisis situations and build peace.
- Tackling global and trans-regional threats that have a destabilising effect.



ACTIONS FINANCED

Short-term actions – Less than 18 months

- Support for actions of mediation, dialogue and reconciliation sponsored by international or regional organisations, both state and non-state actors.
- Support for the establishment and the functioning of interim administrations.
- Support for the development of democratic, pluralistic state institutions.

Long-term actions

Conflict prevention and peace-building:

- Promoting early warning and analysis of risks.
- Facilitating confidence-building, mediation and reconciliation with particular regard to emerging inter-community tensions.
- Supporting civilian stabilisation missions.
- Improving post-conflict and post-disaster recovery.

Global, trans-regional and emerging threats:

- Strengthening the capacities of the law enforcement and judicial and civil authorities involved in the fight against terrorism, organised crime and all forms of illegal transit.
- Addressing threats to critical infrastructure, which may include international transport, energy operations and energy distribution, electronic information and communication networks.
- Ensuring an adequate response to major threats to public health, including sudden epidemics with a potential trans-national impact.



HOW IT WORKS

Most of the projects are implemented by the Member States' agencies. To stay abreast of information concerning calls for proposals, check regularly with your local European Union delegation.



Eligible countries

Any third country facing a crisis or post-crisis situation.



Budget for 2014-2020

2,3 billion euro



For more information European External Action Service

 [eeas.europa.eu/ifs/
index_en.htm](http://eeas.europa.eu/ifs/index_en.htm)





Eligible countries

Any country not covered under the Partnership Instrument (PI).



Budget for 2014-2020

1,3 billion euro



For more information

**European Commission –
Democracy and Human Rights**

 eidhr.eu

**National Focal Points for
Democracy and Human rights**

 eidhr.eu/focal-points

EIDHR - European Instrument for Democracy and Human Rights

Programme objectives: contribute to an increased respect for human rights and fundamental freedoms and promote democratic reforms and the rule of law.



PROGRAMME COMPONENTS

- Securing greater respect for human rights and fundamental freedoms.
- Supporting a strong representative democracy, promoting political pluralism, freedom of expression and freedom on the Internet.
- Strengthening the role of civil society in promoting human rights and civic participation.
- Protecting and helping those that defend human rights.
- Supporting research work looking at vulnerable groups (national, ethnic, religious, linguistic and sexual minorities), and also focusing on the rights of women and children.
- Building up trustworthiness and transparency in democratic electoral processes.



ACTIONS FINANCED

- Support for defenders of human rights.
- Support for pro-democracy activists.
- Election observation missions and support for democratic and electoral processes.
- Support for local civil society efforts to promote their increased participation and contribution with regard to the European dialogue on human rights as well as their advancement and implementation at international and regional level.



HOW IT WORKS

Many calls of proposals are issued all throughout the year. The EIDHR mainly operates by publishing calls for proposals within EU delegations. The calls are published on EuropeAid's website¹.

¹ <http://ec.europa.eu/europeaid>

ENI - European Neighbourhood Instrument

Programme objectives: promote greater political cooperation, progressive economic integration and the implementation of joint action plans between the EU and its neighbouring countries.



PROGRAMME COMPONENTS

- Bolstering human rights and fundamental freedoms, the rule of law, equality, democracy, good governance and the growth of civil society.
- Bringing about the gradual integration of the neighbouring countries into the EU's internal market: greater alignment of laws, convergence of regulations, institutional development and investments.
- Encouraging people's mobility.
- Encouraging development, poverty reduction, internal economic, social and territorial cohesion, rural development, actions tackling climate change and disaster resilience.
- Promoting the establishment of a climate of trust and other measures contributing to security as well as conflict prevention and resolution.
- Improving regional and cross-border cooperation.



HOW IT WORKS

- Bilateral programmes that encompass many forms of support for a partner country.
- Multi-country programmes that aim to tackle problems shared by several partner countries or regional and sub-regional forms of cooperation between two or more partner countries. These programmes may include cooperation with the Russian Federation.
- Cross-Border Cooperation programmes Interreg Programmes involving cooperation between one or more Member States and one or more partner countries that share borders.
- Please also refer to the Interreg programmes presented in this guide.

Many calls of proposals are issued throughout the year. The calls are published on EuropeAid's website¹.



Eligible countries

Southern neighbourhood countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia.

Note: At the time of publication, EU Cooperation with Syria was suspended.

Eastern neighbourhood countries: Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine.

Russia is not part of the group of countries covered by the EU Neighbourhood policy but is eligible as part of regional cooperation.



Budget for 2014-2020

15,4 billion euro



For more information

Since 2014, the ENI has been an instrument of the EU's foreign policy

eeas.europa.eu/index_en.htm

EU cooperation with its southern neighbours

ec.europa.eu/enlargement/neighbourhood/southern-neighbourhood/index_en.htm

EU cooperation with its eastern neighbours

ec.europa.eu/enlargement/neighbourhood/eastern-partnership/index_en.htm

¹ <http://ec.europa.eu/europeaid>





Eligible countries

Mediterranean countries covered by the European Neighbourhood Policy (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestinian Authority, Syria and Tunisia), and the EU candidate/potential candidate countries in the Mediterranean zone.



For more information

 h2020.net

 ENV-Horizon2020@ec.europa.eu

 +32 2 299 56 32

HORIZON 2020 INITIATIVE

Programme objectives: fight against pollution in the Mediterranean Sea.



PROGRAMME COMPONENTS

- Tackling the main sources of pollution in the Mediterranean: municipal waste, urban waste water and industrial pollution.
- Helping neighbouring countries to create national environmental administrations that are empowered to develop environmental legislation.
- Building and sharing a knowledge-base focused on the environmental challenges facing the Mediterranean.
- Developing indicators to monitor the success of Horizon 2020.



ACTIONS FINANCED

- Establishment of necessary institutions, development of effective public policies and creation of legal structures conducive to the integration of environmental approaches into all sectors of activity.
- Projects aimed at reducing the most significant sources of pollution.
- Support for the creation of administrative bodies for the environment in the neighbouring countries.
- More sustainable use of land and sea areas.
- Regional cooperation between the partner countries.



HOW IT WORKS

Applications are processed through the national governments of the countries interested.

INOGATE

Programme objectives: Energy cooperation (oil, gas, electricity, renewable energies and energy efficiency) between the European Union and its 11 partner countries in Eastern Europe, the Caucasus and Central Asia.



PROGRAMME COMPONENTS

- Converging energy markets based on EU internal energy market principles while taking the particularities of the partner countries into account.
- Enhancing energy security (issues relating to energy exports/imports, energy transit and energy demand).
- Supporting the development of renewable energy sources, energy efficiency and demand side management.
- Attracting investment for energy projects of common and regional interest.



AMONGST THE ACTIONS FINANCED

Information, communication, promotion and networking:

- Promoting the initiative's aims and objectives.
- Encouraging networking of stakeholders and third parties such as donors, international financial institutions and parties involved in the private sector.
- Setting up a web portal for the exchange of information...

Technical support for partner countries:

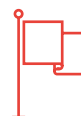
- Designing and implementing technical assistance projects financed by the EU relating to converging energy markets, attracting investments, energy security and the renewable energy sector.

- Assisting partner countries with the identifying of priority projects.
- Providing links to other support instruments and bilateral technical assistance projects financed by the EU...



HOW IT WORKS

The programme is run by the delegations of the European Commission. Please visit their website regularly for updates. Certain regional projects involving multiple countries are managed by EuropeAid¹.



Eligible countries

Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.



For more information

 inogate.org

 EuropeAid-INOGATE@ec.europa.eu

¹ <http://ec.europa.eu/europeaid>





Eligible countries

8 countries including 4 Member states (Croatia, Greece, Italy and Slovenia) and 4 candidate countries and potential candidates (Albania, Bosnia and Herzegovina, Montenegro and Serbia).



Budget

117,9 million euro of which 99 million euro is funding from the EU (ERDF and IPA).



For more information

interregadrion.eu

Regione Emilia-Romagna

adrion@regione.emilia-romagna.it

+39 051 5273126

INTERREG

The Interreg programmes are European Territorial Cooperation programmes involving national, regional and local actors from different Member States who carry out joint actions and hold exchanges of ideas to tackle regional problems.

The Interreg programmes presented below associate the non-EU neighbouring countries.

INTERREG ADRIATIC (ADRION)

Programme objectives: promote regional cooperation between neighbouring States bordering the Adriatic and Ionian Seas.



PROGRAMME COMPONENTS

- Strengthening research, technological development and innovation.
- Preserving and protecting the environment and promoting resource efficiency.
- Promoting environmentally-friendly transport and improving network infrastructures.
- Enhancing the efficiency of public administrations.

INTERREG CARIBBEAN

Programme objectives: strengthen the economic competitiveness of the Caribbean basin, tackle common environmental and public health challenges and promote the cultural capital of the region.



PROGRAMME COMPONENTS

- Strengthening the competitiveness of businesses in the Caribbean basin.
- Increasing natural hazard response capacity by setting up shared risk management systems.
- Protecting the cultural and natural environment, notably through sustainable tourism.
- Tackling shared health issues.
- Supporting the development of renewable energies with the member countries of the Organisation of Eastern Caribbean States (OECS).
- Developing student and professional mobility.



BUDGET FOR 2014-2020

86 million euro, of which 64.2 million euro is funding from the European Regional Development Fund (ERDF). The remaining balance is co-financed by the regions of Guadeloupe, Guyana, Martinique, the Overseas Community of Saint Martin, the French State and private self-financing.





Eligible countries

The outermost regions (OR) of Guadeloupe, Guyana, Martinique and Saint Martin and around 40 third countries and Overseas Countries and Territories (OCT), notably the member countries of the Association of Caribbean States (ACS), the Caribbean Community (CARICOM) and the OECS.



For more information

 interreg-caraibes.fr/fr/territoires-eligibles

 interreg-caraibes.fr
(English version in progress)

Regional Council of Guadeloupe Island (France)

 +33 5 90 47 06 00

INTERREG DANUBE

Programme objectives: implement joint actions and organise policy exchanges between national, regional and local actors from States in the Danube region.



PROGRAMME COMPONENTS¹

- Highlighting all forms of innovation: eco-innovation, knowledge transfer, development of clusters, social innovation, skills development.
- Managing the diversity of natural and cultural assets: water management, control of environmental risk factors, sustainable use of natural and cultural heritage and resources.
- Supporting environmentally-friendly transport systems, greater regional connectivity and improved energy efficiency.
- Improving the capacities of public authorities, public stakeholders and civil society organisations.



BUDGET

263 million euro, of which 221.9 million euro comes from the EU and 41 million euro is made up of national contributions).

Breakdown of the EU Budget: ERDF - 202 million euro; Instrument for Pre-Accession Assistance – 19.8 million euro; European Neighbourhood Instrument (different amounts depending on the candidate country).

Project financing: 85% of eligible costs.



Eligible countries


Austria, Bulgaria, Croatia, Czech Republic, Germany (Baden-Württemberg, Bavaria), Hungary, Romania, Slovak Republic, Slovenia and five non-EU countries: Bosnia and Herzegovina, Moldova, Montenegro, Serbia, Ukraine (4 provinces).



For more information

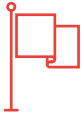
 interreg-danube.eu

Alessandra Pala

 alessandra.pala@interreg-danube.eu

 +36 1 795 4355

¹ <http://www.interreg-danube.eu/about-dtp/programme-priorities>



Eligible countries

Portugal (Azores, Madeira), Spain (Canaries) and third countries invited to participate in the programme: Cape Verde, Mauritania, Senegal.



For more information

mac-interreg.org

Pino Betancor Linares

mbetlin@gobiernodecanarias.org

+34 928 303000

INTERREG MAC - Madeira-Azores-Canaries

Programme objectives: promote cooperation between the outermost regions of Spain and Portugal to foster innovation, competitiveness, internationalisation and sustainable development.



PROGRAMME COMPONENTS

- Promoting research, technological development and innovation.
- Improving the competitiveness of companies.
- Improving the risk management and prevention of natural hazards.
- Protecting natural areas and their biodiversity.
- Improving the efficiency of public administrations.



BUDGET

130 million euro, 85% of which is financed by the European Regional Development Fund (ERDF).



Eligible countries

The MED cooperation area consists of 57 Mediterranean regions from 10 European countries and 3 EU candidate countries: Albania, Bosnia and Herzegovina, Croatia, Cyprus, France, Greece, Italy, Malta, Montenegro, Portugal, United Kingdom (Gibraltar), Slovenia and Spain.



For more information

interreg-med.eu

Eleftheria Kasoura

kasoura@regionpaca.fr

+33 4 91 57 52 96

INTERREG MED

Specific Objectives: promote sustainable growth in the Mediterranean basin. Special attention is being paid to the areas of blue and green growth, and in particular tourism, agriculture, energy and transport.



PROGRAMME COMPONENTS¹

- Spurring innovation.
- Increasing energy efficiency by lowering energy consumption and carbon emissions.
- Protecting natural and cultural resources.
- Strengthening the partner coordination in the Mediterranean.



BUDGET FOR 2014-2020

265 million euro, which breaks down as 224 million euro from the European Regional Development Fund (ERDF), 9 million euro from the Instrument for Pre-Accession Assistance (IPA) and the rest from national co-financing.

¹ <http://interreg-med.eu/en/med-working-fields>

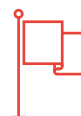
INTERREG V INDIAN OCEAN

Programme objectives: develop regional cooperation between the regions of Reunion Island and Mayotte (France) and their neighbouring countries.



PROGRAMME COMPONENTS

- Setting up an area for research and innovation in sectors like pharmaceuticals, biotechnologies, energy or climate change.
- Developing exchanges of products, particularly in the agricultural and agri-foodstuffs sectors, sustainable fisheries management and cooperation in the area of tourism.
- Strengthening regional civil protection measures, enhancing cooperation on epidemiological and infectious risks, risk prevention concerning pollution linked to maritime activities.
- Promoting the natural and cultural heritage by safeguarding the environment and biodiversity.
- Developing top-notch training (initial, vocational and higher education) and promoting professional mobility and exchanges.



Eligible countries

The Outermost Regions (OR) of Reunion Island and Mayotte (France) and 12 third countries in the southern Indian Ocean (Union of the Comoros, Madagascar, Mauritius, Seychelles, South Africa, Tanzania, Mozambique, Kenya, India, Sri Lanka, Maldives, Australia) as well as the French Southern and Antarctic Territories.




Budget

74 million euro, of which 63 million euro is financed by the European Regional Development Fund (ERDF).



For more information

Regional Council of Reunion Island (France)

 regionreunion.com
(in French only)

Jean-Marc Cassam-Chenai

 jean-marc.cassam-chenai@cr-reunion.fr

 +33 2 62 48 70 00






Eligible countries

Afghanistan, Bangladesh, Bhutan, Cambodia, China, North Korea, India, Indonesia, Laos, Malaysia, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam.



For more information

 switch-asia.eu

 europaaid-switch-asia@ec.europa.eu

SWITCH ASIA II

Programme objectives: further cooperation between Asia and the EU on the environment and economic growth: set up production systems that contribute to sustainable development, support the modernisation of industry, including SMEs.



PROGRAMME COMPONENTS

- Promoting production mindful of the environment through the development of products, processes and services that pollute less and are more economical in terms of natural resources (energy, water).
- Promoting sustainable patterns of consumption in Asia through better cooperation between Europe and Asia.



ACTIONS FINANCED

- Promotion of the use of environmentally friendly technologies and practices.
- Encouragement of a switch to more sustainable patterns of consumptions that privilege less environmentally damaging products and services.
- Reinforcement and implementation of a legal framework that includes monitoring tools.
- Development of more effective instruments to induce more sustainable consumption and production patterns.



PRIORITIES

- Develop technological innovations using local technologies.
- Set up environmental management systems (e.g. ISO 14001, EMAS and others) and expand use of environmental accounting systems.
- Promote green supply chain management.
- Integrate Corporate Social Responsibility (CSR).



HOW IT WORKS

The calls are managed by EuropeAid¹ and published on its website.

¹ <http://ec.europa.eu/europeaid>

Council of Europe financing mechanisms

Council of Europe development Bank (CEB)

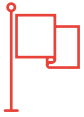
The Council of Europe Development Bank (CEB) provides loans and guarantees, and not grants, to its member states, to local authorities or to financial institutions. The project must be developed in one of the 40 member states of the Council of Europe Development Bank.



HOW IT WORKS

All requests from borrowers for the financing of projects or requests for guarantees are to be addressed to the Secretary General of the Council of Europe for approval.





Eligible countries

The countries that make up the CEB's target group (Albania, Bosnia and Herzegovina, Bulgaria, Cyprus, Croatia, Estonia, Georgia, Hungary, Former Yugoslav Republic of Macedonia, Latvia, Lithuania, Malta, Republic of Moldova, Montenegro, Poland, Slovak Republic, Czech Republic, Romania, Serbia, Slovenia and Turkey) can benefit from a maximum co-financing rate of 90%.



For more information

Christian Tabacaru

✉ cristian.tabacaru@coebank.org

☎ +33 (0) 1 47 55 55 00

Aid for refugees, migrants and displaced persons¹

Programme objectives: allocate loans and guarantees in order to help solve urgent social problems linked to the presence of refugees, displaced persons or migrants resulting from refugee movements or other forced movements of populations.



ACTIONS FINANCED

- Reconstruction and repair of intake facilities (such as reception centres permanent and temporary social housing).
- Programmes for preventive and curative medicine, education and vocational training.
- Technical infrastructure and basic equipment necessary to meet the immediate needs of populations that are victims of exceptional situations.



PRIORITY POPULATIONS

- Refugees, displaced populations, migrants, ethnic minorities.
- Populations affected by natural or environmental disasters.
- Abandoned children, people with disabilities.
- People living below the poverty line.

Natural or environmental disasters²

Programme objectives: allocate loans and guarantees for the reconstruction or rehabilitation of destroyed or damaged infrastructure, particularly housing and basic infrastructure like water supplies, waste water and solid waste treatment or electricity and gas networks.



ACTIONS FINANCED

- Reconstruction or rehabilitation of destroyed or damaged public structures and basic infrastructure, including water supplies, waste water and solid waste treatment, electricity and gas supplies, and the supplying of materials and response equipment.
- Assistance for national and local authorities in reconstructing disaster-stricken areas and in developing means for preventing natural or environmental disasters.
- Prevention of natural and environmental disasters (floods, fire, avalanches, earthquakes and landslides).

¹ <http://www.coebank.org/en/project-financing/donors-and-fiduciary-accounts/migrant-and-refugee-fund>

² <http://www.coebank.org/en/project-financing/sectors/natural-disasters>

Annexes

EU national development agencies

Multilateral organisations

List of Acronyms



EU national development agencies

NATIONAL AGENCIES IN CHARGE OF IMPLEMENTING EU DEVELOPMENT COOPERATION

In general, development agencies do not distribute any grants to local authorities but are good intermediaries and partners nonetheless on account of their experience in the area of development cooperation.

Not all EU Member States have set up such structures. In this case, the implementation of development cooperation actions falls under the responsibility of the country's foreign affairs ministry.

Below is a (non-exhaustive) list of the main agencies or ministerial departments active in the field of development assistance in each Member State of the European Union.



Note

In certain countries, local and regional authorities can also access financing through their national or regional associations.

AUSTRIA

ADC – AUSTRIAN DEVELOPMENT COOPERATION

The Austrian Development Cooperation (ADC) supports countries in Africa, Asia and Central America as well as in Central and Eastern Europe in their efforts to strengthen their social, economic and democratic development.

Active areas

Education, energy, conflict prevention, women's rights, health, governance and human rights, rural development, environment, access to drinking water and sanitation.

Contact:

+43 1 90 399 0

www.entwicklung.at/en

AEI – AGENCY FOR EUROPEAN INTEGRATION AND ECONOMIC DEVELOPMENT

The Agency for European Integration and Economic Development (AEI) acts as a coordinating platform for Austrian contributions to EU projects.

Active areas

Police cooperation, anti-corruption policy, border management, fight against terrorism, education, tourism, environment, health.

Contact:

+43 905 46 21 11

www.aei.at

BELGIUM

BTC – BELGIAN DEVELOPMENT AGENCY

The Belgian Development Agency (BTC) uses its resources and expertise to eliminate poverty in the world.

Active areas

Rural development, climate change and environment, decentralisation, education, gender equality, governance, health, fight against AIDS, social and solidarity economy, access to drinking water and sanitation.

Contact:

+32 2 505 37 00

www.btcctb.org

WBI – WALLONIE-BRUXELLES INTERNATIONAL

WBI is the agency in charge of international relations for the Wallonia-Brussels federation.

Active areas

Development cooperation, human rights, culture, health and social affairs, environment, education and training.

Contact:

+32 2 421 82 11

www.wbi.be

FLEMISH DEPARTMENT OF FOREIGN AFFAIRS

The Flemish Department of Foreign Affairs carries out the Flemish government's international policies and mobilises the partners necessary to do so.

Active areas

Sustainable economic, social and ecological growth, support for VSEs SMEs, health, agriculture and food security.

Contact:

+32 2 553 60 32

www.vlaanderen.be/int/en



BULGARIA

MINISTRY OF FOREIGN AFFAIRS

Active areas

Democracy, health, education, access to essential services.

Contact:

+359 2 948 2368

www.mfa.bg

CROATIA

MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS

Active areas

Democracy, peace process, support for EU accession countries, education, health, support for civil society.

Contact:

+385 1 4569 964

www.mvep.hr

CYPRUS

CYPRUSAID

CyprusAid directs the official development assistance policy of the Republic of Cyprus.

Active areas

Health services, education, human capital development, building of infrastructure, environment, telecommunications.

Contact:

+357 22 651000

www.cyprusaid.gov.cy

CZECH REPUBLIC

CZDA – CZECH DEVELOPMENT AGENCY

CzechAID's principal mission consists of identifying and implementing projects in partner countries, awarding grants to NGOs and providing training in development assistance for personnel.

Active areas

Access to drinking water and sanitation, agriculture, education, environment, energy supply and production, health.

Contact:

+420 251 108 130

www.czda.cz

DENMARK

DANIDA – DANISH INTERNATIONAL DEVELOPMENT AGENCY

Danida is the agency for development cooperation of the Danish government.

Active areas

Fight against poverty, democracy and human rights, social cohesion, green growth, support for political stability and protection of populations.

Contact:

+45 33 92 00 00

www.um.dk/en/danida-en

ESTONIA

DEVELOPMENT COOPERATION AND HUMANITARIAN AID OF THE MINISTRY OF FOREIGN AFFAIRS

Active areas

Fight against poverty, democracy, good governance, human rights, economic development, sustainable development.

Contact:

+372 6 377 200

www.vm.ee/en/taxonomy/term/55

FINLAND

MINISTRY OF FOREIGN AFFAIRS

Active areas

Democracy, rule of law, environment, fight against poverty, food security, access to drinking water, renewable energies, human rights, rights of women and girls.

Contact:

+358 395 350 000

www.formin.finland.fi

FRANCE

AFD – FRENCH DEVELOPMENT AGENCY

The French Development Agency is France's principal executive agency for the management of development assistance for developing countries and overseas territories. It allocates financing to developing countries and aims to increase its financial commitment by 50% by 2020.

Active areas

Access to drinking water and sanitation, agriculture, education, support for local authorities, environment, energy, health, capacity development of local actors, urban planning.

Contact:

+33 1 53 44 31 31

www.afd.fr

EXPERTISE FRANCE

As an agency of technical experts in development assistance, its mission is in line with French development policy in terms of co-operation, influence and economic diplomacy.

Active areas

Governance, human rights, health, education, agriculture, support for local authorities, climate change, environment, access to drinking water and sanitation, industrial pollution, security and prevention of risks.

Contact:

+33 1 70 82 70 82

www.expertisefrance.fr

GERMANY

GIZ – GERMAN INTERNATIONAL DEVELOPMENT AGENCY

GIZ assists the German government in implementing its actions in the field of development cooperation.

Active areas

Reconstruction, consolidation of democracy and conflict prevention, food security, health and basic education, protection of the environment.

Contact:

+49 228 44 60-0

www.giz.de

ENGAGEMENT GLOBAL

The mission of this non-profit organisation is to support the development of civil society.

Active areas

Support (financial, training and education, consultancy) for civil society with regard to municipalities, institutions and private operators in the area of development policy.

Contact:

+49 228 20 717 0

www.engagement-global.de

GREECE

HELLENIC AID – DIRECTORATE GENERAL OF INTERNATIONAL DEVELOPMENT COOPERATION

Active areas

Fight against organised crime and human trafficking, human rights, environment and tackling climate change.

Contact:

☎ +30 210 368 1000

🌐 www.mfa.gr/en/the-ministry/structure/hellenic-aid.html

HUNGARY

MINISTRY OF FOREIGN AFFAIRS AND TRADE

Active areas

Support for democratisation, support for EU accession countries, governance, health, agriculture, environment, education, access to water.

Contact:

☎ +36 1 458 1000

🌐 www.kormany.hu/en/ministry-of-foreign-affairs-and-trade

ITALY

ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

The Italian Agency for Development Cooperation began operating in January 2016 with the goal of bringing Italy's international commitment more into line with that of its main European partners.

Active areas

Reduction of poverty and inequalities, human rights, gender equality, support for democracy, rule of law.

Contact:

☎ +39 06 3691 6305 / 03

✉ aics.info@esteri.it

🌐 www.agenziacooperazione.gov.it

IRELAND

IRISH AID – DEVELOPMENT COOPERATION PROGRAMME RUN BY THE IRISH DEPARTMENT OF FOREIGN AFFAIRS

Active areas

Fight against hunger, sustainable and inclusive economic growth, governance, human rights.

Contact:

☎ +353 1 408 2000

🌐 www.irishaid.ie

LATVIA

DEPARTMENT OF DEVELOPMENT COOPERATION OF THE LATVIAN MINISTRY OF FOREIGN AFFAIRS

Active areas

Human rights, support for civil society and local authorities, education, gender equality, health, environment, access to drinking water, food security, conflict prevention, governance.

Contact:

☎ +371 67 01 64 17

🌐 www.mfa.gov.lv/en/policy/development-co-operation

LITHUANIA

DEPARTMENT OF DEVELOPMENT COOPERATION OF THE LITHUANIAN MINISTRY OF FOREIGN AFFAIRS

Active areas

Reduction of poverty, sustainable development, security, democracy, stability, human rights, gender equality.

Contact:

☎ +370 706 52985

🌐 www.orangeprojects.lt/en

CENTRAL PROJECT MANAGEMENT AGENCY

This organisation specialises in implementing programmes financed by the EU.

Active areas

EU-financed programmes such as pre-accession, structural funds, special programmes (Schengen Facility, External Borders Fund, etc.), implementation and financial-administrative management of EU Twinning projects.

Contact:

+370 5 249 9230

www.cpva.lt/en/home.html

LUXEMBOURG

LUXDEV – LUXEMBOURG AGENCY FOR DEVELOPMENT COOPERATION

LuxDev focuses on poverty eradication and sustainable development in terms of the social, economic and environmental aspects.

Active areas

Fight against poverty, sustainable economic development, environment.

Contact:

+352 29 58 58 1

www.luxdev.lu/en

MALTA

MINISTRY FOR FOREIGN AFFAIRS

The ministry is responsible for coming up with projects for development and international cooperation and their implementation.

Active areas

Democracy and good governance, migration and asylum, education, human development, health, gender equality, vulnerable populations, climate change, water management, information and communication technologies.

Contact:

+356 21242191

www.foreignaffairs.gov.mt/en

NETHERLANDS

SNV – NETHERLANDS DEVELOPMENT ORGANISATION

SNV is an organisation in the Netherlands working to promote development assistance.

Active areas

Agriculture, renewable energies, water, sanitation.

Contact:

+31 70 3440 244

www.snv.org

POLAND

POLISH AID

Department of Development Cooperation of the Polish Ministry of Foreign Affairs.

Active areas

Fight against hunger, sustainable and inclusive economic growth, governance, human rights.

Contact:

+48 22 523 8402

www.polskapomoc.gov.pl

PORTUGAL

CAMÕES – PORTUGUESE INSTITUTE OF COOPERATION AND LANGUAGE

Camões' mission is to promote economic, social and cultural development and improve the living conditions of populations, with priority being given to Portuguese-speaking countries.

Active areas

Governance, civil society and democracy, education, health, rural development and environment, development of the capacity of local players.

Contact:

+351 213109100

www.instituto-camoes.pt

ROMANIA

ROAID – ROMANIA'S DEVELOPMENT COOPERATION PROGRAMME

RoAid is the Romanian government's programme of development cooperation.

Active areas

Education, governance, aid for stabilisation, humanitarian action, development education.

Contact:

 +40 021 4311605

 www.roaid.ro/en

SLOVAK REPUBLIC

SLOVAKAID – SLOVAKIAN AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION

This body is responsible for the management of development projects under the authority of the Slovakian Ministry of Foreign and European Affairs.

Active areas

Transfer of experiences with regard to political transitions, humanitarian aid, education, reduction of poverty, sustainable development, food security.

Contact:

 +421 2 6820 5011

 www.slovakaid.sk

SLOVENIA

MINISTRY OF FOREIGN AFFAIRS

Active areas

Governance, rule of law, social services, human rights, education, environment, sustainable management of water resources, emancipation of women.

Contact:

 +386 1 478 2000

 www.mzz.gov.si/en

SPAIN


AECID – SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION

This agency is a state department under the Spanish Ministry of Foreign Affairs for cooperation and for Latin America.

Active areas

Humanitarian action, human rights, culture and science, access to drinking water and sanitation, rural development and food security, education, gender equality, environment and climate change, health.

Contact:

 Tél: +34 91 583 81 00

 www.aecid.es


FIIAPP – INTERNATIONAL AND IBERO-AMERICAN FOUNDATION FOR ADMINISTRATION AND PUBLIC POLICIES

The FIIAPP is a public international cooperation entity of the Spanish government.

Active areas

Governance, "green" economy, security and fight against organised crime, justice and transparency, social policies.

Contact:

 +34 91 591 46 08

 www.fiiapp.org

SWEDEN

SIDA – SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

The main mission of SIDA is to eradicate poverty in the world.

Active areas

Democracy and human rights, environment and climate change, gender equality, promotion of economic development, humanitarian aid.

Contact:

+46 8 698 50 00

www.sida.se

ICLD – SWEDISH INTERNATIONAL CENTRE FOR LOCAL DEMOCRACY

The ICLD specialises in the promotion of local democracy.

Active areas

Local institutional building, citizen participation, cooperation with existing institutions and authorities, decentralisation.

Contact:

+46 498 29 91 00

www.icld.se

UNITED KINGDOM

DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

DFID is a governmental department in the UK responsible for actions involving development cooperation and the fight against extreme poverty.

Active areas

Climate change, conflict prevention, education, governance, health, humanitarian aid, stability, fight against sexual violence, empowerment of women and girls, access to drinking water and sanitation.

Contact:

+44 1355 84 3132

www.gov.uk/government/organisations/departments/departments-for-international-development

CROWN AGENTS

As a company specialised in development, Crown Agents works in partnership with governments, development agencies, NGOs and companies in more than 100 countries.

Active areas

Contact:

+44 20 8643 3311

www.crownagents.com

Multilateral organisations

International and Regional Financial Institutions for Development

One of the trends in development assistance financing is to combine and broaden the offer of financial products. The proposed aid is therefore often a package of grants, loans or guarantees and private financing. Financial institutions generally lend to the governments of countries that are members of the institution.



Note

Note In light of the technical constraints, this guide is intended to provide a thorough but by no means exhaustive presentation of the multilateral financial institutions. Therefore, the description below of their spheres of activity focuses mainly on the main areas of urban development, a sector that financial institutions have made a priority. For more information on the many fields in which they are active, we encourage you to visit their websites.

WORLD BANK

The World Bank is the bank of reference in the world of development assistance and its fields of action are quite extensive in their scope¹. It finances many partnership programmes through its 120 national offices in the countries concerned. The bank provides low-interest loans, interest-free credits, and grants to developing countries.

The World Bank launched a 2016-2023 strategy built around gender equality as a central means for spurring change to help alleviate extreme poverty and achieve the Sustainable Development Goals (SDG)².

Areas of operation

Territorial development and tourism transition, modernisation of social policies, support for local communities.

Contact:

+ 1 202 473 1000
www.worldbank.org

AFRICAN DEVELOPMENT BANK (AFDB)

The African Development Bank (AfDB) cooperates with the European Commission, investing in human development and peace and resilience, especially in the fragile States.

Areas of operation

Urban waste, water distribution, emergency intake services, economic growth, safe and affordable mobility.

Contact:

+255 20 26 10 20 (Switchboard)
www.afdb.org

ASIAN DEVELOPMENT BANK (ADB)

The Asian Development Bank (ADB) has been endowed with resources from European countries in order to disburse loans, technical assistance, grants, and capital investments for the promotion of social and economic development in Asia.

Areas of operation

Urban development, sustainable cities, protection of more vulnerable.

Contact:

+63 2 632 4444
www.adb.org

CARIBBEAN DEVELOPMENT BANK (CDB)

The Caribbean Development Bank (CDB) works together with European development agencies to implement projects. European partners may not take out loans from this bank.

Areas of operation

Transparent public institutions that can withstand inspection, local authorities for sustainable development, reduce risks linked to natural hazards, social development.

Contact:

+246 431 1600
www.caribank.org

DEVELOPMENT BANK OF LATIN AMERICA

The Development Bank of Latin America (CAF) finances credit operations, grants non-repayable subsidies and provides financial and technical support to the public sector in Latin America.

Areas of operation

Urban policy, equal rights and institutions and creation of opportunities to reshape growth and development.

Contact:

www.caf.com/en

¹ <http://www.worldbank.org>

² <http://openknowledge.worldbank.org/handle/10986/23425>

EUROPEAN INVESTMENT BANK (EIB)


The European Investment Bank (EIB) is the bank of the European Union. Its financing takes the form of loans, guarantee instruments or microfinance operations. This helps in turn to leverage funds from other sources, in particular the EU budget. To put together funding envelopes, the EU combines its budgetary resources with the EIB's. In addition, the EIB also offers consultancy services with respect to administrative capacity and project management in order to facilitate the implementation of investments.

Although more than 90% of its activity is concentrated within Europe, the EIB supports European external cooperation and development assistance policies as well¹.

Areas of operation

Agriculture/food/sustainable development, urban development, water and sanitation, education, energy, forestry, health, transport.

Contact:

 +352 4379 22000

 www.eib.org

INTER-AMERICAN DEVELOPMENT BANK (IDB)

The Inter-American Development Bank (IDB) is the main source of multilateral financing in Latin America and is active in providing solutions to the challenges of development. It offers loans, grants and technical cooperation.

Areas of operation

Health, education, infrastructure (water, energy, transport), urban development, housing, environment and risk prevention.

Contact:

 +202 623 1000

 www.idb.org

¹ <http://eib.org/projects/regions/index.htm>

United Nations Agencies

The United Nations agencies pool their funds and their areas of expertise with their partners and donors in order to increase their effectiveness in the field. This approach enables them to respect the UN directive calling for better coordinated, more streamlined and responsible action.

THE UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF)

The United Nations Capital Development Fund (UNCDF) offers assistance to the least developed countries (LDC) by providing them with seed capital and technical support for both the public and the private sector. Its action is based on innovative approaches to local governance and microfinance. Its main areas of expertise are inclusive finance – ensuring poor populations have access to financial and non-financial products – and the financing of local development.

Its work in the field of local development finance ensures that people from every background and region can benefit from economic growth. Its efforts are focused towards strengthening public financial management and local revenue, improving the quality of public and private investments and promoting innovations at the local level.

Contact:

+1 212 906 6565

www.uncdf.org



UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

The United Nations Development Programme (UNDP) operates in some 170 countries and territories and is **one of the leading multilateral development organisations working to achieve the eradication of poverty and the reduction of inequalities and exclusion**. UNDP helps countries to draw up development policies, work in partnership, build their institutional capacities and introduce solutions to problems relating to sustainable development, democratic governance, climate and adaptation.

Upholding human rights and empowering women are key components that can be found at the core of all their actions. UNDP strategic plan 2014-2017¹.

UNDP centralises the funds allocated to development aid to maximise the effectiveness of its actions and to streamline how financial resources are used. It works in coordination with other UN agencies and programmes (FAO, ILO, UNAIDS, UNCDF, UNCTAD, UNESCO, UN-HABITAT, UNHCR, UNOPS, UN Women, UNITAR).

It also collaborates with governments, multilateral financial institutions, the private sector, civil society organisations, foundations and local and regional authorities.

UNDP collaboration with local and regional authorities (LRA)

UNDP seeks to develop strategic alliances with European regions and local authorities as part of its ongoing aim to secure even greater decentralised cooperation. The main objective is to mobilise every possible innovative means and facilitate the creation of international, national and local structures in order to induce development policies and ensure good governance at local level.

UNDP has set up two initiatives that involve working together with LRAs:

- **ART INITIATIVE** – Articulation of Territorial Networks

Since 2005, UNDP, through the ART (Articulation of Territorial Networks) Initiative, promotes sustainable human development at the local level by strengthening the capacities of local stakeholders and by facilitating the

sharing of knowledge and expertise. The ART Initiative is also offered as an important entry point to more than 600 decentralized cooperation partners (such as regions, cities, universities) to UNDP and the development system. Furthermore, the Initiative contributes to local economic development while tackling inequality and exclusion and ensuring that development benefits all.

Currently present in more than 20 countries, the UNDP ART initiative applies a territorial approach to development in order to enhance the coherence between the policies and strategies developed and implemented to respond to local, national and global development priorities.

Areas of operation

UNDP ART aims to harness the potential of LRGs and other social and economic actors of the territories as development partners and to promote the principles of development cooperation effectiveness locally, in order to support the implementation of the Sustainable Development Goals at the local level.

Contact:

Johannes Krassnitzer, International Coordinator of the UNDP ART Initiative

✉ johannes.krassnitzer@undp.org

🌐 www.undp.org/eu

- **WACAP** – The World Alliance of Cities Against Poverty

WACAP is a network of municipal authorities created at the initiative of UNDP. It enables its members to exchange experiences, strengthen local means and promote city-to-city cooperation to fight against poverty. Its intention is not to replace associations of cities already in place but to work with them. It gives its members access to the UN agencies' expertise by giving them access to specialists on poverty issues.

Contact:

✉ info@wacapnetwork.org

🌐 www.wacapnetwork.org

¹ http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf?download

UNITED NATIONS POPULATION FUND (UNFPA)

The United Nations Population Fund (UNFPA) is active in the **areas of reproductive health, gender equality and population**. It administers 20 joint programmes or pooled funding mechanisms for the United Nations.

Areas of operation

Promotion of healthy planned pregnancies and implementation of actions that empower women and young people, allowing them to control their own future and thus having a major impact on their lives.

Contact:

+ 1 212 297 5000

www.unfpa.org

UN-HABITAT

UN-Habitat is the United Nations programme dedicated to working towards a better future in an increasingly urban world. Its mission is **to promote sustainable urban development and universal access to decent housing**.

UN-Habitat's specific mandate within the United Nations system tends to make it the entry point for local and regional authorities (LRAs – municipalities, metropolitan areas, regions, provinces and any other level of territorial governments).

This programme finances urban projects in developing countries.

Areas of operation

Legislation, land and urban governance; urban planning and development; urban economy; basic urban services; housing and slum upgrading; risk mitigation and rehabilitation; urban research and capacity development.

UN-HABITAT initiatives and networks of interest to Local and Regional Authorities

- World Urban Campaign (WUC)
The World Urban Campaign is a partnership-based platform set up to promote cities as the backbone underpinning development policies. It is also the partners' platform of Habitat III¹, the 3rd UN conference on housing and sustainable urban development.

www.worldurbancampaign.org

- Global Network on Safer Cities
This is an international platform for cities and urban stakeholders working to prevent crime and improve urban safety.

safer.cities@unhabitat.org

- Urban Legal Network (ULN)
This network was established to encourage the exchange of legal knowledge concerning urban matters.

www.uln.glt.net

Contact:

+254 20 7621234

www.unhabitat.org

UN WOMAN

Created in July 2010, **UN Women advocates for gender equality and the empowerment of women**. This agency stems from the merger of four different UN agencies working on the issues of gender equality and the empowerment of women. UN Women works in partnership with other UN agencies and many partners.

Areas of operation

In 2013, UN Women and United Cities and Local Governments (UCLG) entered into a cooperation agreement to strengthen women's participation at the local level (data collection at local level regarding women's participation in politics, monitoring of local action plans on gender equality, creation of a global observatory).

Contact:

+1 646 781 4400

www.unwomen.org

¹ <http://unabitat.org/habitat-iii>

List of Acronyms

ACP: Africa, Caribbean, Pacific	DG: Directorate General of the European Commission
ACS: Association of Caribbean States	EACEA: Education, Audiovisual and Culture Executive Agency of the European Commission
ADB: Asian Development Bank	ECAS: European Commission Authentication Service, a user-identification website for organisations receiving grants from the European Commission
ADC: Austrian Development Cooperation	ECHO: European Commission's Humanitarian Aid and Civil Protection Department
AECID: Spanish Agency for International Development Cooperation (<i>Agencia Española de Cooperación Internacional para el Desarrollo</i>)	EDF: European Development Fund
AFD: French Development Agency	EEA: European Economic Area – the 28 European Union Member States and Iceland, Liechtenstein and Norway
AfDB: African Development Bank	EIB: European Investment Bank
AMIF: Asylum, Migration and Integration Fund	EIDHR: European Instrument for Democracy and Human Rights
ART: Articulation of Territorial Networks, a human development cooperation initiative of the United Nations Development Programme	EMAS: Eco-Management and Audit Scheme
BTC: Belgian Development Agency	ENI: European Neighbourhood Instrument
CAF: Development Bank of Latin America	ENP: European Neighbourhood Policy
Camões: Portuguese Institute of Cooperation and Language (<i>Instituto da Cooperação e da Língua</i>)	ERDF: European Regional Development Fund
CARICOM: Caribbean Community (15 Caribbean States)	ESF: European Social Fund
CDB: Caribbean Development Bank.	ETC: European Territorial Cooperation
CEB: Council of Europe Development Bank	EU28: The 28 Member States of the European Union
CSO: Civil Society Organisation	FAO: Food and Agriculture Organisation, a United Nations Agency
CSO-LA: Civil Society Organisations and Local Authorities, a thematic programme of the Development Cooperation Instrument	FIIAPP: International and Ibero-American Foundation for Administration and Public Policies
CSR: Corporate Social Responsibility	GIZ: German International Development Agency (Gesellschaft für Internationale Zusammenarbeit)
CZDA: Czech Development Agency	GPG: Global Public Goods, a thematic programme of the Development Cooperation Instrument
DANIDA: Danish International Development Agency	ICLD: International Centre for Local Democracy (Sweden)
DCI: Development Cooperation Instrument	
DEVCO: Directorate General for International Cooperation and Development of the European Commission	
DFID: Department for International Development, a ministerial department of the United Kingdom	

IcSP: Instrument contributing to Stability and Peace

ICT: Information and Communication Technology

IDB: Inter-American Development Bank

ILO: International Labour Organisation

INSC: Instrument for Nuclear Safety Cooperation

Interreg: Abbreviation of Interregional Cooperation Programme

IPA II: Instrument for Pre-Accession Assistance

LIFE: Funding instrument for the environment and programme of the European Commission

LRA: Local and Regional Authorities

LUXDEV: Luxembourg Development Agency

MAC: Madeira, Azores, Canary Islands

NEAR: Directorate General for Neighbourhood and Enlargement Negotiations of the European Commission

OCT: Overseas Countries and Territories

OECS: Organisation of Eastern Caribbean States

OJEU: Official Journal of the European Union

OLAF: European Anti-Fraud Office

OR: Outermost Regions

PADOR: Potential Applicant Data Online Registration (tool used when applying to the European Commission's external cooperation programmes)

PI: Partnership Instrument

PRAG: Procedures and Practical Guide

RoAid: Romania Aid, a development cooperation programme of the Romanian Government (*Programul României de cooperare pentru dezvoltare*)

SDG: Sustainable Development Goals

SIDA: Swedish International Development Cooperation Agency

SNV: Dutch Development Agency

UN: United Nations

UNCDF: United Nations Capital Development Fund

UNCHR: United Nations High Commissioner for Refugees

UNCTAD: United Nations Conference on Trade and Development

UNDP: United Nations Development Programme

UNESCO: United Nations Educational, Scientific and Culture Organisation

UNFPA: United Nations Population Fund

UNITAR: United Nations Institute for Training and Research

UNOPS: United Nations Office for Project Services

WACAP: World Alliance of Cities Against Poverty

WB: World Bank

WBI: Wallonia-Brussels International

WP: Work Packages



PLATFORMA's partners



AFCCRE: French Association of the Council of European Municipalities and Regions
www.afccre.org



AICCRE: Italian Association for the Council of European Municipalities and Regions
www.aiccre.it



AIMF: International Association of Francophone Mayors
www.aimf.asso.fr



AMR: Association of Municipalities from Romania
www.amr.ro



ANCI: National Association of Italian Municipalities
www.anci.it



AUC: Association of Ukrainian Cities
www.auc.org.ua/en



CALM: Congress of Local Authorities from Moldova
www.calm.md



CCRE/CEMR: Council of European Municipalities and Regions
www.ccre.org



CLGF: Commonwealth Local Government Forum
www.clgf.org.uk



CPMR/CRPM: Conference of Peripheral Maritime Regions
www.cpmr.org



CUF: United Cities France
www.cites-unies-france.org



DIBA: Province of Barcelona
www.diba.cat



EEL: Association of Estonian Cities
www.ell.ee



EUSKAL Fondoa: Association of local authorities from the Basque country for international cooperation
www.euskalfondoa.org



FEMP: Spanish Federation of Municipalities and Provinces
www.femp.es

PLATFORMA's network brings together about 30 partners, including local and regional governments, and the associations representing them at the national, European and global level.



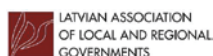
Fons Mallorquí: Majorcan Fund for Solidarity and Cooperation
www.fonsmallorqui.org/ca



Generalitat de Catalunya: Autonomous community of Catalonia
www.gencat.cat



KDZ: Centre for Public Administration Research (Austria)
www.kdz.eu



LALRG: Latvian Association of Local and Regional Governments
www.lps.lv/en



NALAG: National Association of Local Authorities of Georgia
www.nala.ge



Nantes métropole: Nantes Metropolis
www.nantesmetropole.fr



Région PACA: Region of Provence-Alpes-Côte d'Azur
www.regionpaca.fr



Ville de Paris: City of Paris
www.paris.fr



Regione Toscana: Region of Tuscany
www.regione.toscana.it



SMOCR: Union of Towns and Municipalities of the Czech Republic
www.smocr.cz



UCLG/UGL: United Cities and Local Governments
www.uclg.org



VNGi: International Cooperation Agency of the Association of Netherlands Municipalities
www.vng-international.nl



VVSG: Association of Flemish Cities and Municipalities
www.vvsg.be



ZMOS: Association of Towns and Municipalities of Slovakia
www.zmos.sk

HANDBOOK

For a successful project

Tips, warnings, factsheets, contacts... Everything to help European cities and regions making their development cooperation projects a success.



PLATFORMA
The European voice of **Local** and
Regional authorities for development

PLATFORMA

Square de Meeûs, 1
1000 Brussels
Belgium

 www.platforma-dev.eu
 + 32 2 265 09 30
 @Platforma4Dev
 platforma@ccre-cemr.org



With the financial
support of the European
Commission.

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.