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MILANO | ITALY

## Approccio strategico e buona proposta progettuale

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# La matrice di finanziabilità



*Analisi dei programmi di finanziamento e delle altre fonti di finanziamento (non solo UE)*

WORK BREAKDOWN STRUCTURE			
Progetto 1	Attività/tempi	Costi	Risorse disponibili
Progetto 2	Attività/tempi	Costi	Risorse disponibili
Progetto 3	Attività/tempi	Costi	Risorse disponibili

Fonti esterne

Fonti esterne

Fonti esterne



*Analisi dei programmi, call for proposal, vademecum*

Obiettivi strategici

Matrice di finanziabilità

*Implementazione dei progetti-> outputs*

## I 3 step

Finalità strategiche del soggetto beneficiario

PIANO STRATEGICO– master plan

1<sup>st</sup>  
step

- ✓ WBS (contiene i progetti e le attività per implementare il piano strategico) con tempi, costi e risorse disponibili

2<sup>nd</sup>  
step

- ✓ Analisi di finanziabilità: long list e short list di programmi di finanziamento coerenti + altre fonti di finanziamento. Preparazione di tabelle di sintesi sui programmi di finanziamento coerenti

3<sup>rd</sup>  
step

- ✓ Matrice di finanziabilità – per unire le attività della WBS con le fonti di finanziamento (programmi UE + altre fonti)

## 3 tipi di Application Forma



Strutturato

Semi – strutturato

Destrutturato

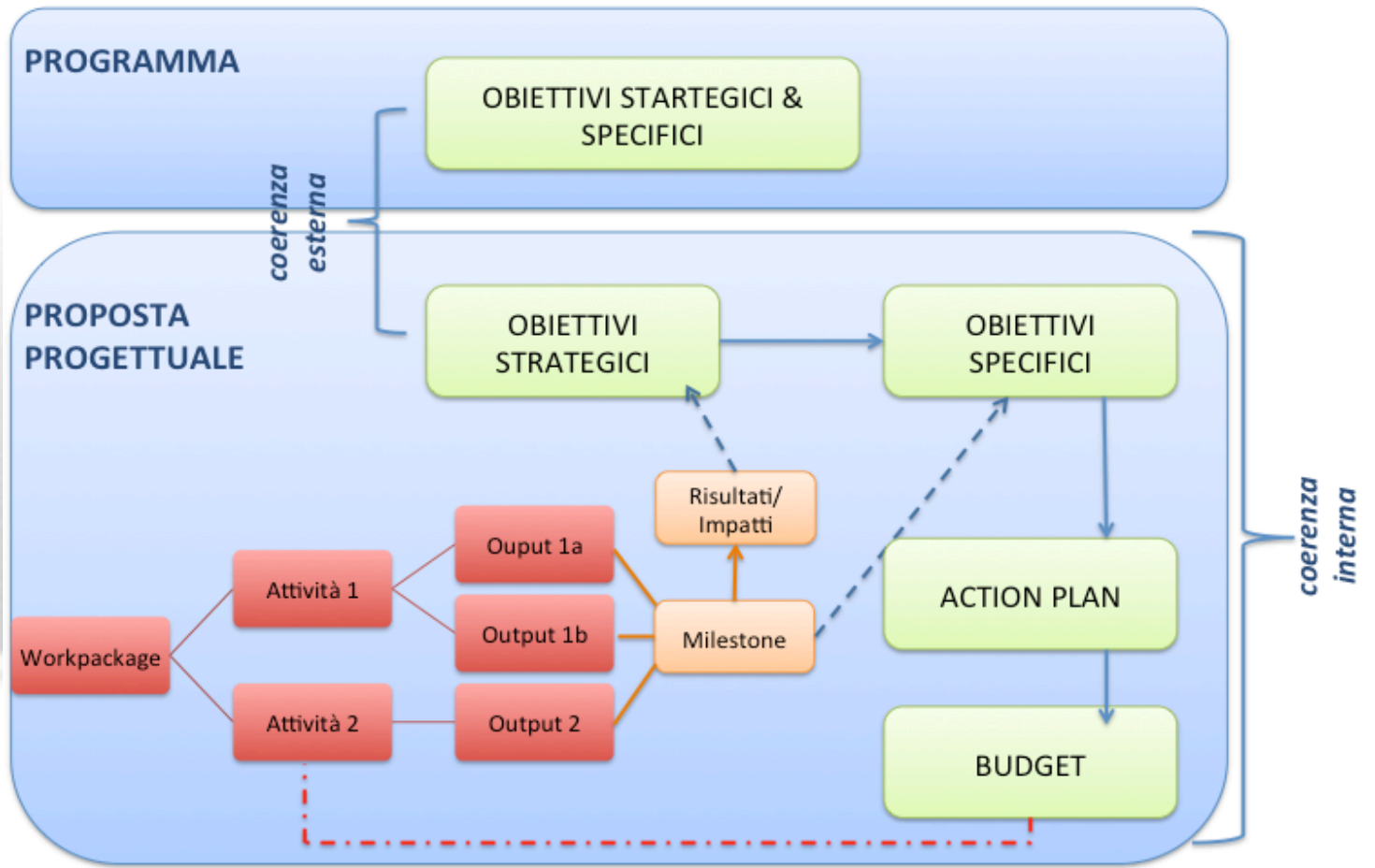
## Application form: 3 livelli di BONTA'

Formale: documentazione, budget, criteri di ammissibilità

Sostanziale: innovazione e coerenza

Estetica: Approccio PM

# bontà sostanziale: il Quadro Logico



## Bontà sostanziale: la partnership



*PROJECT FICHE COULD  
BE USEFUL*

## Project Fiche

1. Nome del progetto, sia in acronimo che per esteso.
2. Nome del programma di finanziamento selezionato (e se necessario indicazione della misura, lotto, ecc).
3. Scadenza per la presentazione delle proposte (indicata dal programma di finanziamento).
4. Link al sito ufficiale del programma, dove è possibile trovare la relativa documentazione.
5. Obiettivi generali e specifici del progetto e motivi di valore. principali output.
6. Action plan indicativo, strutturato per fasi, con una descrizione generale delle principali attività e dei principali output.
7. Durata prevista del progetto



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## Budget e Rendicontazione

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## Co finanziamento

• Un semplice esempio permetterà di comprendere la dinamica del finanziamento e del cofinanziamento. Si ipotizzi un budget articolato secondo le seguenti budget lines (spese ammissibili) e un finanziamento massimo del 50% da parte del programma.

- Personale 300
- Viaggi 100
- Subcontractors 150
- spese generali 50
- Meeting 30
  - di cui disponibilità sala conferenze 10
- piccoli investimenti 70
- **Totale 700**

## Co finanziamento economico

personale	300	Cofin. Ec
viaggi	100	UCP
subcontractors	150	UCP
spese generali	50	Cofin. Ec
meeting	30	UCP (20)
di cui disponibilità sala conferenze	10	Cofin. Ec
piccoli investimenti	70	UCP
<b>Totale</b>	<b>700</b>	
<b>Finanziamento UE</b>	<b>50%</b>	<b>350</b>
<b>Uscita di cassa collegata al progetto (UCP)</b>		<b>340</b>
<b>Costi che non determinano uscita di cassa strettamente collegata al progetto</b>		<b>360</b>

*Valorizzazione fattori produttivi che rappresentano già un costo (e una uscita di cassa) per l'azienda non correlato al progetto.*

*Ovviamente questo è tanto più possibile quanto si adotta un adotta un approccio di tipo strategico e non contingente al progetto*

# Co finanziamento finanziario

personale	400	Cofin. Ec
viaggi	150	UCP
subcontractors	250	UCP
spese generali	50	Cofin. Ec
meeting	30	UCP (20)
di cui disponibilità sala conferenze	10	Cofin. Ec
piccoli investimenti	120	UCP
<b>Totale</b>	<b>1000</b>	
<b>Finanziamento UE</b>	<b>50%</b>	<b>500</b>
<b>Uscita di cassa collegata al progetto (UCP)</b>		<b>520</b>
<b>Costi che non determinano uscita di cassa strettamente collegata al progetto</b>		<b>460</b>

*Quando la valorizzazione dei fattori produttivi interni porta a valori inferiori al cofinanziamento richiesto, è necessaria l'attivazione di un cofinanziamento finanziario*

## Il budget di progetto

FASI	ATTIVITA'	BUDGET	PARTNER	PARTNER	PARTNER	TOTALE
		LINES	1	2	3	
1	1.1	coordinamento	10			10
		personale	80	30	40	150
		viaggi	20			20
		esperti esterni	15	20	10	45
		disseminazione	5			5
		<b>TOTALE</b>	<b>130</b>	<b>50</b>	<b>50</b>	<b>230</b>
	1.2	coordinamento				
		personale				
		viaggi				
		esperti esterni				
		disseminazione				
		<b>TOTALE</b>				

Si suggerisce di partire da un totale “spannometrico” per attività e poi “spalmarlo” per budget line (tipologie di costi ammissibili) e partner. Per prospetti più dettagliati vedere ad esempio l’Annex del libro. Possono essere costituiti da questo prospetto budget come quelli che seguono.

## II budget attività/budget lines/partners

Activities and Parter responsible for		Cost categories	PP1 (LP)	PP2	PP3	PP4	PP5	PP6	PP7	Total
<b>1.1 (PP1)</b>										
Management of the project	Personnel		15.833,33							15.833,33
	Meetings									-
	Travel and accomodation									-
	Extern. expertise (subcontracting)		15.000,00							15.000,00
	Indirect cost		3.166,67							3.166,67
	Total		34.000,00							34.000,00
	Total (check)		34.000,00	0,00	0,00	0,00	0,00	0,00	0,00	34.000,00
<b>2.1 (PP2)</b>										
Methodological Framework of the project	Personnel			2.416,67						2.416,67
	Meetings		416,67							416,67
	Travel and accomodation			500,00	1.666,67	1.666,67	1.666,67	1.666,67	1.666,67	8.833,33
	Extern. expertise (subcontracting)									-
	Indirect cost		83,33	583,33	333,33	333,33	333,33	333,33	333,33	2.333,33
	Total		500,00	3.500,00	2.000,00	2.000,00	2.000,00	2.000,00	2.000,00	14.000,00
	Total (check)		500,00	3.500,00	2.000,00	2.000,00	2.000,00	2.000,00	2.000,00	14.000,00
<b>3.1 (PP5)</b>										
Identification of successful practices	Personnel						20.000,00			20.000,00
	Meetings									-
	Travel and accomodation									-
	Extern. expertise (subcontracting)									-
	Indirect cost						4.000,00			4.000,00
	Total		-	-	-	-	24.000,00	-	-	24.000,00
	Total check		-	-	-	-	24.000,00	-	-	24.000,00
<b>3.2 (PP5)</b>										
Definition of indicators	Personnel						9.583,33			9.583,33
	Meetings									-
	Travel and accomodation									-
	Extern. expertise (subcontracting)									-
	Indirect cost						1.916,67			1.916,67
	Total		0,00	0,00	0,00	0,00	11.500,00	0,00	0,00	11.500,00
	check		0,00	0,00	0,00	0,00	11.500,00	0,00	0,00	11.500,00
<b>3.3 (PP5)</b>										
Project meeting	Personnel						216,67			216,67
	Meetings						200,00			200,00
	Travel and accomodation		1.666,67	1.666,67	1.666,67	1.666,67		1.666,67	1.666,67	10.000,00
	Extern. expertise (subcontracting)									-
	Indirect cost		333,33	333,33	333,33	333,33	83,33	333,33	333,33	2.083,33
	Total		2.000,00	2.000,00	2.000,00	2.000,00	500,00	2.000,00	2.000,00	12.500,00
	check		2.000,00	2.000,00	2.000,00	2.000,00	500,00	2.000,00	2.000,00	12.500,00
<b>4.1 (PP6)</b>										
Methodological framework for foresight activities	Personnel							8.333,33		8.333,33
	Meetings									-
	Travel and accomodation									-
	Extern. expertise (subcontracting)									-
	Indirect cost							1.666,67		1.666,67
	Total		0,00	0,00	0,00	0,00	0,00	10.000,00	0,00	10.000,00
	check		0,00	0,00	0,00	0,00	0,00	10.000,00	0,00	10.000,00
<b>4.2 (PP4)</b>										
Foresight exercise for Hungarian innovative cluster	Personnel				40.833,33			12.500,00		53.333,33
	Meetings									-
	Travel and accomodation									-
	Extern. expertise (subcontracting)				15.000,00					15.000,00
	Indirect cost				8.166,67			2.500,00		10.666,67
	Total		0,00	0,00	0,00	64.000,00	0,00	15.000,00	0,00	79.000,00
	check		0,00	0,00	0,00	64.000,00	0,00	15.000,00	0,00	79.000,00

# Budget per Partners/attività

		PP1 (LP)	PP2	PP3	PP4	PP5	PP6	PP7	
		Province of Reggio Emilia	Bocconi University	Future Agency	Development Regional Agency	Poland	Institut Destree	Sardegna Region	Total
<b>Total budget</b>		85.000,00	80.000,00	75.000,00	70.000,00	40.000,00	80.000,00	60.000,00	490.000,00
<b>VI Framework Grant to the Budget</b>		80.750,00	76.000,00	71.250,00	66.500,00	38.000,00	76.000,00	57.000,00	465.500,00
<i>Cofinancing of contractor</i>		4.250,00	4.000,00	3.750,00	3.500,00	2.000,00	4.000,00	3.000,00	24.500,00
<b>WP 1</b>	Management of the consortium activities (project management)	34.000,00							34.000,00
<b>WP 2</b>	Methodological Framework of the project	500,00	3.500,00	2.000,00	2.000,00	2.000,00	2.000,00	2.000,00	14.000,00
<b>WP 3</b>	Identification of successful practices					24.000,00			24.000,00
	Definition of indicators					11.500,00			11.500,00
	Project meeting	2.000,00	2.000,00	2.000,00	2.000,00	500,00	2.000,00	2.000,00	12.500,00
<b>WP 4</b>	Methodological framework for foresight activities						10.000,00		10.000,00
	Foresight exercise for Hungarian innovative cluster				64.000,00		15.000,00		79.000,00
	Foresight exercise for Brandenburg innovative cluster			66.000,00			15.000,00		81.000,00
	Foresight exercise for Reggio Innovazione	46.500,00	15.000,00						61.500,00
	Foresight exercise for Sardinia innovative cluster		15.000,00					54.000,00	69.000,00
	Comparative analysis		7.500,00				14.000,00		21.500,00
	A proposal for the implementation of the Lisbon strategy at Regional level						20.000,00		20.000,00
<b>WP 5</b>	Map of the main financing schemes		15.000,00						15.000,00
	Business plan for RDT project		20.000,00						20.000,00
<b>WP 6</b>	Dissemination	2.000,00	2.000,00	5.000,00	2.000,00	2.000,00	2.000,00	2.000,00	17.000,00
<b>Total</b>		85.000,00	80.000,00	75.000,00	70.000,00	40.000,00	80.000,00	60.000,00	490.000,00

## Schema per budget lines/partners

	Personnel	Meetings	Travel and accomodation	Extern. expertise (subcontracting)	Indirect cost	Total	Check indirect cost
PP1 (LP)	46.250,00	416,67	3.333,33	25.000,00	10.000,00	85.000,00	10.000,00 ok
PP2	62.833,33	-	3.833,33	-	13.333,33	80.000,00	13.333,33 ok
PP3	43.500,00	2.333,33	3.333,33	16.000,00	9.833,33	75.000,00	9.833,33 ok
PP4	40.833,33	-	5.000,00	15.000,00	9.166,67	70.000,00	9.166,67 ok
PP5	29.800,00	200,00	3.333,33	-	6.666,67	40.000,00	6.666,67 ok
PP6	61.666,67	-	5.000,00	-	13.333,33	80.000,00	13.333,33 ok
PP7	36.666,67	-	5.000,00	10.000,00	8.333,33	60.000,00	8.333,33 ok
<b>Total</b>	<b>321.550,00</b>	<b>2.950,00</b>	<b>28.833,33</b>	<b>66.000,00</b>	<b>70.666,67</b>	<b>490.000,00</b>	



# Prospetti di dettaglio dei costi per compilare tabelle di budget di sintesi per voci di costo

Personale Att. 1.1				
Veronica	giorni	Spiegazione attività svolta	costo lordo giornaliero	costo totale
Manuela	giorni	Spiegazione attività svolta		
Niccolò	giorni	Spiegazione attività svolta		



Per compilazione tabella che segue

**Heading 1.1 - Personnel costs**

N° supp. doc.	Name	Period	Time for the project hours/days (*)	Total salary costs in currency (see B.1.1.b)	productive hours/days per year (see B.1.1.b)	Hourly/Daily rate in currency (see B.1.1.b)	Costs for project in currency	Curr.	exchange rate	Costs for project in €
1	Name & Surname	01/05/2013 30/05/2014	120	50.431,37	220	229,23	27.508,02	EURO	1	27.508,02
2						0,00	0,00			0,00
						0,00	0,00			0,00
<b>TOTAL</b>			<b>120</b>							<b>27.508,02</b>

	Organisation name : EXAMPLE	Expert's name : ME
1	Annual Gros+A640s salary	33.689,00
2	Social security (if not included in 1)	included in 1
3	Employer charges (if not included in 2)	11.117,37
4	Other employer costs (ex group insurances)	5.625,00
5	<b>Total Salary (1+2+3+4)</b>	<b>50.431,37</b>
6	Working days per year	220
5/6	Daily rate	229,23

Example of working days calculation	
Total days in the year	365
Week-end	104
Annual holidays	21
Statutory holidays	15
Illness/other	5
<b>Working days</b>	<b>220</b>
Hours per day	
Working hours	0

This detailed budget helps to calculate the correct gross expenses for internal staff. Internal staff is formed by permanent staff and temporary staff hired for the project. Such forms will be useful for the accountability of the expenses incurred during the management of the project.

# Prospetti di dettaglio dei costi per compilare tabelle di budget

Viaggi Att. 1.1					
Id.	Destinazione	Periodo	Persone	Mezzo di trasporto	Hotel e daily allowance
n.1					
n.2					
n.3					



Per compilazione tabella che segue

**Heading 1.2 - Travel and subsistence expenses necessary to implement the action**

N° document	Expert Name	Travel	Dates	Purpose	Mission costs	Travel (in currency)	Currency	Exchange rate	Travel EUR	Mission costs EUR	Total
1	example : Mr John Smith	London - Brussels - Londen	29-31/03/2009	Kick off meeting	150,00	29,50	GBP	0,68105	43,32	220,25	<b>263,56</b>
									0,00	0,00	<b>0,00</b>
									0,00	0,00	<b>0,00</b>
									0,00	0,00	<b>0,00</b>
									0,00	0,00	<b>0,00</b>
									0,00	0,00	<b>0,00</b>
<b>Total</b>											<b>263,56</b>

SDA

Filling in this table is extremely useful to carefully plan travel expenses. Very often they are roughly calculated.

It has to be noticed that travel costs shall be referred only to internal staff. Travel costs for external experts should be counted in their own contract.

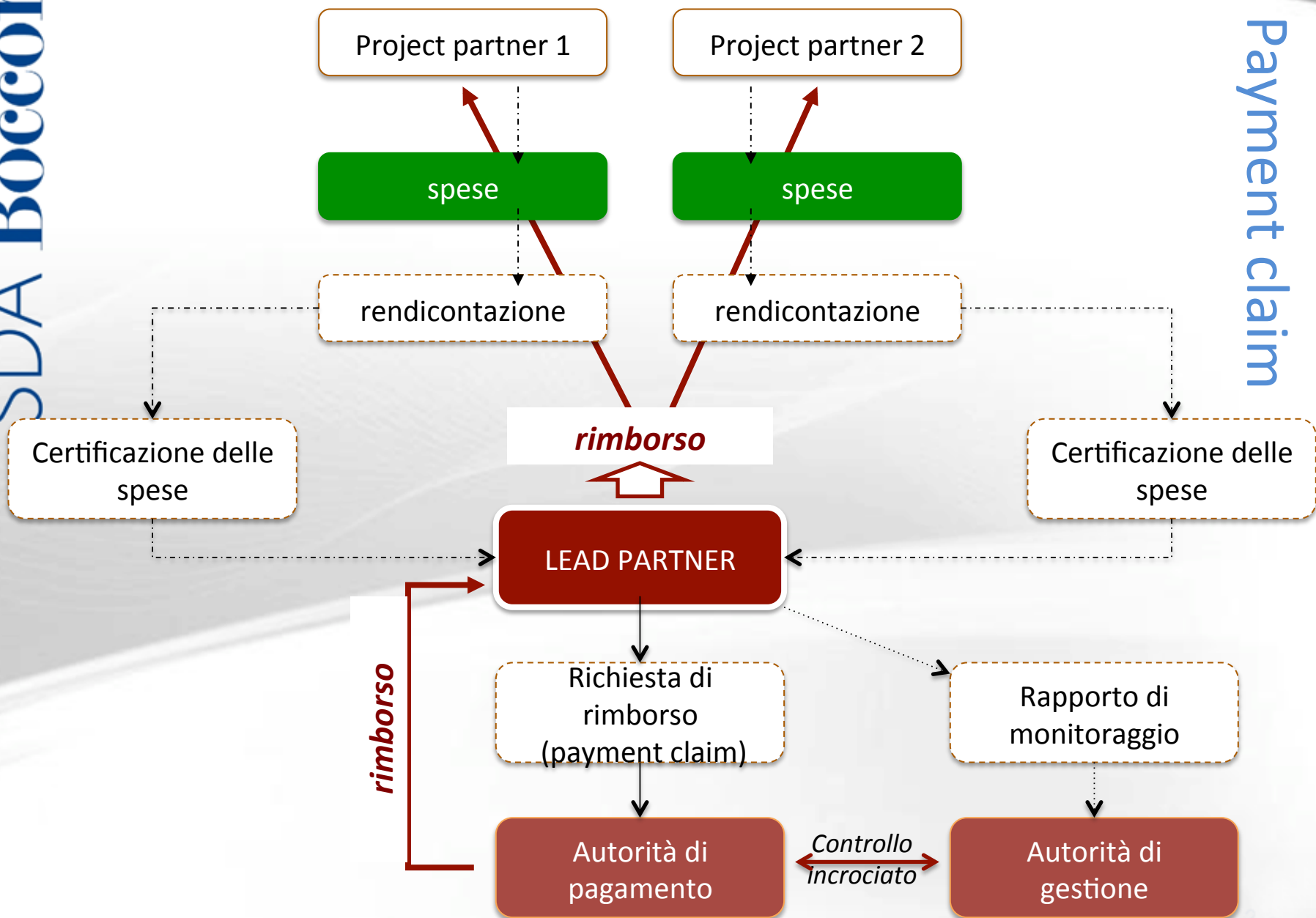
For travel expenses it is preferred to choose train or aircraft, rather than car.

Travel costs should consider also subsistence allowances (hotel, meals, local transport, taxi, bus, subway). Tips are not eligible costs.

## Time sheet

Time sheet di Veronica Vecchi		
Att. 1.1, periodo gennaio – giugno 2013		
8/01	ore	Spiegazione attività svolta
10/01	ore	Spiegazione attività svolta
3/02	ore	Spiegazione attività svolta
5/02	ore	

Time sheet di Veronica Vecchi		
Att. 2.1, periodo gennaio – giugno 2013		
8/01	ore	Spiegazione attività svolta
10/01	ore	Spiegazione attività svolta
3/02	ore	Spiegazione attività svolta
5/02	ore	Spiegazione attività svolta



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## Formulario commentato

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## I. PREPARATION OF THE PROPOSAL

The present document provides guidance on how to complete and submit your proposal.

### I.1. DOCUMENTS NEEDED TO PREPARE THE PROPOSAL

Before sending the proposal, please read carefully the specifications of the call for proposals and the draft grant agreement.

### I.2. LANGUAGE AND FORMAT

- i) The proposal may be submitted in any of the official languages of the European Union.
- ii) The specific submission set available for this call must be used for the application. It can be downloaded from the Europa web site at either of the following addresses:  
<http://ec.europa.eu/enterprise/funding/index.htm>  
<http://ec.europa.eu/enterprise/newsroom/cf/newsbytheme.cfm?displayType=fo&fosubType=p&lang=en>

The submission set may also be requested from the address indicated in section 9 of the call for proposals

- iii) The proposal must be submitted in paper format.
- iv) One original and two copies of the proposal must be placed inside an envelope, which is then placed inside a second envelope.  
  
The address of the authorising department of the Commission must be indicated on this second envelope together with the number and title of this call for proposal. Also the envelope must bear the following note: 'Not to be opened by the internal mail department'. If self-adhesive envelopes are used, they must be sealed with adhesive tape and the sender must sign across this tape.

### I.3. STRUCTURE OF THE PROPOSAL

The proposal shall consist of a questionnaire on the completeness of the proposal and four different sections, as follows:

<b>Cover page</b>	<b>Questionnaire on completeness of proposal</b>
<b>Section A</b>	<b>Information on the applicant lead organisation and the partner organisation(s)</b>
<b>Section B</b>	<b>Evidence of eligibility and capacities</b>
<b>Section C</b>	<b>Description of the project</b>
<b>Section D</b>	<b>Estimated budget</b>

All parts must be completed and submitted at the same time. Proposals should be correctly assembled, with the five different parts clearly separated from one another, with a cover page indicating the different enclosures and numbered pages. If any document is missing, this should be clearly mentioned and justified.

This page is taken from the guidelines for submission. It has to be carefully read. During the reading, it is suggested to prepare a checklist of formal requirements. It will help the final control, before submitting the proposal.

This is an example of a formal requirement.

The guideline shows the proposal structure. Some forms are provided by the application files; others are included in the guidelines; other shall be prepared by the applicant.



## II. QUESTIONNAIRE ON COMPLETENESS OF PROPOSAL

Please fill in the following questionnaire that will help you presenting a complete proposal. Be careful to be as precise as possible as incomplete proposals run the risk of being ineligible.

TIME TABLE			
	Yes/No		Answer
My proposal respects the scheduled start-up date :		Start-up date of proposal:	
My proposal respects the maximum duration of the action		Duration of the action:	
FINANCING			
My budgetary proposal respects the maximum EU co-financing rate in %		My proposed EU co-financing rate in% is:	
My budgetary proposal respects the maximum EU co-financing ceiling in €		My proposed EU co-financing in € is:	
I have duly filled in the budgetary form B/2 providing the sources of co-financing		My co-financing amounts to – in €:	
I have duly filled in the budgetary form B/1 for all costs		My costs amount to – in €:	
I have duly filled in the budgetary form B/1a for staff costs		My costs relating to staff amount to – in €:	
I have duly filled in the budgetary form B/1.3 for subcontracting costs		My costs relating to subcontracting amount to – in €:	
I have provided a co-financing statement of each party co-financing to the operation in their original form		My co-financing partners are:	
		They co-finance the following amounts:	
ELIGIBILITY			
My proposal respects the geographical eligibility		Partners of my proposal are legally established in the following countries:	
My proposal respects the legal status criteria stated in 5.1 of the call		My proposal involves the following number of partners (potential future co-beneficiaries): ?	
My proposal covers legal persons only			
Neither I nor my partners are in any of the exclusion situations (art. 93/94 FR)		I have provided the Form D. Exclusion Criteria Form in its original form for each partner	
I (and my partners) have filled in forms A/1, A/3 and A/4 and signed them		I have provided these forms for each partner in their original form	
My proposal corresponds to the definition of the target organisation (in accordance with section 5 of the call for proposals)		My organisation is/my partner organisations are: (explain how they correspond to the target organisation)	
My proposal is signed, dated and complete, using the standard submission set		I have checked that my proposal includes all forms required	
My proposal is strictly non-profit-making and its immediate objective is non			

This is a typical check list that in some cases is included in the application form.

It has to be filled in and included as cover page of the proposal (as specified by the guidelines).

That check list provided doesn't contain all the formal requirements that have to be followed/ included.

That is the reason why it is suggested to prepare a more detailed check list to be used for the final control before the submission. Your own check list shall not be included in the application.

### III. SECTION A - INFORMATION ON THE APPLICANT LEAD ORGANISATION AND THE PARTNER ORGANISATION(S)

Section A. Information on the applicant lead organisation and the partner organisation(s) of the proposal consist of:

0.	Information on the proposal	<i>mandatory for the applicant lead organisation*</i>
1.	Form A/1: Proposal administrative overview	<i>mandatory for the applicant lead organisation*</i>
2.	Form A/2: Proposal summary	<i>mandatory for the applicant lead organisation*</i>
3.	Form A/3: Lead organisation (co-ordinator) profile	<i>mandatory for the applicant lead organisation*. This form includes the co-financing statement</i>
4.	Form A/4: Partner profile	<i>to be filled in by partner organisation(s)** in case of a consortium application. This form includes the co-financing statement</i>
5.	Form A/5: Financial statement form	<i>mandatory only for private entities</i>
6.	Form C : Co-financing statement form	<i>only to filled in by any co-financing third party***, who is not a partner of the consortium</i>

Guidelines clearly reports the structure of section A. In the next pages, format A/1, A/2, A/3 and C are described.

Information on project proposal (part 0) is the cover sheet of the submission set, above reported.

**1. PROPOSAL OVERVIEW (ONE FORM PER PROJECT)****Contact person for the proposal (coordinator in case of multiple beneficiaries)<sup>2</sup>**

Title (Mr, Mrs, Ms...)	
Usual Family Name	
First Name	
Function	
<b>Address</b>	
PO Box <sup>3</sup>	
Street Name and Number	
Post Code <sup>4</sup>	Cedex <sup>5</sup>
Town/City	
Country Name	
Telephone n° <sup>6</sup>	Fax n° <sup>6</sup>
E-mail	
Internet homepage	

**Proposal abstract (maximum 5 lines)**


Total Eligible Costs (in Euro)	EC Contribution requested	% EC Contribution requested
Duration requested (in months)	Planned start date <sup>7</sup> (DD/MM/YYYY)	

No	Name of Partner	Role and involvement in implementing the proposed project
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

This is Form A/1 and it is the proposal overview. It contains contact details; project abstract; some financial figures (eligible costs and contribution requests); project duration; partners list.

**2. PROPOSAL SUMMARY** (ONE FORM FOR EACH PROJECT)

THIS FORM SHOULD BE ACCOMPANIED BY THE FULL PROPOSAL AND DESCRIPTION OF THE PROJECT/ACTION.  
PLEASE REFER TO THE GUIDE FOR SUBMISSION – CHAPTER V.

**Objectives (maximum 10 lines)**


**Description of the work (maximum 15 lines)**


**Milestones and expected results (maximum 10 lines)**


This is Form A/2 containing the project proposal. The logical framework could help a correct project description.

Here, it is suggested to make clear the link between the program aims and the project objectives. Be careful to make a distinction between strategic and specific objectives.

To effectively describe the work, it is suggested to make a synthesis of the action plan. It could be important to highlight its coherence with the project objectives and thus with the Program aims.

Milestones and expected results could be derived from the action plan. It could be relevant to show the link, from on side, with the action plan, and from the other side, with the Program aims.

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### 3. LEAD ORGANISATION (CO-ORDINATOR) PROFILE/INFORMATION (1 FORM + 2 ANNEXES (LEGAL ENTITY FORM AND FINANCIAL IDENTIFICATION FORM))

Legal Information (legal entity)			
Organisation Legal Name <sup>8</sup>			
Short Name <sup>9</sup>			
Legal Status <sup>10</sup>			
The <u>Legal Entity Form</u> to be found at : <a href="http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm">http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm</a> should be annexed to the present form, duly filled in, signed and accompanied by the appropriate supporting documents.			
Financial Identification			
The Financial Identification Form to be found at : <a href="http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm">http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm</a> , should be duly filled in and signed, and if applicable be accompanied by the relevant bank statement.			
Organisation details			
For private companies, please fill in the financial statement form A/5 <sup>12</sup>		Total yearly revenues/ resources <sup>12</sup>	
Is your Organisation independent <sup>14</sup> ?	Y	N	Number of employees <sup>13</sup>
If No, please indicate name(s) of owner(s) who own 25 % or more or the public authority supervising your organisation			
Business Area <sup>11</sup>			
Internet homepage			
Administrative officer authorised to commit the company/organisation. The power of attorney of this person must be annexed to the form.			
Title (Mr, Mrs, Ms, ...)			
Family Name			
First Name			
Position in the company/organisation			
Telephone n° <sup>6</sup>	Fax n° <sup>6</sup>		
E-mail			
Information concerning participation and involvement <sup>15</sup>			
Amount of funding which the company/ organisation undertakes to provide for the operation (in Euro)			
By which means and when will the co-financing take place?			
Is the co-financing decision irrevocable? (if the answer is "No", please comment)			
Role and involvement in implementing the proposed project			

This is Form A/3 containing the Lead Partner information. Form A/4 has the same structure and it has to be filled in by the project partners (one form for each partner).

It contains administrative and financial information. If the (lead) partner is a private entity, detailed financial information are required (in form A5).

Here the lead partner shall specify the amount of co-financing and how it will be assured (financial or economic).

Finally, it has to be briefly described the role in the project – this is important when the form is filled in by project partners, because it helps to understand the rationale beyond the partnership structure.

<b>Previous contracts</b>							
Have you, previously or currently, submitted <u>this</u> proposal or one similar in content to any Community Programme? <sup>16</sup> .				Y	<input type="checkbox"/>	N	<input type="checkbox"/>
If yes, please give details and indicate the main differences between the present and previous proposals.							
Have you submitted (or do you intend to submit) in the current year a grant application directly or indirectly from a European institution or agency? <sup>16</sup> .				Y	<input type="checkbox"/>	N	<input type="checkbox"/>
If yes, please give the following details; operating grant or action grant - indicate the main differences between the present and previous proposals.							
<b>Programme name</b>	<b>DG</b>	<b>Action Name</b>	<b>Amount (in Euro)</b>	<b>Differences</b>			
Have you during the last three years obtained a Community grants, procurement contracts or loans directly or indirectly from a European institution or agency? <sup>16</sup> .				Y	<input type="checkbox"/>	N	<input type="checkbox"/>
If yes, please give the following details; indicate the main differences between the present and previous proposals.							
<b>Programme name</b>	<b>DG</b>	<b>Action Name</b>	<b>Year</b>	<b>Amount (in Euro)</b>	<b>Differences</b>		
<p>❖ I declare on oath that the above actions do not represent a risk of double funding with the present action.</p> <p>❖ I commit myself to immediately inform the Commission service to which the current Grant Application is addressed of any request for funding submitted to, or approved by other Commission departments or Community Institutions <b>AFTER</b> the submission of the present application, and, if my proposal is accepted, until the request for payment of the balance is submitted. <sup>16</sup>.</p> <p>Only for public bodies – legal status GOV<sup>10</sup> (to be taken out if not applicable):</p> <p>❖ I declare that the financial workflows of the public officials employed in this action are fully under my control and a part of their salary is booked to eligible costs only to carry out activities in addition to our routine activities. <sup>16</sup>.</p> <p>❖ I declare that I have read and accept the rules governing this call for proposal. I certify that the information in this proposal about my company/organisation is accurate and complete and that my company/organisation has agreed to host the applicants mentioned below.</p>							
<b>STAMP OF COMPANY/ ORGANISATION</b>							
<b>DATE OF SIGNATURE</b>							
<b>SIGNATURE OF AUTHORISED PERSON</b>							

This is the second page of format A/4.

It requires to report the following conditions:

- if the same proposal has been submitted to other Community Programs;
- if the lead partner is going to submit other proposal under sectoral or structural funds;
- If the lead partner has already obtained other grants directly or indirectly from the European Union.

**CO-FINANCING STATEMENT FORM**

(TO BE FILLED IN FOR EACH CO-FINANCING THIRD PARTY, WHO IS NOT A PARTNER OF THE CONSORTIUM)

**Information on the Proposal**

Proposal Full Name <sup>1</sup>			
<b>Legal Information (legal entity)</b>			
Organisation Legal Name <sup>8</sup>			
Short Name <sup>9</sup>			
Legal Status <sup>10</sup>		Legal Registration n°	
VAT number			
Business Area			
<b>Registered Address of the legal entity</b>			
PO Box <sup>3</sup>			
Street Name and Number			
Post Code <sup>4</sup>		Cedex <sup>5</sup>	
Town/City			
Country Name			
<b>Information concerning participation and involvement</b>			
Amount of funding which the company/ organisation undertakes to provide for the operation (in Euro)			
How and when will the co-financing take place?			
Is the co-financing decision irrevocable? (if the answer is "No", please comment)			
<b>Administrative officer authorised to commit the company/organisation</b>			
Title (Dr, Prof., ...)			
Family Name			
First Name			
Position in company/ organisation			
Telephone n° <sup>6</sup>		Fax n° <sup>6</sup>	
E-mail			
<b>STAMP OF COMPANY/ ORGANISATION</b>			
<b>DATE OF SIGNATURE</b>		<b>SIGNATURE OF AUTHORISED PERSON</b>	

Format C, co-financing statement, must be filled in only by financing third parties.

Projects could be supported by external parties, whose role is merely to provide additional resources.

The co-financing statement for the lead partner and other partners is part of form A/3 (or A/4).

## IV. SECTION B - EVIDENCE OF ELIGIBILITY AND SELECTION

Section B of the proposal will be made up of the following documents, where applicable.

1. Official proof of the organisation's legal status
2. Financial identification form
3. Standard Form concerning the Exclusion criteria
4. Evidence in relation to the financial capacity to complete the proposed action
5. External audit report
6. Evidence in relation to the operational capacity to complete the proposed action

These documents can be downloaded from the link available on the guidelines and submission set (A/3 or A/4).

It is included in the submission set

Evidences about the financial capability shall be given through:

1. Form A/5 – only for private entities
2. For all entities (to be included in section B): annual accounts for the last financial year; to reinforce financial capability a guarantee could be provided.
3. An external audit report about financial capability is required for grants exceeding 100.00 euro.

Public bodies (art. 43 Commission Regulation n. 2342/2002) generally are not required to demonstrate their financial capability and to provide audit report.

Evidences about the operational capability shall be given through:

1. CV of the staff
2. Professional references and details of past similar projects (a table with the main features of the projects managed could help).



## V. SECTION C - DESCRIPTION OF THE PROJECT AND EXPECTED RESULTS

Proposals submitted must follow the following structure, and should be attached to form A/2 of the submission set.

### V.1. OBJECTIVES (MAXIMUM 1 PAGE)

Describe the objectives of the project, which shall be consistent with the aim of the call for proposals. See point 2 of the call.

### V.2. JUSTIFICATION (MAXIMUM 3 PAGES)

Please provide the following information:

- (a) identification of perceived needs and constraints in the target groups;
- (b) list of target groups with an estimate of the anticipated number of direct and indirect beneficiaries;
- (c) reasons for the selection of the target groups and activities;
- (d) relevance of the project to the target groups;
- (e) relevance of the project to the objectives of the programme;
- (f) relevance of the project to the priorities of the programme.

This section is the core of the proposal and it refers to the “intrinsic quality”.

The guidelines list the main paragraphs to be prepared , specifying the maximum length of each section.

To describe the objectives, it is possible to start from what written above (form A/2).

Justification section is referred to the needs of target groups, who will benefit from the projects outputs and results. A SWOT (strengths, weaknesses, opportunities and threats) analysis could help to punt in light the weaknesses the project shall address. These weaknesses could be better analyzed through a problems tree. To select target groups it could be useful to check target groups and beneficiaries of the program.

To answer to letter e) and f) logical framework could be useful.

### V.3. DETAILED DESCRIPTION OF ACTIVITIES (MAXIMUM 9 PAGES)

Please include a detailed description of each activity. In this respect, the detailed description of activities must not be confused with the plan of action.

### V.4. METHODOLOGY (MAXIMUM 4 PAGES)

Please include a detailed description of:

- (a) methods of implementation;
- (b) reasons for the proposed methodology;
- (c) how the project intends to build on a previous project or previous activities (where applicable);
- (d) procedures for internal evaluation;
- (e) level of involvement and activity of other participants in the project;
- (f) role of each participant;
- (g) team proposed for implementation of the project

The composition of the team, which will be implementing the project must be properly described. Team staff should be singled out by function (E.g. project managers, administrator, secretary, external consultant, expert, technical assistant).

For each member of the staff, it should be indicated whether they are "internal staff" or "external staff".

"Internal staff" are individuals directly employed by the applicant or partner organisation(s).

"External staff" are external consultants, experts, interim personnel etc. For external staff, indication should be given on the way of their selection (e.g. through a call for tender). The specific tasks which will be allocated to each function should be listed.

**Methodology shall include the ways in which the project will be implemented (also the rational beyond the methodologies selected is important).**

**With reference to letter c), the EU appreciates when funds are allocated on initiatives well rooted in past experiences. If applicable, it is suggested to briefly describe them.**

**With reference to letter d), it is suggested to include quality procedures and control mechanism.**

**With reference to letter g), it could be useful to include a organizational breakdown structure (refer to project management tools for details).**

To provide a detailed description of activities it is suggested to prepare a sheet for each workpackage (WP) in which to describe:

- 1) WP name
- 2) WP specific objectives
- 3) Length
- 4) Description of the activities
- 5) Output
- 6) Milestones
- 7) Budget
- 8) Partners involved

## V.5. DURATION AND PLAN OF ACTION

Please indicate the duration of the project in months.

The indicative plan of action should not mention actual dates, but should start with “month 1”, “month 2”, etc. Applicants are advised to foresee a security margin in the proposed plan of action.

The plan of action should not contain detailed descriptions of activities, but only their titles (please ensure that these match the titles listed in relevant section above).

## V.6. ESTIMATED IMPACT ON TARGET GROUPS (MAXIMUM 2 PAGES)

Please include information on how the project will improve

- the situation of the target groups and
- the managerial and technical capacities of the target groups or the participants (where applicable).

## V.7. PUBLICATIONS AND OTHER OUTPUTS (MAXIMUM 1 PAGE)

Please be specific and quantify outputs as much as possible.

## V.8. MULTIPLIER EFFECTS (MAXIMUM 1 PAGE)

Please describe the possibilities for replication and extension of project outcomes.

## V.9. SUSTAINABILITY (MAXIMUM 3 PAGES)

Please distinguish between the following aspects of sustainability:

- financial** sustainability (*How will the activities be financed after the EU funding ends?*)
- institutional** sustainability (*Will structures allowing the activities to continue be in place at the end of the present project? Will there be local “ownership” of project outcomes?*)
- political** sustainability (where applicable) (*What will be the structural impact of the project – e.g. will it lead to improved legislation, codes of conduct, methods, etc?*)

This section is very important: the EU aim is to fund projects able to generate outputs and practices useful also for other organizations.

To describe duration and plan of action a GANTT and a WBS could be useful.

Here it could be useful to include a table with information on target groups (described above); outputs and results that could be generated by the project for each of them. With reference to letter b), it could worthy to note that EU funded projects management could be useful to improve managerial skills of the team and also to stimulate a cross fertilization among partners

Here a list of outputs could prove useful. An attempt to classify outputs on the basis of their features could help.

This section calls the importance to submit projects not only aimed at solve specific problems, but rather pilot initiatives that can be continued after the term of the EU grant.

## VI. SECTION D - ESTIMATED BUDGET / FINANCIAL GUIDELINES

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### 1. Forms B/1 and B/2 Summary Forward Budget:

- Expenditure Summary Sheet
- Financing Plan Summary Sheet

2. Form B/1 Individual expenditure sheet
3. Form B/1.1a Internal Staff Sheet
4. Form B/1.1b Working Days Sheet
5. Form B/1.2a Travel and Subsistence Sheet
6. Form B/1.2b Equipment Sheet
7. Form B/1.2c Consumables Sheet
8. Form B/1.2d Other costs Sheet
9. Form B/1.3 Sub-contracting sheet

The selected application form already includes a detailed excel file to be filled in. This section shall comment it.

The proposed budget structure represents also a good example to follow when the Management Authority doesn't provide any scheme.

Please note that above forms (all sheets) will form an integral part of the draft Grant Agreement.

Please start by filling in forms B/1.1a to form B/1.3 in the excel file. The expenditure indicated in the forms B/1.1a to B/1.3 will be summarised automatically in form B/1.

Past experience from audits has shown that beneficiaries had often an erroneous understanding of how the amount of costs eligible for European Union co-funding has to be calculated. As a consequence the actual EU co-financing was often significantly lower than expected when preparing and agreeing the forward budget for the project. Very serious problems have been experienced in cases where grant beneficiaries used services supplied by third parties to perform the project and where the corresponding costs were not eligible for co-funding because the sub-contracting was not explicitly mentioned in the grant agreement (this concerns ALL services acquired from third parties from catering to work of consultants). In order to avoid these problems the forward budget has to be established starting with detailed information about the different envisaged costs and using the same approach for calculating the planned amount of eligible costs that has to be used later for calculation of the eligible costs actually incurred.

This detailed budget, although referred to a specific program, could be useful to understand practically the main rules to calculate the eligibility of expenses.

**Heading 1.1 - Personnel costs**

N° supp. doc.	Name	Period	Time for the project hours/days (*)	Total salary costs in currency (see B.1.1.b)	productive hours/days per year (see B.1.1.b)	Hourly/Daily rate in currency (see B.1.1.b)	Costs for project in currency	Curr.	exchange rate	Costs for project in €
1	Name & Surname	01/05/2013 30/05/2014	120	50.431,37	220	229,23	27.508,02	EURO	1	27.508,02
2						0,00	0,00			0,00
						0,00	0,00			0,00
<b>TOTAL</b>			<b>120</b>							<b>27.508,02</b>

	<b>Organisation name : EXAMPLE</b>	<b>Expert's name : ME</b>
1	<b>Annual Gros+A640s salary</b>	33.689,00
2	Social security (if not included in 1)	included in 1
3	Employer charges (if not included in 2)	11.117,37
4	Other employer costs (ex group insurances)	5.625,00
5	<b>Total Salary (1+2+3+4)</b>	<b>50.431,37</b>
6	Working days per year	220
5/6	Daily rate	229,23

<b>Example of working days calculation</b>	
Total days in the year	365
Week-end	104
Annual holidays	21
Statutory holidays	15
Illness/other	5
<b>Working days</b>	<b>220</b>
Hours per day	
Working hours	0

This detailed budget helps to calculate the correct gross expenses for internal staff. Internal staff is formed by permanent staff and temporary staff hired for the project. Such forms will be useful for the accountability of the expenses incurred during the management of the project.

### Heading 1.2 - Travel and subsistence expenses necessary to implement the action

N° document	Expert Name	Travel	Dates	Purpose	Mission costs	Travel (in currency)	Currency	Exchange rate	Travel EUR	Mission costs EUR	Total
1	example : Mr John Smith	London - Brussels - Londen	29-31/03/2009	Kick off meeting	150,00	29,50	GBP	0,68105	43,32	220,25	263,56
									0,00	0,00	0,00
									0,00	0,00	0,00
									0,00	0,00	0,00
									0,00	0,00	0,00
									0,00	0,00	0,00
<b>Total</b>											<b>263,56</b>

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Filling in this table is extremely useful to carefully plan travel expenses. Very often they are roughly calculated.

It has to be noticed that travel costs shall be referred only to internal staff. Travel costs for external experts should be counted in their own contract.

For travel expenses it is preferred to choose train or aircraft, rather than car.

Travel costs should consider also subsistence allowances (hotel, meals, local transport, taxi, bus, subway). Tips are not eligible costs.

## Heading 1.2 - Equipment

N° supp. doc.	Description equipment	Cost in currency (*)	# months used for the project	Depreciation # months	Total in charge for project in currency	Currency	Exchange rate -> €	Total in €
5	Example : Machine x	4.000,00	10	36	1.111,11	GBP	0,6815	1.630,39
		4000	10	10	4.000,00	EUR	1	4.000,00
					0,00			0,00
					0,00			0,00
					0,00			0,00

Total for the period

5630,39

Generally only equipment that are strictly necessary for the implementation of the project could be included in the budget. Thus, computers and other office materials are not eligible. Their cost could be covered through indirect costs. However, in case of equipment purchase only the portion of the equipment's depreciation corresponding to the project duration can be included as eligible cost. This is the formula to be applied:

Equipment costs = purchase value \* depreciation rate (according to tax rules) \* (duration of project / life time) \* rate of use in the project

In case of rent, the cost could be fully eligible (but only if the equipment rented is fully used over the project).

## Heading 1.2 - Consumables

N° supp. doc.	Description consumable	# of units	unit price (*)	Total in currency (*)	Currency	Exchange rate -> €	Total in €
6	example: CD	1.000,00	2,7	2.700,00	GBP	0,6815	3.961,85
				0,00			0,00
				0,00			0,00
				0,00			0,00

Total for the period 3961,85

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Consumables (leaflets, gadgets...) could be eligible if coherent with the project.  
Consumables should be carefully listed using the above table.

### VI.5. ELIGIBLE INDIRECT COSTS (ADMINISTRATIVE COSTS)

A flat-rate amount, not exceeding 7% of the eligible direct costs of the action, is eligible under indirect costs, representing the beneficiary's general administrative costs which can be regarded as chargeable to the action/project. This amount which will show under the heading "2. Indirect costs" is calculated automatically to the percentage allowed under the present call.

Indirect costs (or "overheads") are defined as costs which are **not identifiable as specific costs directly linked to performance of the action** which can be booked to it direct, but which can be identified and justified by the beneficiary using his accounting system as having been incurred in connection with the eligible direct costs for the action. **They may not include any eligible direct costs.**

Overheads comprise costs connected with infrastructures and the general operation of the organisation such as hiring or depreciation of buildings and plant, water/gas/electricity, maintenance, insurance, supplies and petty office equipment, communication and connection

Indirect costs could be calculated by applying a flat rate of maximum 7% on direct costs.



Name of Beneficiary 1 Lead Partner/Coordinator

### Heading 1.3 - SUBCONTRACTING TO CONSULTANTS / SERVICE PROVIDERS

The below text may be copied as many times as possible

*Note that the beneficiary has to have the necessary capacity to perform the project. Only tasks that are not core business can be sub contracted to consultants.*

The below text may be copied as many times as possible	<i>Note that the beneficiary has to have the necessary capacity to perform the project. Only tasks that are not core business can be sub contracted to consultants.</i>	<b>Estimated costs of the work of the consultant per day</b>	<b>N° of days foreseen for the project</b>	<b>Total costs for the consultant = n° of days foreseen for the project * daily fee charged and paid</b>
1. Name				
2. Tasks				
3. Explain why tasks are not core business				
4. Tasks explicitly mentioned as subcontracted in the technical annex to the grant agreement?				
5. Consultant has to be chosen after a call for tender ?				
6. Is the consultant owner, shareholder or manager of the beneficiary or has a close personal link with the beneficiary?				
7. If "Yes" please explain relationship in detail				
<b>Total for contract 1</b>		<b>600</b>	<b>200</b>	<b>120.000</b>

Subcontracting costs are eligible only if referred to specific and non core activities.

Costs for subcontracting shall be duly listed. The subcontractor may result from a tender (formal or informal). Generally, if the amount is limited, three offers could be requested to potential providers. The selection must be run on the basis of value for money criteria. The selection shall be performed when the project commences, after the grant award.

In the above table general information about subcontracting shall be included: name/activity; tasks; why it is not core business; amount; procedures to be applied for the procurement.

## Forward budget

Consolidated expenditure summary sheet	Costs (EUR)
<b>1.1 Beneficiaries' own staff personnel costs **</b>	<b>289.053,47</b>
<b>1.2. Other costs</b>	<b>13.817,65</b>
<i>Travel and subsistence expenses</i>	263,56
<i>Equipment</i>	5.630,39
<i>Consumables and supplies</i>	3.961,85
<i>Miscellaneous</i>	3.961,85
<b>1.3. Services subcontracted</b>	<b>120.000,00</b>
<b>1. Total direct costs (1.1 + 1.2 + 1.3)</b>	<b>422871,13</b>
<b>2. Indirect costs***</b>	<b>29600,98</b>
<b>3. TOTAL ELIGIBLE COSTS (1 + 2)</b>	<b>452472,11</b>
<b>4. NON ELIGIBLE COSTS</b>	0,00
<b>5. Contributions in kind</b>	1000000,00
<b>TOTAL COSTS FOR THE BENEFICIARY (3 + 4 + 5)</b>	<b>1452472,11</b>

This table is form B/1 and it is generated automatically. It provides a synthesis of the direct and indirect eligible costs. They form the eligible costs. In that specific program, contribution in kind could be declared but it doesn't represent an eligible cost.

**Contributions in kind** are contributions provided to the applicant by a third party free of charge, such as voluntary work or the use of equipment. Contributions in kind **do not therefore involve any expenditure for the beneficiary and are not entered in his accounts**. The use by the beneficiary of his own staff or equipment for the purposes of implementing the action does not represent a contribution in kind since this use constitutes a cost for the beneficiary and may consequently constitute a direct (or indirect) cost of the action. If the beneficiary intends to meet this cost himself it counts as self-financing out of own resources.

Financing plan	Revenues	Amount EUR	Percentage of eligible costs %	
<b>Co-financing by the applicant (1)+(2)</b>		<b>total</b>	<b>100000</b>	<b>23%</b>
Monetary contribution (1)			100000	6,96%
Own resources (2)				0,00%
<b>Other third party co-financers* (please specify below)</b>		<b>total</b>	<b>0</b>	<b>0,00%</b>
<i>Name</i>				
1.				0,00%
2.				0,00%
3.				0,00%
...				
<b>Contribution requested from the Commission</b>		<b>total</b>	<b>337755,3</b>	<b>77,16%</b>
DG Enterprise			337755,3	23,49%
				0,00%
				0,00%
<b>Direct revenues expected from the operation (please specify below)</b>		<b>total</b>	<b>0</b>	<b>0,00%</b>
Participants				0,00%
				0,00%
				0,00%
<b>Estimated bank interest generated by the grant requested over the period of implementation of the action</b>		<b>total</b>		<b>0,00%</b>
<b>SUBTOTAL ELIGIBLE REVENUES</b>			<b>437755,3</b>	<b>100,00%</b>
Value of contributions in kind		<b>total</b>	1000000	Balance check
Contribution allocated to the other non-eligible costs		<b>total</b>		-14716,80
<b>OVERALL TOTAL</b>			<b>1437755</b>	

This table is the form B/2 and it contains a summary of the “resources”: partners co-financing (financial and economic); revenues generated by the project; EU contribution; third parties co-financing. Contribution in kind are not considered “sources”.

EU contribution shall be calculated by applying the rules stated in the program (maximum percentage and in some cases maximum amount)