@LIS - ALliance for the Information Society Support for
the Participation to @LIS Pilot & Demonstration Projects

@LEASY

HANDS-ON GUIDE FOR THE PREPARATION OF PROPOSALS TO THE CALL FOR PROPOSALS FOR @LIS DEMOSNSTRATION PROJECTS

Association for the Promotion of the Information Society between Europe and Latin America

INDICE

1. INTRODUCTION

If you wish to submit a project proposal to the Call for Proposals for Demonstration Projects, you should follow the indications rigorously and fulfil the forms included in the Guidelines for Applicants and Annexes that have been published by the European Commission in their address of Internet:

http://europa.eu.int/comm/europeaid/projects/alis/participation_en.htm

This manual of help for preparation of proposals, in any way substitutes the Guidelines above mentioned. Its objective is to provide recommendations and orientations that help you in the preparation of proposals.

APISEL wants to make clear that all recommendations and orientations picked up in this document only reflect experts of APISEL' opinions based on their wide experience in the formulation of projects financed by the European Commission and in any case correspond them to recommendations or official E C opinions.

While you are formulating the proposal of a demonstration project, it is important to bear in mind that the aim of the European Commission with @LIS Program is to extend the advantages of the Information Society to citizens from Latin America, reducing the digital breach that divides those who have access to the new technologies of information and those who are excluded of them.

So, you should keep in mind that the final objective of @LIS Program is to improve quality of life of Latin American citizens and not the promotion of the scientific and technique excellence.

Another issue to bear in mind is that Demonstration Projects, are only one of the three action lines under @LIS Program. @LIS Program envisages the following work lines:

- Activities to foster an open dialogue among all actors linked to Information Society;
- Activities to encourage the interconnections among the research communities of both regions;
- Demonstration projects targeting four high-priority thematic applications: e-local governance, e-learning, e-public health, e-inclusion.

Keep in mind that documentation to be submitted to the EC is too large and you should duly plan the necessary time to prepare all information correctly.

Finally, our recommendation is that you should print Guidelines for Applicants and Annexes published by the EC, take enough time to read them and later on read the recommendations in this manual.

The Guidelines for Applicants and Annexes are composed by the following documents and our recommendations will follow the same order:

- Guidelines for Applicants of the Call for Proposals of Projects of Demonstration 2002
- Grant application form.
- Budget
- Logical Framework
- Evaluation Grids
- Acknowledgement of receipt
- Daily Allowance rates
- Standard Contract
- Check list

If after reading this Guide for Applicants, and the @LEASY Manual, you have any doubt regarding contractual or procedure issues, you may send a mail to jose-ramon.ruiz-gonzalez@cec.eu.int. Of the Unit E.6.de EuropeAid. Deadline for sending mails with questions will be 21 days calendar before the 31/10/02.

As well, you may find a web page with frequently answered questions in the next Internet page: http://europa.eu.int/comm/europaid/tender/index_en.htm

2. GRANT APPLICATION FORM

Proposals should be submitted by an Euro-Latin American consortium composed by at least 8 reasonable partners coming from a minimum of 3 European Union countries and 1 of Latin America country.

2.1. APPLICANT

The applicant should be an European public or private non-profit making legal entity established in one of the Member States of the European Union and should be clearly identified in the proposal.

Recommendations and main orientations for identification of the applicant are the following ones:

- The leader of the consortium will be an European, public or private non-profit making legal entity established in one of the Members States of the European Union. In the proposal it should be clearly identified who is the applicant organization.
- For each project there should be only an applicant (coordinator). Its work is essential for the right execution of the project; therefore it should possess previous experience in the administration and coordination of projects, especially EC projects.
- In general it is not recommended that a small size partner with an innovative idea has the applicant's (coordinator's) paper. It is more convenient that this role is delegated to a bigger size entity.
- The coordinator (applicant) should be an entity with size enough to manage a project. It will have previous experience and economic stability to confront possible economic inconveniences that might arise during the project.
- All partners should understand and accept their respective papers in the consortium and they must assume the managing work of the applicant.

Advantages of being Coordinator:

- If the idea is accepted, it will be the manager of the project.
- Direct Contact with the European Commission.
- Global Control of different work packages and contractual deliverables of the project.

Disadvantages of being Coordinator:

- Requires specific personal for administration works and not for technical works.
- Requires an extra dedication.

2.2. PARTNERS OF THE APPLICANT THAT PARTICIPATE IN THE PROJECT

Partners may be any private or public legal entity, established in one of the Members States of the European Commission or in one of the of Latin America countries.

Search of partners is a key and complex issue, as per requirements of the Call for Proposals it should exist at least 8 different partners.

Below you will find recommendations for the selection of your partners:

- LOOK FOR complementarities and interdisciplinary.
- JUSTIFIE the contribution of each of the partners of the consortia,
- MAKE SURE of some good personal relationships,
- IF you can CHOOSE, look for experienced partners,
- PURSUE an active commitment of all.

We remind you that EC responsible officers recommend that the consortium is integrated at least by 3 organizations of 3 different European countries and 1 Latin American organization. The nationality of the organizations should guarantee a geographical covering as balanced as possible between the EU and Latin American countries.

The EC doesn't establish limitations to the maximum number of participant organizations, however it should be a number that allows the consortium to work in a comfortable way.

It will be necessary to look for a balance among geographical covering (Latin American and European), thematic covering and coordination capacity and administration.

Behind a good proposal a good consortia generally exists; consortia success depends on the level of balance and coordination of the consortia. This qualities spring from a correct search of partners.

We suggest looking for partners that offer high possibilities to conquer when issuing the proposal.

Partners you are looking for should have among others the following characteristics:

- Complementary character,
- Interdisciplinary focuses,
- Easy to try,
- With experience,
- Solvents,
- With technical capacity,
- Stable economic organization
- Proactive character.

How to look for partners:

- DEDICATE enough time to look for partners in the electronic services:

  - APISEL website (www.apisel.org): for information on organizations that participated in the Information Day in Brussels and in the Information Workshops in Latin America.

  - CORDIS (www.cordis.lu): it is the Community Service of Information on Research and Development and it is a source of important information concerning the EU programs of I+D. You will find a section of partners' search for the participation in projects of I+D within the Marco Community Program and another of financed projects (RTD projects).

  - IDEAL-IST (www.ideal-ist.net): help you to search partners. Besides possessing a gratuitous service of subscription and sent by e-mail the entities that partners look for with a certain profile.

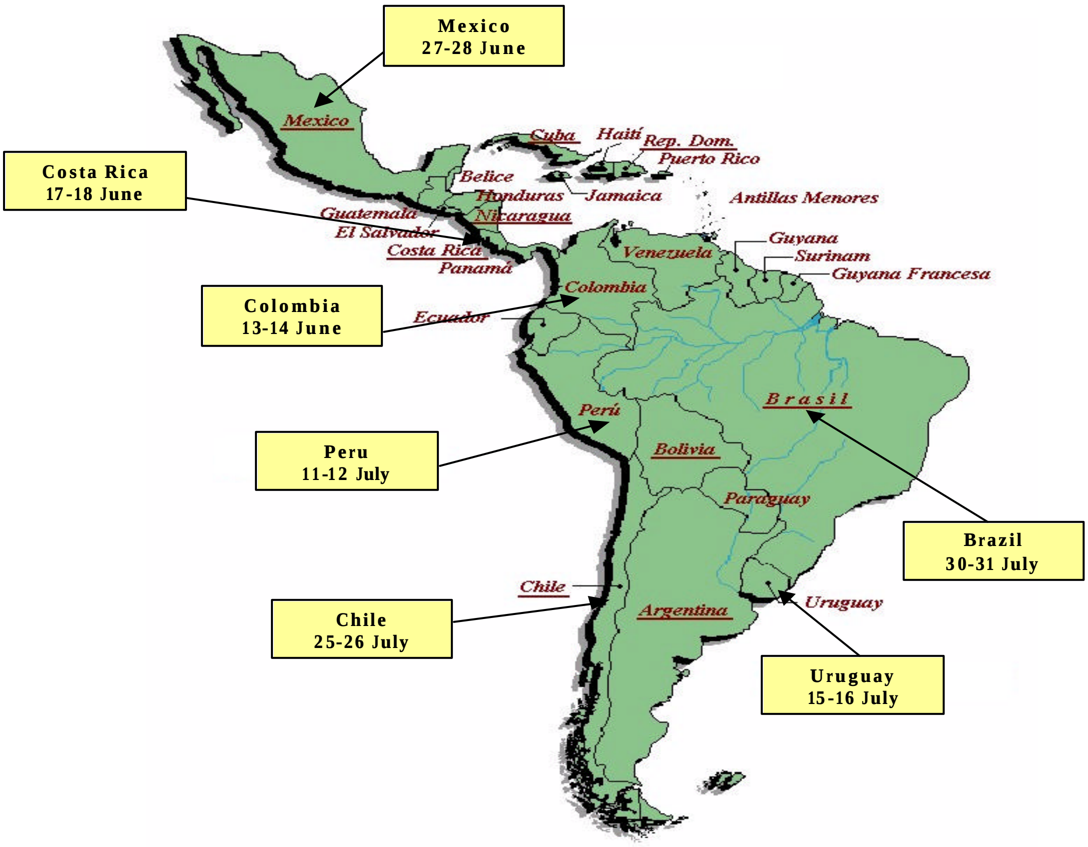
  - ERGO (www.cordis.lu/ergo/home.html): it is a database with the information of the different projects of diverse sources. At the present time the database has more than 94000 projects of 21 suppliers of services.

  - Exist databases (not gratuitous) of different countries with references of entities and investigators that can be interesting if it is looked for information of a certain country specifically. Should you require information on these databases we recommend you to do it through alis -projects@apisel.org.

- TAKE PART in different events organized with the purpose of facilitating the formulation of proposals, such as workshops that will take place next in Latin America.

Below you will find a calendar with dates and countries.

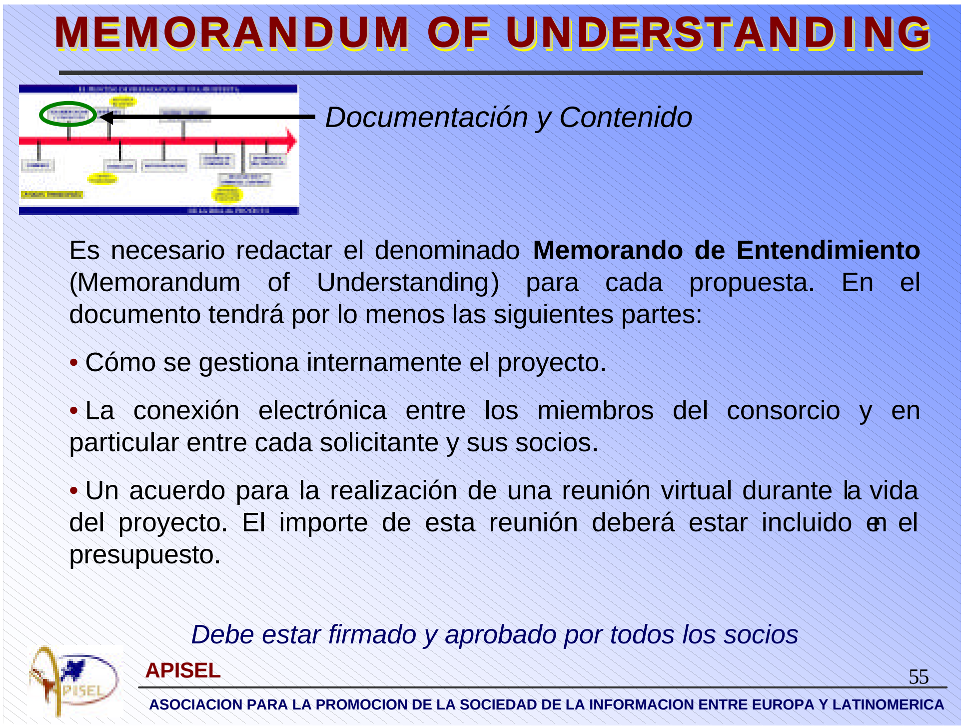
CALENDAR OF THE LATIN AMERICA WORKSHOPS



2.3. MODEL OF MEMORANDUM OF UNDERSTANDING

The proposal should include a Memorandum of Understanding signed by the representatives of all the members of the Consortia (applicant and partners).

The Memorandum of Understanding is a private contract signed by all members of the consortia among them, but not signed by the EC. It is complementary with the contract between the applicant and the EC and it cannot be in contradiction with it.



It is necessary to establish a Memorandum of Understanding in order to allow a project to develop its own identity, through fostering good relationships among the participants and creating a strong team with a common objective.

The standard contract used by the European Commission, is applied to hundred of projects that have notables differences among them. The Memorandum of Understanding comes to develop and to enlarge those individual aspects that are specific for each one of the projects and which are not contemplated in this standard contract.

In some cases and claimed by participants with wide experience in projects, the Memorandum of Understanding can end up even signing before the formation of the consortium, however and for general rule, it could be enough if it is signed at the same time that the contract with the EC.

It is necessary to bear in mind that the objective of the Memorandum of Understanding is to develop and to complement those particular aspects of each project, that are not envisaged in the standard contract of the Commission, covering aspects of property, administration and access rights. Therefore its aim is to adapt the project to the particular needs of each consortium. For this reason, it is important to include only those dispositions (modified if necessary) that are opportune and adapted in each case.

Below you will find some key points that should be kept in mind in the Memorandum of Understanding.

Points to include in a Memorandum of Understanding

General:

- Dates of signature of the agreement
- Identification of the members and of their representatives. Including an exhaustive list of people that will work in the project that allows reinforcing the confidentiality of the works. The presence of a possible sponsor, or another participant in the project (which don't usually appear in the contract with the CE) should be mentioned, especially if they are entitled certain rights from their contribution to the project.
- Previous definitions: (commercial, technical, financial, legal,)

Preamble:

- The preamble summarizes the reasons and the context of the agreement.
- The strategic reasons for the cooperation among the partners.
- The reasons to settle down this framework of collaboration.
- Language used in the definitive version (in the case of possible translations).

Aim of the contract:

The aim of the contract must be established with a lot of precision, since it influences in the other clauses of the contract. The following points should be included, although details may appear as annexes:

- Clause related with the responsibility of the parts.
- Preliminary technical specifications.
- Prospective technical results.
- Works to carry out.

Technical dispositions:

- Each partner's technical contribution.
- Technical resources at disposal of the project (human resources, infrastructures, etc.).
- Calendar of works.
- Maximum efforts. It can be useful to specify that commitments of participants be in connection with the human resources, materials and intellectuals, more than with the obtaining of the desired results, also, it is advisable to fix a financial limit for the expenses that each participant is willing to carry out.

Modification procedures:

It is advisable to establish flexible methods for the realization of changes in the initial specifications. Including the possibility of interruption of some tasks, the retreat of some partner and the inclusion of new ones.

Commercial agreements:

- Confidentiality. Commitment of secret of the information revealed by the other parts. The period of confidentiality is very wide and it can be the same or to exceed the time of protection of the patent.
- Property of the results. The principle is to assure the systematic co ownership of the common inventions, without forgetting the restrictive clauses to those that the participants can be welcomed, especially if the result is fruit of the work of a single participant.

Organization of the consortium.

- Coordination and Steering Committee: attributions, composition, operative conditions and their tasks: to define, to assign and to develop tasks, to control the work of the same ones, to coordinate the investigation teams, to coordinate the presentation of reports, to advise and to guide the partners, to allow formal exchange of information should be defined with accuracy.
- Supervision of the works. Risk of non-controlled calendars and on costs is real in the projects. It is desirable to define a system of effective supervision: meetings (between monthly and a quatrimestral periodicity). Technical and financial reports. Exceptional meetings as soon as the calendars are surpassed.
- Revision of the agreement. The revision of the procedures should be foreseen as for: modification of the technical or financial contributions, the abandonment of partners, the acceptance of new participants and the ceasing of the agreement after the project comes to an end.

Financial dispositions:

- Financial plan: total cost, individual contribution, external contributions, expenses and annual budget.
- Modifications. To foresee possible modifications to the financial plan.
- Mutual payments. In certain cases, different parts can end up carrying out common payments, for what is advisable to foresee the most appropriate procedure.
- Audits of expenses. Each participant should detail with clarity its expenses of: personal, trips, teams, etc. and the possibility of examining its expenses should exist at the request of the Steering Committee or at request of one of the partners. Audit can be carried out in any moment and even with a retroactive character.

Juridical dispositions:

- Duration of the contract. Dates of beginning and ending of the contract, including the possibility of renovation or cancellation in an agile and flexible way, the abandonment of one of the participants, the admission of new participants, the revision of the financial or technical contributions.
- Sanction: payments or fixed compensations, payments of interest, denounces of the contract in serious cases.
- Applicable law: it can be anyone. Any dispute that can arise is not interesting for the different parts, for the deterioration of the relationships, bad publicity and lost of time, for what you can appeal in extreme cases to an arbitrate external independent to solve the litigations.

You will find below a Model of Memorandum of Understanding.

It should be clear that this model is an indicative and orientative model and that it does not exist any model that the EC has approved as the only valid one.

MEMORANDUM OF UNDERSTANDING BETWEEN MEMBERS OF THE CONSORTIUM

The APPLICANT………………………………………………. hereafter referred as the "Applicant", in association with the Partners ……………………………………………………….hereafter named as 'Partners", hereby agree to co-operate, as a consortium for the preparation of the proposal for the Demonstration Project……………………………………………………………that will be submitted to the European Commission within the framework of the **@LIS Program**, and to collaborate for the implementation of the project……………………., in case of its approval by the European Commission.

For this purpose, the following has been agreed:

OBJECT

The Applicant and the Partners agree to co-operate in the organization of the above-mentioned project within the @LIS Program, according to the Guidelines for Applicants and Annexes published by the European Commission.

All members agree to take all necessary measures to enable the Consortium to obtain and to properly perform the Contract with the European Commission.

By signing this agreement the Partners accept all the conditions and obligations of the project and grant the Applicant to act in their names and for their account.

Should any of the conditions of this agreement be in conflict with the Contract signed between the Applicant and the European Commission , it shall prevail European Commission conditions.

ACTIVITIES

The general objective of the project is:………………………………………………………………………………

The specific objectives of the project are :

1. …………
2. …………

The project is organized in "n" Sub-Projects:

1. …………..
2. …………..

CONFIDENTIALITY

All partners will treat the information revealed by other members of the Consortium with the maximum confidentiality

CONSORTIA

The Partners agree to work exclusively together, within the framework of this agreement, for the above-mentioned project. This means that no party may, for the entire duration of this agreement, tender for the Project alone or with third partners.

Except for the Applicant, within the Authority conferred on him by this agreement, and in any case with the prior consent of the others partners, no party may undertake any obligation on behalf of the Consortium or of the other Partners.

The Applicant and the Partners agree to take all necessary measures to grant the sustainability of the project. In order to reach a successful completion of the project's objectives, other funding sources from national government programs, bilateral actions, etc. could be sought.

Individuals from both sexes are granted equal opportunities during the preparation and implementation of this project.

BANDWIDTH AND SERVICES

Level of electronic network connection (bandwidth and services) that exists among the partners and applicant will be described.

VIRTUAL MEETING

At least one virtual meeting during life span of the project using the services that are being put in place through the @LIS "interconnection" activity will be held among the partners of the Consortium.

PARTNERS CONTRIBUTION

Technical and financial contribution of the members of the Consortium is as follows:…………………………………………………………………………………………………….

The Applicant: represents the consortium in its relations with the European Commission, and is responsible for the Project Management and the supervision during the preparation of the proposal and, in case of its approval by the European Commission, during the contract negotiation and the project implementation. In particular:

Partner X will have the following technical contribution to the project…………………………………… Its financial contribution will be the following EUROS …………………….

ESTRUCTURE OF THE CONSORTIUM

The following structure of the consortium will be established:

A STEERING BOARD will be established, and will be in charge of the overall co-ordination of the project, and will be composed of one representative of the Applicant and one representative of each Partner which are to be appointed before the kick-off-meeting. After having informed the others in writing, each partner shall have the right to replace its representative and to appoint a proxy, although it shall use all reasonable endeavors to maintain the continuity of its representation. The balance between the partners is ensured by a CO- presidency system in which the president is assisted by two co-presidents. The presidency is organized with a chairs turning system every year.

The main tasks of the Steering Board are:

- co-ordination of the general activities of the project;
- identification of general strategies and guidelines for operations;
- yearly monitoring of the project activities and proposed results through a process of auto- evaluation;
- decision on any intervention for the improvement of the activities.

BUDGET

The estimated budget for the overall Project is EURO…………………………………………………….

According to the Call for Applications , European Commission shall fund a maximum of 80% of the total eligible costs, with a grant minimum amount of ……...EURO.

The estimated EC contribution is 80% of the total budget. Therefore the EC contribution will be of EURO ………………The remaining 20% , that is EURO……………will be co-:financed by the members of the consortium.

The EC contribution will be assigned to each partner as follows (the percentage is calculated on the total EC contribution):

The Applicant contribution will be of ……………………EURO and correspond to the X% of the total EC contribution.

The Partner X contribution is of EURO……………………………… and correspond to the X% of the total EC contribution.

During the project, the Steering Board shall have the faculty of making all the adjustments to the "Partners" Project Shares that may be necessary for a better implementation of the project. Besides, in any moment of the implementation of the project, the Steering Board shall be able to examine all expenses of each of the member of the consortium.

A budget by each member of the consortium, in format provided by the EC Annex B of Guidelines for applicants, should be annexed to the Memorandum of Understanding. Budgets of each member of the consortium, and budget of the consortium as a whole are part of this Memorandum.

COMING INTO FORCE and DURATION of the AGREEMENT

This agreement shall become effective as of the day of its signature by the Partners, in any case within the deadline for the submission of the proposal.

This agreement shall remain in full force and effect for the duration of the project, if approved by the European Commission. It shall automatically terminate if the European Commission will not approve the project.

SETTELMENT OF DISPUTES

The agreement is subject to (nationality) ……………….. law

In case of disputes or difference between the Partners arising out of or in connection with this Agreement, the Partners shall first endeavor to settle it amicably.

All disputes or differences arising in connection with this Agreement, which cannot be settled as provided for in the preceding Article 26, shall be finally settled by arbitration in Brussels, Belgium, or such other place as the Partners involved may agree, under the rules of Conciliation and Arbitration of the International Chamber of Commerce, by one or more arbitrators to be appointed under the terms of those Rules. In any arbitration the chairman shall be of juridical education.

If the Arbitrators are not appointed within thirty (30) days from the request of arbitration by a disputing Party, any disputing party may ask the International Chamber of commerce for the appointment of the Arbitrators.

The award of Arbitrator will be final and binding upon Partners concerned. The Arbitrator shall determine by whom and to whom the costs of arbitration shall be paid.

In the event of a substantial breach, but not in case of major force by a Party of its obligations under this Agreement which is irremediable or which is not remedied within one month of written notice from the other Partners requiring that it is remedied, the other Partners may jointly terminate this Agreement with respect to the Defaulting Party concerned by not less than one month' s prior written notice.

Such termination shall take place with respect to such Defaulting party as of date of such notice, subject to the provisions below. the Access Rights granted to the Defaulting party pursuant to this Consortium Agreement shall cease immediately.

FINAL ARTICLES

Any changes or amendments to this Agreement will require the written agreement of all Partners.

Should one of more Partners not observe its contractual obligations, the Applicant reserves at all times the right to terminate this Agreement after a registered proof of defaults has been sent by the Applicant to the Partner concerned. This dissolution comes legally into effect if the Partner(s) does (do) not act upon the proof of default within the term provided in it.

Date, signature and stamp of the legal representant of the Applicant and Partners.

2.4. PROJECT DESCRIPTION

Keys for elaboration of a successful @LIS proposal are:

· to make a good diagnosis of the reality of each country or region.

· to prepare projects in synergy with the policy and national programs.

· to define realistic objectives.

· to identify projects supported by an available and viable technological platform.

· to formulate projects with a wide thematic and geographical covering.

Think that @LIS Projects will be of an important volume of funding (EC contribution between 1.5 and 3 MEURO), so they have to be projects with ambitious objectives and whose geographical and thematic covering (within each field of work) have to be as wide as possible.

There must be a synergy between these projects and the national policy programs as well as with other projects financed by the European Commission in the area.

As per the wide-ranging of the program, it is recommended that each project is divided in several subprojects. Each one of the partners could become responsible for a subproject.

The proposals should be clear, concise and realists.

We recommend you to make a detained reading of the definition of the 4 different areas of work foreseen by the E C (point 1.2.1., 1.2.2., 1.2.3.y 1.2.4 of the Guidelines for Applicants to Call for Proposals for Demonstration Projects 2002).

Each proposal will identify clearly one, and only one, of the 4 areas: (e-local governance, e-education and cultural diversity, e-public health, and e-inclusion). Nevertheless, an applicant or a partner might participate in different proposals in one or several areas.

E-LOCAL GOVERNANCE

To demonstrate the feasibility of IST applied to support municipalities and local governments and administrations in areas that benefit to the society at large. Demonstration projects could gather networks of players - technology providers and users - who would build systems to facilitate the interaction between the citizen and the public administration including, for instance, through networks of administration gateways, or Internet-based services for job-seekers and employees.

They could demonstrate systems for the small businesses to interact with tax and custom administrations, to have access to secure and public-key infrastructure public services, to find investors, or to have access to regulations online. They can provide online services to a range of public services' employees, including for instance information to the school teachers, medical doctors, traffic managers, or to environmentalists. They could also provide platforms to inform and to involve the citizen in the policy and political decision-making process through online systems for voting, building consensus among citizens, or consulting with the people.

EDUCATION AND CULTURAL DIVERSITY

To stimulate the development of innovative and multilingual courseware for distant learning and education, and the design of Euro-Latin American IST-based education programs that build upon the wide cultural diversity that exist both in Latin America and in Europe. Demonstrations projects could mobilise networks of players to improve the quality and accessibility of learning at primary, secondary schools and universities through embedded IST, in particular addressing knowledge and skills required by future citizens of the Information Society.

They could demonstrate and evaluate new IST-based approaches for enhancing and facilitating Life Long Learning for individuals outside formal education and training settings, including the potentially socially excluded. They could foster the adoption of technology-based solutions and services enabling the whole life cycle of on-the-job training services in SME's, including development of sustainable business models.

Each demonstration project should take into account the level of connectivity to be available within the next 5 years in the relevant Latin American country, as well as the overall local innovation and educational system. The complementarity of projects with national initiatives will be considered an asset.

E-PUBLIC HEALTH

To demonstrate the added-value of telematics healthcare networks in Latin America, and of the interconnection with similar European networks. In particular, demonstration projects could promote the use of integrated scaleable and secure health information networks for improving the management of the healthcare systems by all relevant healthcare partners (e.g. hospitals, laboratories, pharmacies, primary care, and health authorities).

They could consist in the integration and co-ordination of best practice actions (based on the assessment of available practices) involving the three major player sectors in the domain (health care authorities, health telematics industries, and relevant user associations) with a view to promoting the adoption of best practices and interoperable solutions.

They could demonstrate integrated and secure health information networks supporting continuity of care for patients by facilitating the collaborative work of health professionals for improved patient treatment, including home monitoring.

These large scale demonstrations could serve as integrated test-beds for advanced, secure networking technology and on-line co-operative work.

E-INCLUSION

To stimulate the development of innovative networked solutions to closing in the divide that is developing, on the one hand, between the rich and poor sections of the Latin American people, and on the other hand, between the remote and rural areas and the cities of Latin America. Demonstration projects could develop IST applications that bring public, social, educational, and information integrated services to the villages, including through local area mobile networks.

They could demonstrate systems that facilitate the working and living conditions of the small farmers and handicraft producers. Demonstration projects could also serve as co-ordination tools and electronic fora for exchanging experience of best practice in the combination of micro-financing and the provision of local IST services. They could also demonstrate useful systems to improve environment friendly tourism that builds upon cultural assets and sites located far from the cities, and to the benefit of the local communities.

3. LOGICAL FRAMEWORK

The European Commission advises to use the method of the Logical Framework for the formulation of the projects. The Logical Framework method is an instrument used to improve the planning and execution of a project.

The Logical Framework helps to structure in a systematic and logic way the different components of an intervention (objectives, results, activities, resources).

Keeping in mind that the structure of an @LIS project foreseen the existence of a project and several subprojects, you will have to develop a Logical Framework for the project and a as well a Logical Framework for each one of the subprojects.

One more, the Logical Framework is simply a methodological instrument that helps to formulate a project, through the analysis and definition of the following concepts:

- General Objective or Goal
- Specific Objective
- Activities
- Objectively Verifiable Indicators
- Premises
- Risks
- Verification Sources

Below your will find a model of a Logical Framework format as per Annex C of the EC Guidelines:

Title of the project:

ANNEX C – LOGICAL FRAMEWORK FORMAT

Project Title:

Intervention Logic: Project Objectives, Expected Results and Activities	**Indicators of Achievement**	**Sources and means of Verification**	**Assumptions**
Project Goal: What is the overall broader objective, to which the project will contribute?	What are the key indicators related to the overall objective?	What are the sources of information for these indicators?	
Project Purpose: What are the specific objectives, which the project shall achieve?	What are the quantitative or qualitative indicators showing whether and to what extent the project's specific objectives are achieved?	What are the sources of information that exist or can be collected? What are the methods required to get this information?	What are the factors and conditions not under the direct control of the project which are necessary to achieve these objectives? What risks have to be considered?
Expected Results: What are the concrete outputs envisaged to achieve the specific objectives? What are the envisaged effects and benefits (including commercial outputs) of the project? What improvements and changes will be produced by the project?	What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?	What are the sources of information for these indicators?	What external factors and conditions must be realised to obtain the expected outputs and results on schedule?
Activities: What are the key activities to be carried out and in what sequence in order to produce the expected results?	**Means Required:** What are the means required to implement these activities, e.g. personnel, equipment, training, studies, supplies, operational facilities, etc.	What are the sources of information about project progress?	What pre-conditions are required before the project(s) start(s)? What conditions outside the project's direct control have to be present for the implementation of the planned activities?

From the analysis of the project it is evident that there is a logical relation in this way:

General objective or Goal

↑

Specific objective,

↑

Expected results

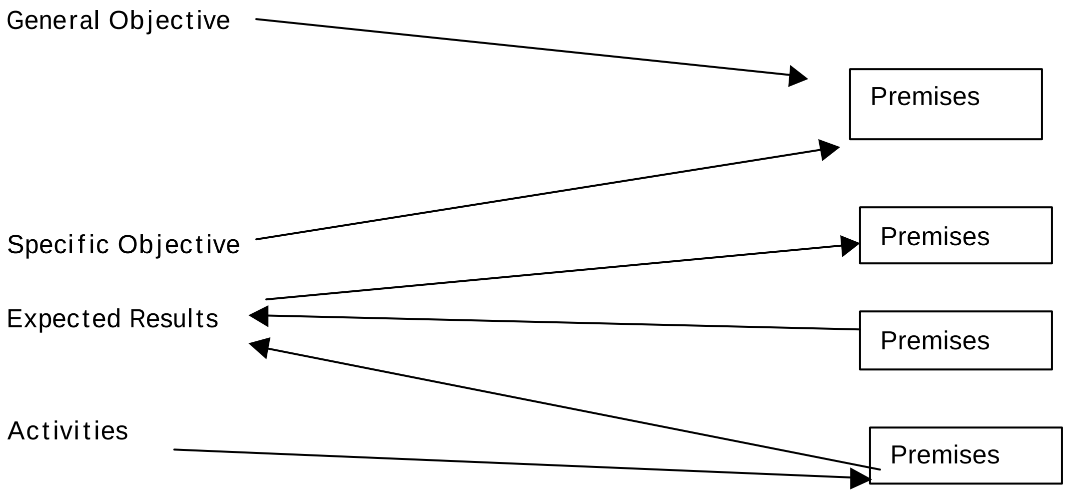
↑

Activities

However, projects cannot be considered in an isolated way as they are influenced somehow by the surrounding atmosphere, people, the institutions, the politics, the climate and others.

Since most of these external factors are outside of control of the project, certain hypotheses or premises should be settled down.

Bellow you will find a representation of the interrelation between the different concepts:



It will only be included important premises that may effectively happen. We should avoid those that definitively happen or which definitively won't happen.

If premises related with the activities to be implemented are right, then following superior level will be reached, that is the expected results. Equally, if premises corresponding to the expected results are right, then specific objectives will be reached.

Finally, if premises corresponding to the specific objectives are right, then the final goal will be reached. Premises corresponding to the goal, will sustain the goal for a long period when this is reached. This demonstrates the vertical logic contained in the Logical Framework.

But how does one know if the following superior level has been reached or not?

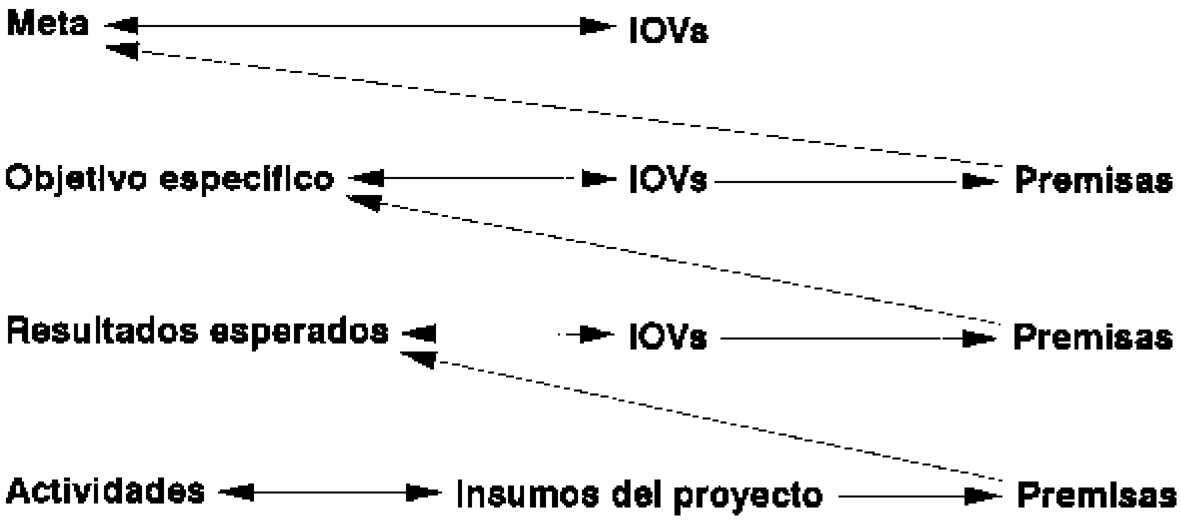
To answer this question the Logical Framework includes Objectively Verifiable Indicators (OVIs).

These OVIs will allow to know if an expected result, specific objective, or general objective has been reached. They define the goal and support groups (who?); they quantify (how much?); qualify (what so well?); they fix times (for when?); and they determine the area (where?). As example:

Indicator	small farmers cultivation yields increase
It quantifies	300 farmers with less than 2,5 there is. each one increases the production in 25%
It qualifies	quality of the same product or better than the crop of 1988
Frame of time	July 1988 to December 1989
Town	Southeast Agricultural District

Indicators details allow us to measure to what extent the objectives have been reached. This way, these provide a base for the following up and the evaluation.

To be objectively verifiable, the OVIs would allow different people to use the same measure process in order to obtain the same results independently. Inserted inside the matrix, the Logical Framework continues expanding like that:



When using the indicators, it is necessary to identify a source of information to verify each indicator. In other words, which is the evidence that the objectives have been reached? In the Logical Framework, this column appears as the Means (source) of Verification (MOVs). The MOVs should identify: what information to pick up? in what form? who will gather it? and with what frequency?

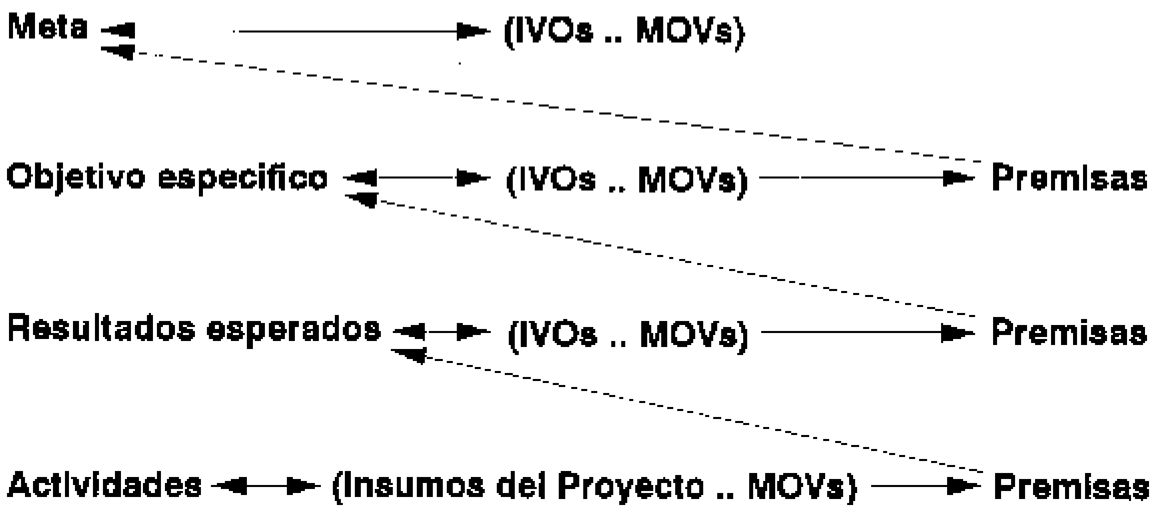
Some questions to be outlined when selecting the sources of information are:

- can information be obtained regularly?
- Is the information reliable?
- Is the cost of gathering the information inside the budget?
- Is available the necessary people to pick up the information?

If there are not reliable sources from where verifying the indicators, then there will have to be identified other verifiable indicators.

When adding the column for MOVs, the Logical Framework is completed as shown later on. The relationships indicated by the arrows are the logic of the framework.

It is important to point out that the premises are outside of the control of the project but they influence in their results.



The Logical Framework sometimes refers as the matrix of planning of the project, and it provides a summary of the project in a format of one or two pages:

- **The specific Objective answer the question of why a project is being proposed.**
- **The expected Results say what do we hope that the project reach.**
- **The Activities specify how the project will carry out the expected results.**
- **The Premises identify which external factors are crucial for the success of the project.**
- **The OVI specifies how can you determine the success of the project.**
- **The MOVs identifies where can you find the required information to evaluate the success of the project.**

Bellow you will find an example of formulation of a cooperation for the development project following the method of the Logical Framework.

Title of the Project: Institutional development for the production of fruits
Country: Barbados
Estimated duration of the project: 18 months

Summary Objective /Activities	Indicators Objectively Verifiable	Means /Sources of Verification	Important Premises
Goal: To increase the internal offer and the exports of fruit of good quality of Barbados.	The national production and the papaya exports and other two high-priority fruits will be increased in 10% among July 1989 and July 1992.	1. Statistical of national production of the Ministry of Agriculture. 2. Statistical of exports of the Ministry of Trade.	1. Market prices remain favorable. 2. Satisfactory marketing infrastructure will be established.
Specific objectives: To improve the production services and of available marketing for those producing of fruits in Barbados.	1. annual increments in the number of farmers that cultivate fruits to commercial scale in Barbados. 2. Institutional Structures improved for credit services, technical attendance, investigation, vivarium , and distribution of inputs.	1. Interviews yearly of farmers of the Ministry of Agriculture. 2. 2. Comparison of the flowcharts and employees' number in key divisions of the Ministry of Agriculture each year. 3. Annual Budget of the Ministry .	1.Agricultural politics will be modified in favor of the cultivations of fruits. 2. The fruit farmer will have access to credit and technical attendance.

Expected Results : 1 improved sowing material available. 2 established Investigation 3 technical packages for papaya and other fruits 4 effective mechanism for the production and distribution of material of sowing. 5 Personal of M. of Ag. well trained 6 effective system for the distribution of agricultural inputs and sowing material.	1 a bigger number of farmers receive sowing improved material . 2. New investigation structure and complete personnel in operation . 3. A published technical package every year during a period. 5. Notable increment in the productivity of personal of M. of Ag. in investigation and in the vivarium. 6. Three organizations of farmers with centers of supply of inputs and sowing material.	1 Interviews with peasants. 2. Presupposed and annual reports of M. of Ag. 3. Documents published 4. Interviews with peasants. 5. Periodic members of personal evaluations. 6 Annual inform of each organization of farmers, documenting the volume of sales through warehouses of inputs	1 M. of Ag. should establish an order of priority in cultivations and to facilitate imports of material of sowing . 2. M. of Ag. it restructures the investigation divisions / extension. 3. M. of Ag. Contracts a graphic art specialist. 4. Extension Agents will coordinate closely with organizations of farmers. 5. Additional personal necessary will be contracted. 6. Complementary Project to reinforce organizations of farmers that will be financed.

Activities			
1. to Care / to reproduce improved varieties of fruits 2. Investigation and validation of production /post-sowing 3. to Prepare /distribute technical packages 4. to Establish vivarium free of pests/sickness. 5. to Train personal of M. of Ag. in appropriate techniques for the production of material of sowing. 6. to Develop distribution program through farmers' organizations for inputs agricultural and material des-sowing	1. cost of materials and transport - $3000 2. .2. Cost of inputs - $6000; technical attendance - $20,000. 3. 3. Publications - $20,000. 4. 4. I Equip - $45,000; materials - $75,000. 5. 5. technical Attendance - $25,000; per diem - $8000; materials - $7000. 6. 6. Training - $9000; trip costs - $6000; materials - $5000. Total: $229,000	1. Justificative pieces 2. Vouchers, contracts. 3. Vouchers, contracts. 4. Receipts. 5. Contracts, receipts. 6. Vouchers.	1. sowing material can be imported. 2. appropriate Personnel of M. of Ag. will be assigned to investigation. 3. enough Resources to contract consultants and editorial services 4. Complete support of M. of Ag., assignment of lands and personal. 5. active Participation of personal of the M. of Ag. in training 6. Administrators of complete time working with three organizations of farmers.

4. BUDGET

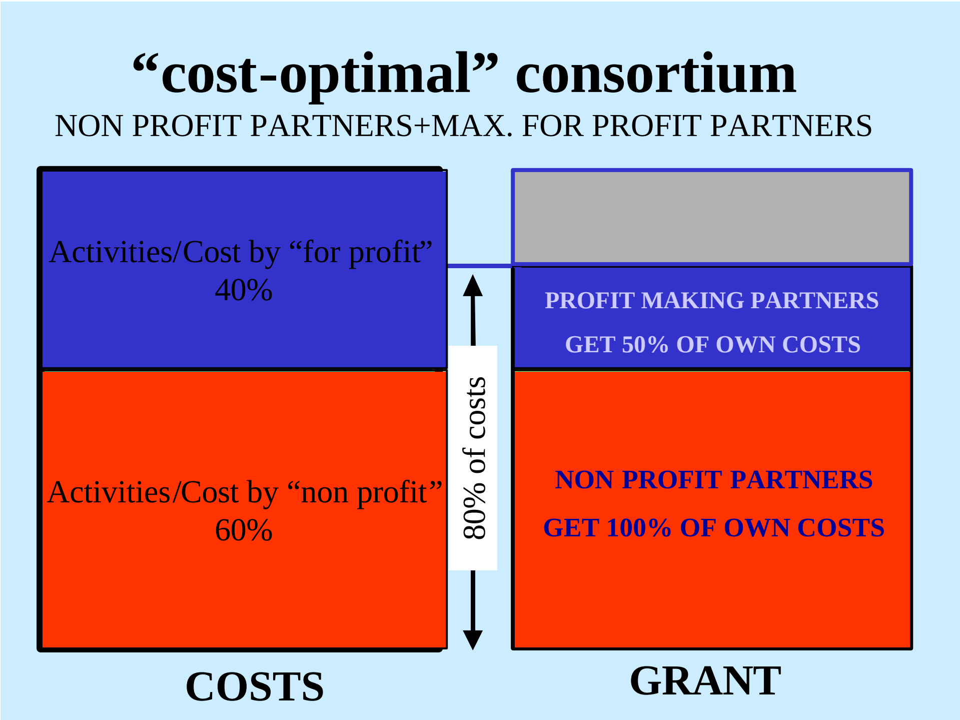
4.1. what percentage of the cost of the project will finance the EC?

The EC will finance a maximum of 80% of the total cost of the project @LIS. The rest (20% of the total cost of the project) will be financed with consortia´ own resources or other sources different from the EC ones.

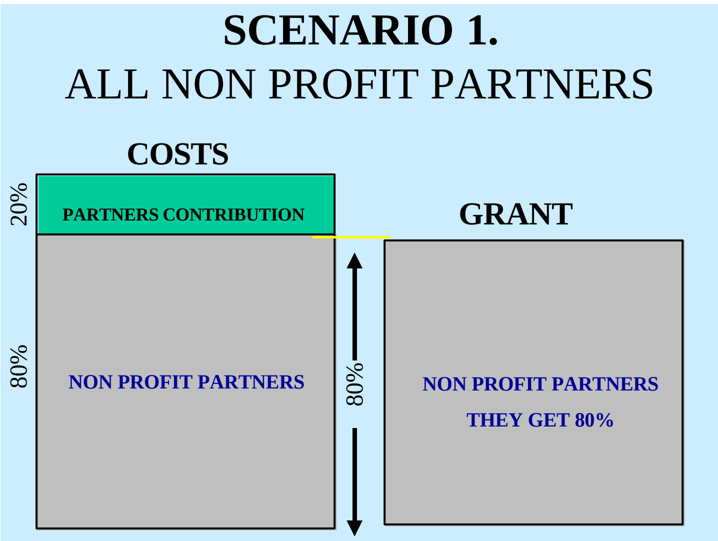
In case that any of the partners is a profit making entity :

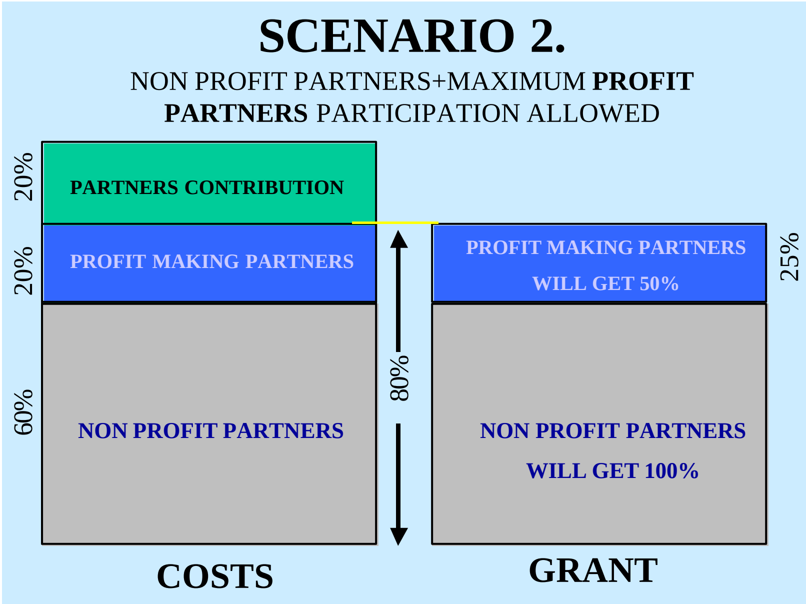
- the percentage of the assigned contribution won't overcome 25% of the total EC contribution or what is the same, the EC won't finance this entity more than 20% of the total cost of the @LIS project .
- As well , the EC won't finance more than 50% of its funding costs.

You will find bellow some graphics explaining the composition of the budget and the optimal cost of the project:

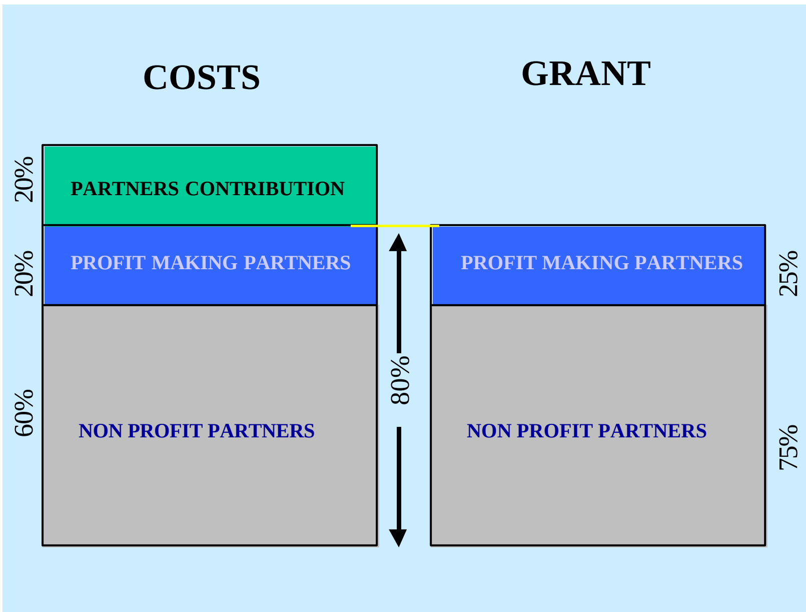


Total Budget (%)	Non Profit	60%	70%	80%	90%	100%
	Profit Making	40%	30%	20%	10%	0%
% of Costs paid for Non Profit		100,0%	93,0%	87,5%	83,3%	80,0%




SCENARIO 2.
NON PROFIT PARTNERS+MAXIMUM PROFIT PARTNERS PARTICIPATION ALLOWED
20%
PARTNERS CONTRIBUTION
20%
PROFIT MAKING PARTNERS
60%
NON PROFIT PARTNERS
80%
PROFIT MAKING PARTNERS WILL GET 50%
25%
NON PROFIT PARTNERS WILL GET 100%
COSTS
GRANT

SCENARIO 2.


COSTS
GRANT
20%
PARTNERS CONTRIBUTION
20%
PROFIT MAKING PARTNERS
60%
NON PROFIT PARTNERS
80%
PROFIT MAKING PARTNERS
25%
NON PROFIT PARTNERS
75%

4.2. which are eligible costs and which not (See section 2.1.3. of the Guide of Applicants edited by the EC).?

Please read carefully which costs are eligible costs and which are not.

Budget in Annex B submitted to the EC together with the application form has to be sufficiently detailed.

The requested budget to the CE must correspond to the necessary costs to carry out the project. These costs should never be superior to the commercial costs.

All costs should be perfectly detailed, identifiable and controllable.

To this respect, we draw your attention to the fact that eligible costs should be real costs and they cannot overcome the real costs.

Eligible Direct Costs: to be considered eligible in the context of the project, costs must:

- be necessary for carrying out the project, be provided for in the Contract annexed to the present Guidelines (Annex G) and comply with the principles of sound financial management, in particular value for money and cost-effectiveness;
- have been incurred during the duration of execution of the project and following the signature of the contract (as defined in Article 2 of the Special Conditions);
- have actually been incurred, be recorded in the Beneficiary's or Beneficiary's partners' accounts, be identifiable and verifiable, and be backed by originals of supporting evidence.

The following direct costs are eligible:

- the cost of staff assigned to the project, corresponding to actual salaries plus social security charges and other remuneration-related costs; salaries and costs must not exceed those normally borne by the Beneficiary, and rates must not exceed those generally accepted on the market in question;
- travel and subsistence costs for staff taking part in the project, provided they correspond to market rates and do not exceed the scales generally accepted by the Commission (including economy-class air fares) ;
- purchase costs for equipment (new or used) and services (transport, rent, etc.), provided they correspond to market rates, and that they are limited to 10% of the grant[3];
- costs of consumables and supplies;
- expenditure on subcontracting;
- costs deriving directly from the requirements of the Contract (dissemination of information, specific evaluation of the project, audit, translation, reproduction, insurance, targeted training for those involved in the project, etc.) including financial service costs (in particular the cost of transfers and financial guarantees);
- taxes, without prejudice to the terms of Article 14(4) of the contract.

<u>Eligible indirect costs and overheads</u>

A fixed percentage of the Beneficiary's overheads, up to a maximum of 7% of the total amount of eligible direct costs – excluding contingency reserve - are eligible as indirect costs.

Indirect costs are eligible provided that they do not include costs assigned to another heading of the budget provided for by the Contract.

Indirect costs are not eligible where the Contract concerns the financing of a project conducted by a body which is already receiving an operating grant (running costs) from the Commission.

A contingency reserve of no more than 5% of eligible direct costs can be used only with the prior written (by letter) authorisation of the Commission.

<u>Ineligible costs</u>

The following are ineligible costs:
- Provisions for possible future losses or debts;
- Interests owed;

- Purchases of land or buildings, except where necessary for the direct implementation of the project, in which case ownership must be transferred to the Beneficiary's local partners (where applicable) or the final recipients of the project once the latter has come to an end;
- Currency exchange losses, without prejudice to the terms of Article 15(7) of the Contract;
- VAT which the Beneficiary is able to reclaim;
- Contributions in kind: durable equipment, premises, voluntary work (non-paid labour of a physical and moral entity) can be considered as contributions in kind;
- Costs of preparation of the proposal.

- Purchases of land or buildings, except where necessary for the direct implementation of the project, in which case ownership must be transferred to the Beneficiary's local partners (where applicable) or the final recipients of the project once the latter has come to an end;
- Currency exchange losses, without prejudice to the terms of Article 15(7) of the Contract;
- VAT which the Beneficiary is able to reclaim;
- Contributions in kind: durable equipment, premises, voluntary work (non-paid labour of a physical and moral entity) can be considered as contributions in kind;
- Costs of preparation of the proposal.

It would be necessary to clarify that the regarding the percentage of contribution of the different members of the Consortium, the EC and other funding sources allocated to the different expenses, the EC doesn't establish any limitation, and it depends on the negotiations among the members.

It may happen that 100% of the travel expenses is funded by the Consortia, while human resources expenses is entirely funded by the EC.

Regarding the expected funding sources, we recommend that a letter of commitment from other funding sources is included in the proposal.

The EC has foreseen the possibility that the partners of the consortium, may subcontract part of a work. In case it happens that way, the contractor's responsibility is limited since this it belongs to the Partner Contractor.

5. EVALUATION GRIDS

It is recommended before finishing the proposal to check if all the administrative requirements have been completed according to Annexed D.

Any proposals which don't present all the requested documents, will be automatically disqualified.

Reading the administrative requirements in Annex D, will be a good exercise to check if our offer is adjusted to what is required.

With the purpose of optimizing your proposal, read all criteria mentioned in the Annex D. These are the criteria which will be used by the experts who will evaluate the proposals and will issue their technical opinion on which projects will be financed by the EC.

When preparing the proposal, you should bear in mind that all technical and financial criteria will be evaluated. Therefore, you should revise according to Annexed D.:

TECHNICAL AND FINANCIAL EVALUATION GRID

Section	Maximum Score
1. Relevance	**50**
1.1 How relevant to the particular **needs and constraints** of the target country(ies) or region(s) is the proposal?	2x5
1.2 To what extent does the proposal contain specific elements of **synergy** with other EC programmes, especially RTD programmes?	5
1.3 To what extent does the proposal contain specific elements of synergy with **information society national policies** in the target country(ies) or region(s)?	5
1.4 How clearly defined and strategically chosen are the **target groups**?	5
1.5 How relevant is the proposal to the **needs** of the proposed **target groups**?	2x5
1.6 How relevant is the proposal to the **objectives** and one or more of the **priorities** of the programme?	5
1.7 How coherent and appropriate are the **activities** proposed with regard to the objectives?	5
1.8 To what extent does the proposal contain specific elements of **added value**, such as innovative approaches, models for good practice, promotion of gender equality and equal opportunities?	5
2. Methodology	**50**
2.1 How coherent is the overall **project design**? (Including structure in subprojects, co-ordination and integration activities, and preparedness for **evaluation**.)	2x5
2.2 How satisfactory is the level of **involvement and activity of the partners**? And of **inter-partner co-operation**?	5
2.3 How clear and practical is the **plan of action**?	5
2.4 To what extent does the proposal contain **objectively verifiable indicators** for project outcomes?	5
2.5 To what extent does the proposed demonstration project allow for possibly integrating **additional modules**? (i.e. integration of new computer functions)	5
2.6 To what extent does the proposed project contributes towards the **convergence** of communication, information, and broadcasting technologies?	5
2.7 To what extent does the **existing network infrastructure** among the partners meet with the corresponding demonstrator's requirements?	5
2.8 To what extent will the project take advantage of the **future network infrastructure** resulting from the @LIS interconnectivity activity?	5
2.9 To which extent does the proposal foster the use of open and interoperable systems based on international standards and the development of open, easily maintainable and evolutionary software?	5
3. Sustainability	**30**
3.1 To what extent is the project likely to have a tangible **impact** on its target groups?	5
3.2 To what extent does the proposal contain potential **multiplier effects**? (Including possibilities for replication and extension of project outcomes, dissemination of information, or transferable to the private sector.)	5
3.3 To what extent are the results of the proposed project **sustainable**: - financially *(how will the activities be financed after the EC funding ends?)* - institutionally *(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?)* - at the policy level (where applicable) *(what will be the structural impact of the project – e.g. will it lead to improved legislation, codes of conduct, methods, etc?)* - technically *(will the technologies used in the project allow low-cost updates and functional changes?)*	2x5
3.4 To what extent the proposed project plans to **disseminate** its results or transfer them to the private sector?	2x5
4. Community added value and Latin-American regional integration	**20**
4.1 To what extent does the contribution of participants creates **community added value** and **regional integration**?	2x5
4.2 Is there a **territorial balance**?	5
4.3 Is the role of each participant **clearly defined** and **visible**?	5
5. Budget and Cost-effectiveness	**20**
5.1 To what extent is the budget **clear and detailed**?	2x5
5.2 To what extent is the proposed expenditure **necessary** for the implementation of the project?	2x5
6. Management Capacity and Expertise	**30**
6.1 How satisfactory is the previous **project management experience** of the applicant? Note: if the applicant has no previous project management experience, the score will be 1.	2x5
6.2 How satisfactory is the **technical expertise** of the applicant? (I.e. knowledge of the issues to be addressed.)	2x5
6.3 How satisfactory is the current **management capacity** of the applicant? (including staff, equipment and its ability to handle the project budget)?	2x5
Maximum total score	**200**

6. CHECK LIST

Please before sending your proposal to the EC, check that all documents are complete, following the checking list in **Annex H** of the Guide of Applicant.

Do not forget to sign your proposal!!

7. ANNEXES

7.1. SLIDE DEFINING THE PROCESS TO PRESENT A DEMONSTRATION PROJECT.

7.2. MANUAL PROJECT CYCLE MANAGEMENT

http://europa.eu.int/comm/europeaid/evaluation/methods/PCM_Manual_ES-march2001.pd