



This Programme is funded by the European Union

Workshop

Project development and concept note preparation

Cross-border Cooperation Programme
Bosnia and Herzegovina - Montenegro,
IPA 2014 – 2020





Programme area and Antenna Office location EC response





Indicative financial allocations per year for the 2014-2020

Year	IPA CBC PROGRAMME Bosnia and Herzegovina – Montenegro							Total (EUR)
	2014	2015	2016	2017	2018	2019	2020	2014-2020
CBC Operations (<i>all thematic priorities</i>)	840.000	1.200.000	1.200.000	840.000	1.200.000	1.200.000	1.080.000	7.560.000
Technical Assistance	360.000	0	0	360.000	0	0	120.000	840.000
Total (EUR)	1.200.000	1.200.000	1.200.000	1.200.000	1.200.000	1.200.000	1.200.000	8.400.000



Indicative allocations per thematic priority over the 2014-2020 period and rate of Union contribution

PRIORITIES	IPA CBC Bosnia and Herzegovina - Montenegro 2014-2020			
	Union contribution	Beneficiary/ies co-financing	Total funding	Rate of Union contribution
	(a)	(b)	(c) = (a)+(b)	(d) = (a)/(c)
TP1: Promoting employment, labor mobility and social and cultural inclusion across the border	2.100.000,00	370.588,23	2.470.588,23	85%
TP 2: Protecting the environment, promoting climate change adaptation and mitigation, risk prevention and management	2.940.000,00	518.823,53	3.458.823,53	85%
TP 3: Encouraging tourism and cultural and natural heritage	2.520.000,00	444.705,88	2.964.705,88	85%
P4 : Technical Assistance	840.000,00	0,00	840.000,00	100%
GRAND TOTAL	8.400.000,00	1.334.117,64	9.734.117,64	



Thematic Priorities of the 2014-2020 Programme

- Thematic priority 1: Promoting employment, labour mobility and social and cultural inclusion across the border .

Specific Objective 1.1 : The access to the labour market and the environment for new employment generation are enhanced

1st CfP

Specific Objective 1.2 : Employment opportunities and social inclusion of vulnerable groups are enhanced

- Thematic Priority 2: Protecting the environment, promoting climate change adaptation and mitigation, risk prevention and management

Specific Objective 2.1 : Cross-border coordination and joint actions improve the management and energy efficiency of local water supply, wastewater and solid waste systems, and the protection of environment

Specific Objective 2.2 : Climate change adaptation and mitigation measures and risk prevention and management measures are improved

2nd CfP

- Thematic Priority 3: Encouraging tourism and cultural and natural heritage

Specific Objective 3.1 : The quality and diversification of the tourism offer building on natural and cultural heritage is improved

2nd CfP



Thematic Priorities of the 2014-2020 Programme

Specific Objective 2.1 : Cross-border coordination and joint actions improve the management and energy efficiency of local water supply, wastewater and solid waste systems, and the protection of environment

Indicative list of activities supported:

- Preparation of pre-feasibility studies for developing new or upgrading the existing water supply, wastewater treatment and solid waste collection systems aimed at improving water supply and energy efficiency and reducing wastewater and solid waste pollution at both local and cross-border level;

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- Upgrading of physical facilities and equipment of public utility companies involved in water supply, wastewater treatment and solid waste collection aimed at improving water supply and energy efficiency and reducing water losses and wastewater and solid waste pollution at both local and cross border level;

- Upgrading of procedures and operations of public utility companies involved in water supply, waste water treatment and solid waste collection

- Training and capacity building of local and regional administrations' and public services' and staff;

- Conclusion and implementation of cross-border public private partnerships aimed at promoting and introducing higher environmental protection standards and socially responsible business conduct, including through environmentally friendly pilot projects contributing to the development of the region;

- Public education and information campaigns in cooperation with civil society and media, including but not limited to workshops, public debates, symposia, media campaigns, promotional events and pilot actions in support of applying higher standards in water supply, solid and wastewater management, and nature and biodiversity protection , as well as climate



Thematic Priorities of the 2014-2020 Programme

Specific Objective 3.1: The quality and diversification of the tourism offer building on natural and cultural heritage is improved

Indicative list of activities supported:

- Joint development of new tourism products and services using ICT and other available technologies (e.g. GPS routes, booking system, etc.) – information exchange, networking, structuring, positioning and branding;
- Organization of promotional events and communication and publicity campaigns;
- Exchange and transfer of experiences;
- Training and capacity building in marketing skills of tourism operators;
- Development and implementation of targeted training schemes for existing and would-be tourism employees in less developed tourist areas;
- Small scale works in hospitality infrastructure and procurement of equipment;
- Organization of joint events, symposiums, workshops etc.;
- Specific professional interventions aimed at protection and promotion of cultural heritage and traditions;
- Arrangement of light infrastructure to support the development of key products (e.g. visitor centres, sign posting, and recreational facilities for tourism purposes);
- Restoration and preservation of historical and cultural sites, including access to them.



Workshop goals

Enable potential applicants to develop project idea and fulfil relevant concept note form for CBC Programme BiH and Herzegovina-Montenegro 2014-2020



Agenda

Day I

- Project cycle management (PCM)
- Project development
- Analysis: context, stakeholder, SWOT, problem, goal



Agenda

Day II

- Concept note preparation
- Description of action
- Relevance of the action



Agenda

Day III

- Concept note preparation
- Target groups and beneficiaries
- Added value elements



Expected results:

After the workshop, participants will be able to:

- Understand PCM cycle, and LFA approach
- Develop project idea using LFA approach
- Prepare concept note of the project



Project cycle management:

- In 1992, the EC adopted the Project Cycle Management (PCM) as the primary set of design and management tools based on the LFA approach. Project Cycle Management (PCM)
- It is used to describe management activities and decision-making procedures used during the project cycle (include main duties, roles and responsibilities, main documents and options in decision-making)



Project cycle management:

PCM ensures that projects are:

- In line with long-term goals of the EU and partner countries;
- Relevant fo adopted strategies and problems of target groups and beneficiaries;
- Achievable within the limits imposed by the environment and capacities of the implementer;
- Sustainable



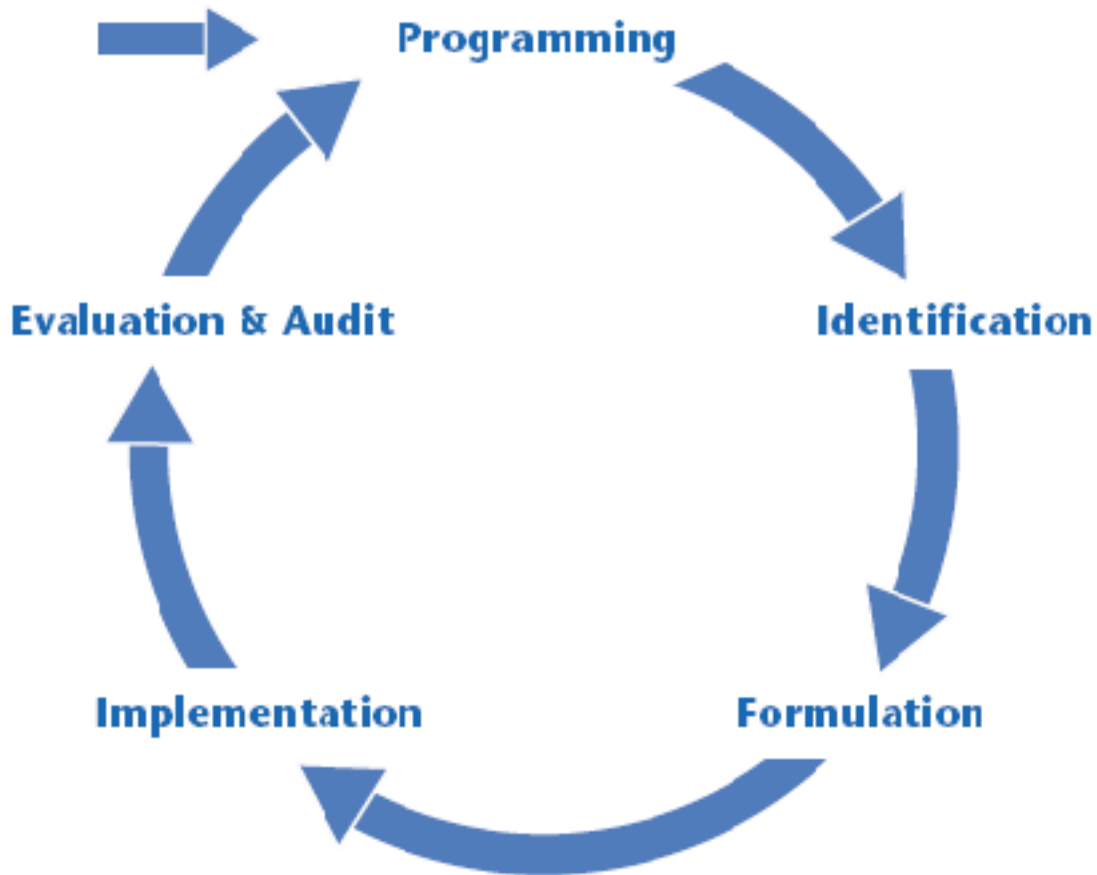
PCM main principles:

There are three main principles in PCM:

- that decision criteria and procedures are defined for each phase in the cycle;
- phases are progressive – each phase must be completed before it switched into the new phase;
- new programming and identification are based on the M&E results as a part of structured process of feedback and institutional learning



PCM phases:





PCM phases:

- PROGRAMMING –what are the development priorities of the partner country and what should EU focus be focused on?
- IDENTIFICATION – whether the concept of the project is relevant to the priority local needs and whether it is consistent with the EU priorities?
- FORMULATION –whether the project is achievable and whether it will provide sustainable benefits?
- IMPLEMENTATION –were the results achieved and whether the resources were used efficiently and effectively? What corrective actions should be taken?
- EVALUATION –are the planned benefits achieved, are they sustainable, and what lessons are learned?
- AUDIT - Are valid laws and rules and criteria of efficiency, effectiveness and cost-effectiveness respected?



LFA approach:

ANALYTICAL PHASE	PLANNING PHASE
1. Context analysis	1. Defining intervention logic
2. Stakeholder analysis	2. Defining risks and assumptions
3. Problem analysis	3. Identification of indicators
4. Objective analysis	4. Preparing the schedule of activities
	5. Preparing budget



Analytical phase:

CONTEXT ANALYSIS

- LEGAL
- INSTITUTIONAL
- POLITICAL



Analytical phase:

TABLE FOR STAKEHOLDER ANALYSIS

Stakeholder (individual, group, institution)	What is their interest for your action ?	How they could participate in the action ?
1.		
2.		
3.		
4.		



Analytical phase:

(SWOT ANALYSIS)

SWOT analysis is a tool used to evaluate the strength of organizations and it involves an analysis of the 4 components :

1. **S**trengths– positive aspects of the organisation
2. **W**eaknesses– negative aspects of the organisation
3. **O**pportunities– external factors that may influence the work of the organisation in positive manner
4. **T**hreats– external factors that may influence the work of the organisation in negative manner



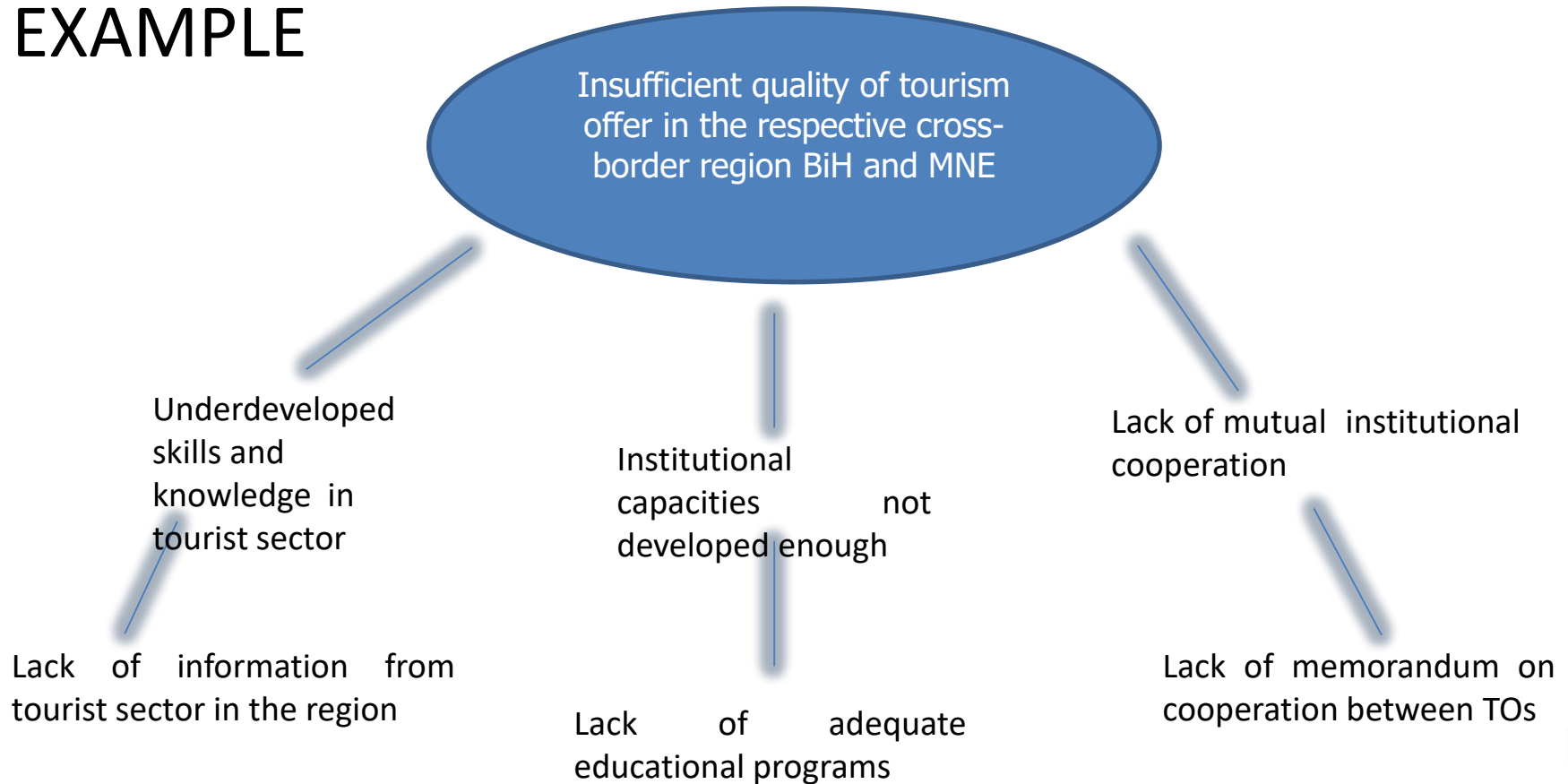
Problem analysis:

1. Identification of the **key problem** of stakeholders
2. Identification of **key causes of the key problem**: what are direct causes of the problem?
3. Identification of **causes of key causes**: what are indirect causes of the key problem?
4. Identification of **consequences** of the key problem



Problem analysis:

EXAMPLE





Problem analysis:

EXAMPLE

No further development of tourism in the CB area

Slower economic development in the CB area

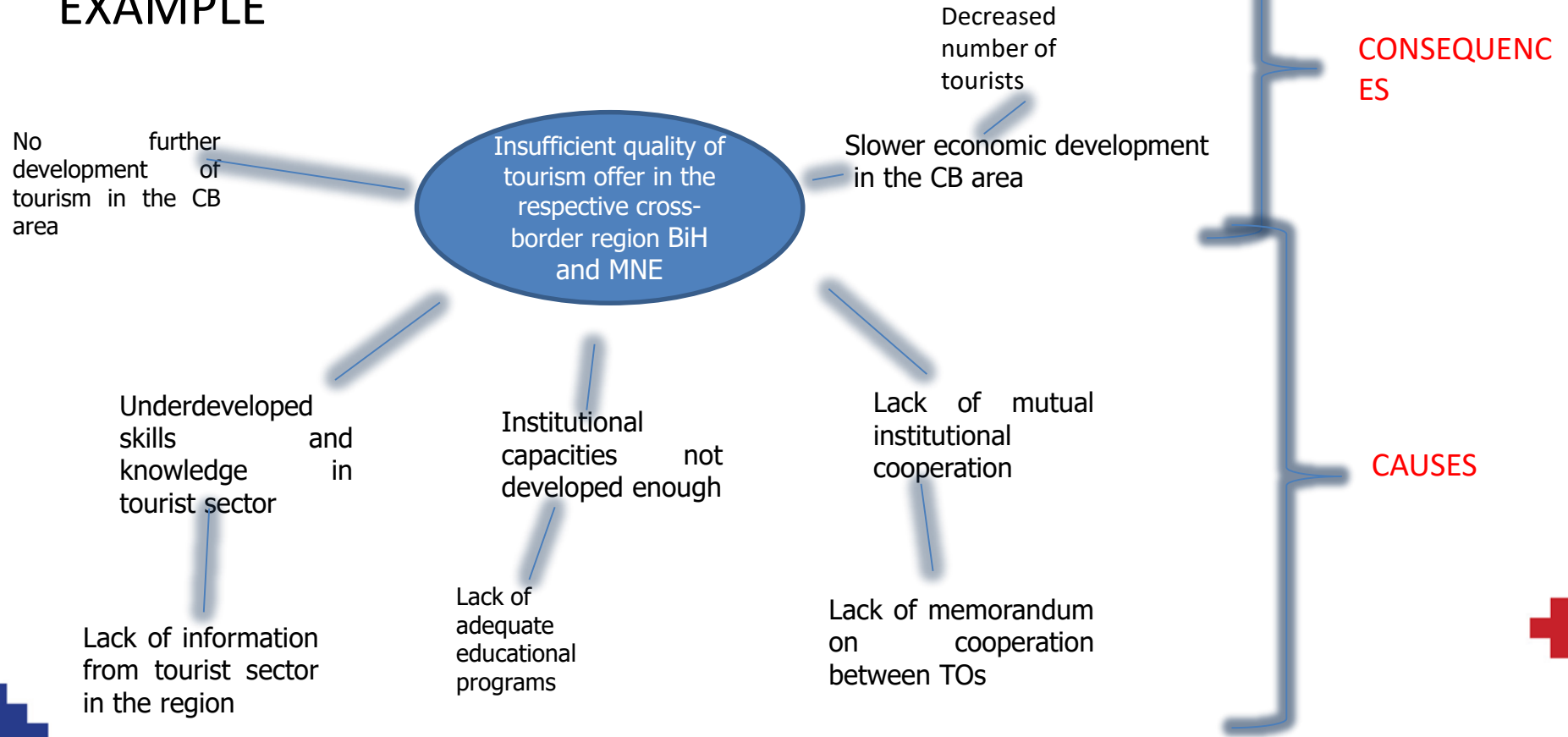
Decreased number of tourists

Insufficient quality of tourism offer in the respective cross-border region BiH and MNE



Problem analysis:

EXAMPLE





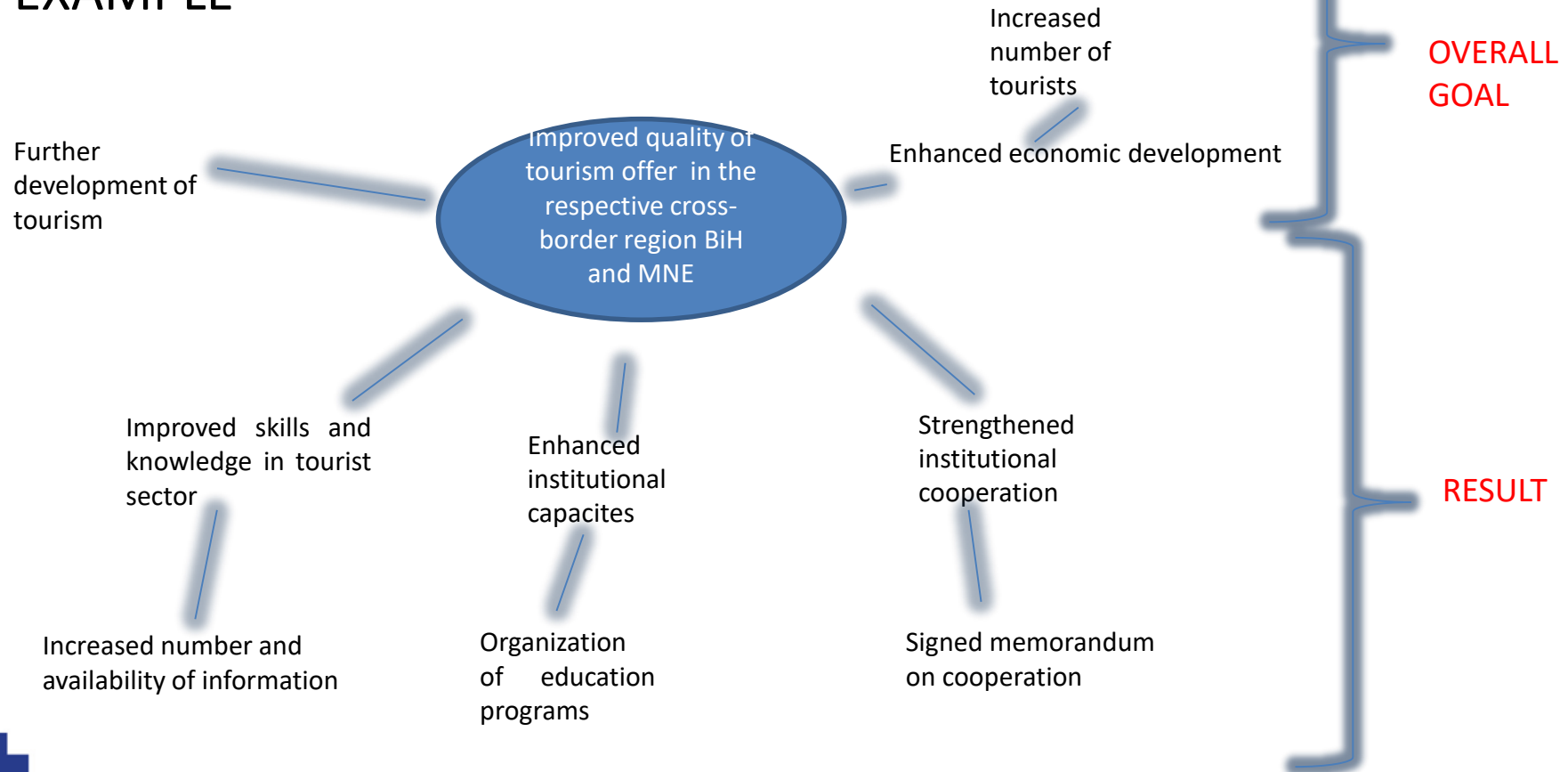
Objective analysis:

PROBLEM TREE	OBJECTIVE TREE
CONSEQUENCES	OVERALL OBJECTIVE
KEY PROBLEM	SPECIFIC OBJECTIVE
KEY CAUSES	RESULTS
CAUSES	ACTIVITIES



Goal analysis:

EXAMPLE





Strategy analysis:

The last step within the analytical phase involves the selection of a strategy or a set of strategies that will be applied within the project and consideration of their feasibility.

The strategy consists of "clusters" of closely related objectives. In analyzing the strategy, we decide which of these "clusters" we will deal with within the project, which will remain beyond its reach.



Project intervention logic:

Project intervention logic is consisted of 4 levels of goal hierarchy

1. Overall objective
2. Specific objective
3. Outcomes
4. Outputs
5. Activities



Overall objective:

- The state that we want to achieve
- Focused on solving the problem
- Understandable
- Realistic

Note: One sentence !



Specific objective:

- It further directs the overall goal
- What we want to achieve at the end of the project



Outcomes:

- Describes the results of your program
- They do not describe the methods to use
- Define the population with which you will work
 - **Specific**
 - **Measurable**
 - **Attainable**
 - **Relevant**
 - **Timed (time framed)**



Activities:

- Concrete steps and measures that will lead to the achievement of the expected results



Concept note preparation:

Content:

- Description of the action
- Relevance of the action
- Added value elements



Description of the action :

Content:

- Fill in the table (**PROJECT INTERVENTION LOGIC**)!
- Give the background to the preparation of the action.
- Explain the objectives of the action given in the table in section 1.1.1
- Describe the key stakeholder groups, their attitudes towards the action and any consultations held.
- Briefly outline the type of activities proposed and specify related expected outputs, outcome(s) and impact including a description of linkages/relationships between activity clusters.
- Outline the broad timeframe of the action and describe any specific factor taken into account



Relevance of the action :

- Describe the relevance of the action to the objective(s) and priority(ies) of the call for proposals.
- Describe the relevance of the action to any specific subthemes/sectors/areas and any other specific requirements stated in the guidelines for applicants, e.g. local ownership etc.
- Describe which of the expected results referred to in the guidelines for applicants will be addressed.



Relevance of the action :

- State clearly the specific pre-project situation in the target country/countries, region(s) and/or sectors (include quantified data analysis where possible).

What is the general situation regarding the project idea in the cross-border region in the project preparation phase? (figures, points, comparative statistics, research results, opinions of experts, testimonies)

- Provide a detailed analysis of the problems to be addressed by the action and how they are interrelated at all levels.

What are the causes of the problem? What are the consequences that will occur if the problem is not resolved?

USE PROBLEM TREE!



Relevance of the action :

- Refer to any significant plans undertaken at national, regional and/or local level relevant to the action and describe how the action will relate to such plans. (**use context analysis**)
- Where the action is the continuation of a previous action, clearly indicate how it is intended to build on the activities/results of this previous action; refer to the main conclusions and recommendations of any evaluations carried out. (**use context analysis**)
- Where the action is part of a larger programme, clearly explain how it fits or is coordinated with that programme or any other planned project. Specify the potential synergies with other initiatives, in particular by the European Commission. (**use context analysis**)



Relevance of the action :

Target groups and beneficiaries

- Give a description of each of the target groups and final beneficiaries (quantified where possible), including selection criteria.
- Identify the needs and constraints of each of the target groups and final beneficiaries.
- Demonstrate the relevance of the proposal to the needs and constraints of the target groups and final beneficiaries.
- Explain any participatory process ensuring participation by the target groups and final beneficiaries.



Relevance of the action :

Particular added value elements

- Indicate any specific added-value elements, e.g. the promotion or consolidation of public-private partnerships, innovation and best practice, or other cross-cutting issues such as environmental issues, promotion of gender equality and equal opportunities, the needs of disabled people, the rights of minorities and the rights of indigenous peoples.



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