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| A project funded by the European Union |  | Implemented by a consortium led by |  |
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Project preparation workshop

Trainers’ agenda

Uzhgorod (6th July) and Satu Mare (7th July)

# Welcome

Short welcome by the National Authority (if present) and/or the programme bodies. One slide of the goals of the workshop by TESIM expert

# Introduction about the programmes and general features of the first call for proposals

| **Time** | **Topic/presenter** | **Objective/Target/Content/** | **Handouts for participants** |
| --- | --- | --- | --- |
| *30 minutes (15 minutes each programme)* | Introduction to programmes  Facilitator/s:  JTS HSRU & JTS ROUA | **Objective**   * Participants get a basic knowledge on the two programmes and the main features of the calls for proposals   Content/method   * **Short presentations** by each programme body. There may be a short question and answers session. | *Introductory PPT, including links to web-sites with more info, as well as upcoming programme events* |

# Introducing ENI CBC: what is a CBC project and what it the ENI CBC added value

| **Time** | **Topic/presenter** | **Objective/Target/Content/** | **Handouts for participants** |
| --- | --- | --- | --- |
| *20 minutes* | Introduction to ENI CBC  Facilitator/s:  TESIM | **Objective**   * Participants get a basic introduction to ENI CBC and the expected added value of the ENI CBC projects   Content/method   * **Short presentation** with some key introductory messages about the nature of the financing instrument and the specificities of CBC approach. | *Introductory PPT* |

# Project development

| **Time** | **Topic/presenter** | **Objective/Target/Content** | **Handouts/Resources** |
| --- | --- | --- | --- |
| 2 hours 10 minutes | Developing ENI CBC project ideas to address common regional problems or opportunities  Facilitator/s:  TESIM with support from JTS staff | **Objectives of the module**   * To identify cross-border problems and opportunities best addressed via CBC * To fully understand different levels of objectives and aligning them with programme objectives.     **Content**   * Short presentation on problem analysis, stakeholder analysis and objective analysis by TESIM introducing the group work (15 minutes) * Group work (facilitated by TESIM with support from JTS staff) – see group work exercise attached – on identifying key problems and constraints of the existing situation, formulating objectives for the identified problems, checking CBC relevance/added value, identifying other relevant initiatives. (40 minutes) * Developing ENI CBC project partnership and intervention logic: capacity building presentation on stakeholder’s analysis and building project intervention logic in line with programme strategy (20 minutes) * Practical individual or group work on building intervention logic (40 minutes) * Plenary session with TESIM feedback on the group exercises. (15 minutes)   **Expected outputs/outcomes**   * Draft problem and objective tree templates * Understanding of analysis needed to ensure the project is relevant to the needs/opportunities of the area and target groups and complements other initiatives * ENI CBC potential project ideas * Understanding of hierarch of purposes and aligning it with the programme objectives. | **Hand-out:**   * Power point presentation   **Resources:**  - Yellow, green, pink and blue large post-it (A6)  - Flip-charts  - Markers, tape  - Priorities / printed in A3  - Blank A3 or A2 size papers |

**Outline of the group work exercise 1**

* Invite participants to split according to the programme priorities they’re most interested in around flipcharts placed on the 6 corners of the room (6 priorities in HSRU programme). If more than 15 participants in a priority, best to split the priority group in 2 smaller groups so that the interaction within the group remains manageable*.*
* Main role of the facilitator is to ensure time keeping (as there is very limited time for this exercise) and progress in the groups, as well as a good understanding of the process. Groups will need to be closely monitored in this regard, some might need more support than others. *Note that it is likely that within the group some participants will be more experienced than others and will create a dynamic, others might benefit from a “pair” training on the methodology, while contributing to the content.*

- **Problem tree (25 minutes):**

1. **Participants brainstorm main cross border problems related to the priority and select one individual focal problem** – write on yellow post-it. This should be a really quick brainstorming, it is not necessary to find a consensus on what is the central problem to the priority, but rather to find a relevant key problem to practice on **(5 minutes)** *(alternatively, each participant could quickly write a key problem on a card and place it on the wall – if one problem is common to several participants, this one is chosen as focal by the group)*
2. **Participants identify related problems to this focal problem** (on yellow post-it) **& 3.** **Establish hierarchy of causes and effects.**  Problems are clustered and organised in a cause-effect relationship, on the model of the example provided in TESIM presentation and with support from the facilitator. Problems which are not cross-border are set aside. **(15 minutes)**
3. **Participants identify who’s affected by each problem** – write on pink cards and stick next to each related problem. It there is too little time, they can practice doing it only on some or one problem. **(5 minutes)**

- **Objective tree (15 minutes):**

1. **Participants reformulate all negative situations of the problems analysis into positive situations** that are desirable and realistically achievable, on the model of the example provided in TESIM presentation – write on green post-it **&** 2. **Organise it on the flipchart paper** accordingly at the same level as appropriate problem and 3. **Participants check the means-ends relationships to ensure validity and completeness of the hierarchy:** if necessary revise statements, add new objectives (means) if relevant to achieve the objective at the next higher level, delete objectives which do not seem suitable or necessary. Objectives that do not require cross-border cooperation are set aside. **(15 minutes)**

**Outline of the group work exercise 2**

* The same groups will continue to work together for the second exercise. Now that the groups have a clearer idea about their objectives, they will be asked to develop a result chain starting from activities to impact.
* Main role of the facilitator is again to ensure time keeping and progress in the groups, as well as a good understanding of the process. Groups will need to be closely monitored in this regard, some will focus on the result chain, the others may focus more on target groups. *Note that it is likely that within the group some participants will be more experienced than others and will create a dynamic, others might benefit from a “pair” training on the methodology, while contributing to the content.*

**- Result Chain (25 minutes):**

1. Participants will define the **overall objective** (what they will contribute to) and link it to one of the programme priorities.
2. Participants will be asked to define 3 **specific objectives** for their project.
3. Participants will define the **results** (what do you want to improve, which positive change, who will benefit?) and link them to the indicators of the programme.
4. Participants will define their **outputs** (what services/goods, equipment/infrastructure needed to achieve the results)
5. Participants will define their **deliverables** needed to achieve the desired output.
6. Participants will define a few **key activities** to produce the deliverables.

* **Stakeholder Analysis (15 minutes)**

1. Participants will be asked to define the target group and final beneficiaries of their project
2. Possible project partners
3. And negatively affected other stakeholders (if any)

# Being a lead beneficiary or a partner

| **Time** | **Topic/presenter** | **Objective/Target/Content** | **Handouts/Resources** |
| --- | --- | --- | --- |
| 20 minutes | Being a lead partner or a partner  Facilitator/s:  TESIM | **Objectives of the module**   * To clarify the roles and responsibilities of lead partners and partners. * To find out how to identify partners and build partnerships.   **Expected Target audience**   * Little experienced potential project partners/applicants   **Content**   * The roles and responsibilities of lead partners and partners; Tips for finding partners; Building and maintaining real partnerships (10 Minutes) * Asking participants about their previous experiences with partnerships. (10 Minutes)   **Expected outputs/outcomes**   * Concrete suggestions on finding/identifying partners * Good understanding of what is involved in being a lead partner or partner, and in finding partners and building partnerships | **Handout:**  PPT |

# Project financial planning

| **Time** | **Topic/presenter** | **Objective/Target/Content/** | **Handouts for participants** |
| --- | --- | --- | --- |
| *90 minutes* | Developing a project budget based on project activities  Facilitator/s:  TESIM with support from JTS staff | **Objective**   * Participants understand the main principles for the development of the project budget and financial plan * Raised awareness of the participants concerning the critical issues to be taken into account during the budget and financial plan development   Content   * Presentation on project budget and financial plan * Group discussion on development of activity-based project budget   Outputs/Outcomes   * Overview of the necessary steps for development of the financial documents of the project | *ppt on budget and cash-flow*  *Handout for the practical task on activity-based budget development* |

# Project activity planning

| **Time** | **Topic/presenter** | **Objective/Target/Content/** | **Handouts for participants** |
| --- | --- | --- | --- |
| *60 minutes including TESIM introductory presentation (20 minutes) Group exercises (30 minutes), feedback to the plenary and wrap up (10)* | Building a good work plan  Facilitator/s:  TESIM with support from JTS staff | **Objective**   * Participants understand the key role of good planning for successful project implementation * Participants are able to draft a project work plan including partner roles, the timeline, outputs and target groups in line with the project intervention logic * Participants have a tool that can help them to formulate a clear, coherent and realistic project **work** plan   Content/method   * **Presentations** to introduce the session, and to reinforce the main practical messages that should be taken into account by the lead applicant/applicants when planning the development of work plan. * **Group work**   Build a work plan for at least a couple of activities  Develop a GANTT for a least a couple of activities   * **Short presentation/feedback to the plenary** by asking each group to call out what are the key things to be taken into account for an effective planning * **Wrap up by the facilitator** highlighting the key messages of the session (the last slide)   Outputs/Outcomes   * List of main steps for the development of a work plan | *Introductory TESIM PPT*  *Handout with the template of exercise and work plans and GANTT* |

**Outline of the *group work exercises***

Invite participants to split in several (depending on the number of participants at the particular event) groups on tables according to the programme priorities they’re most interested in

If possible, the event registration form should provide the opportunity to know in advance both the indicative number of participants, but also how many participants interested in each priority.

Groups have clear instructions from the TESIM presentation. Facilitators (TESIM, MA, NA) are not expected to stay with one group but rather to circulate among the groups to actively support them and ensure progress and dynamics in the groups, a good understanding of the various concepts, as well as time keeping.

Each group will work on 2 main steps for developing a work plan

-1. Developing a description for a couple of activities (ideally neither Management nor Communication). Handout to be printed in A3

Here below a list of possible project activities to be tackled by different work group (depending on number of participants)

1) Developing an Action plan for the territory,

2) Organizing Coaching activities

3) Good practice report

4) Technology transfers/study visits

5) Pilot initiatives

6) Environmental Monitoring system

- 2. Transpose the WP into a GANTT Chart: see the attached template to be printed in A3 format and distributes to the workgroup.

**SUMMARY (10 minutes):**

* Summary is done by each group separately - each group is asked to identify what are the key things to be taken into account when planning ENI CBC projects, so they are ready for the feedback to the plenary.

# Wrap up

Open final session (15 minutes) with final messages and questions and answers.