



Analysis of the coordination of EU funding programmes in selected EU Member States

Report to the Ministry of Regional Development of the Czech Republic
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Overview

Context, Aims & Definitions

- Challenge of falling ESIF resources
- Coordination could help increase revenue from other EU programmes
- Learn from experiences of other Member States

Case studies

- Austria
- Belgium
- Estonia
- Spain

Discussion & Recommendations

- Are there transferable lessons, best practices or success factors?
- How can coordination across EU programmes be improved in the Czech Republic?

Context for the study

Challenge:
Lower ESIF funding for CZ 2021-27 (decline of over 20%?) due in part to EU-level shift to other budget headings

Solution:
Increase revenue from other EU programmes where there is potential to do so

Tools:
Improve coordination and cooperation in CZ, with a focus on institutional arrangements

Aim of the study

The study aims to draw lessons from coordination between ESIF and other EU funding programmes in selected EU Member States....

ESIF & other EU programmes:

- COSME
- Creative Europe
- EaSI
- Horizon 2020
- LIFE

Selected Member States:

- Austria
- Belgium
- Estonia
- Spain

Defining coordination

How do you define and analyse coordination? Study focuses on two dimensions:

- coordination at different stages of the policy-making process and
- different intensities of coordination.

Stages of coordination:

- Strategic planning at level of OP/PA (e.g. legal frameworks, indicators, project calls)
- OP-level management & implementation (e.g. monitoring & evaluation)
- Project-level engagement and implementation (e.g. support for applicants)

Intensities of coordination:

- Active cooperation (e.g. joint goal-setting)
- Consultation & dialogue (between bodies)
- Exchange of information & experience
- Complementarity & coherence (between different programmes)

Challenges and supports to coordination

Obstacles:

- Silo-based thinking
- Political, institutional and cognitive lock-in

Supports and opportunities:

- New disruptive approaches associated with EU funding programmes
- Political commitment and practical incentives
- Formal or informal 'boundary spanners'

Austria:

Coordination of ESIF & other EU programmes

Strategic planning

- PA formal commitment to coordination
- S3 process built complementarity

OP level

- Different EU programmes are managed & implemented separately

Project level

- Coordination of funding is case-by-case

Belgium: Coordination of ESIF & other EU programmes (Flanders)

Strategic planning

- PA defines demarcation & coordination for each Thematic Objective

OP level

- ESIF MA manages links with other EU programmes
- Network of MA & NCPs
- EU Platform for Science & Innovation
- Informal information-sharing

Project level

- LIFE Integrated Projects provides opportunities

Estonia:

Coordination of ESIF & other EU programmes

Strategic planning

- PA preparation involved entities responsible for other EU programmes
- PA sets commitment to coordination via State budget, IB, committees

OP level

- Implementing bodies play an important role
- Agencies often have multiple roles in different EU programmes eg
 - KredEx is ESIF IB & COSME NCP
 - Estonian Research Council is H2020 NCP & manages ESIF & domestic support for R&D

Project level

- Implementing bodies interact with beneficiaries and promote coordination
- Funds from different EU & domestic sources are combined or allocated sequentially to projects
- Leader in combining financial instrument sources of funds (ESIF/EFSI)

Spain:

Coordination of ESIF & other EU programmes

Strategic planning

- PA identifies complementarities between each ESIF & each other EU programme
- PA describes coordinating structures

OP level

- ESIF Coordination Committee
- Thematic networks
- In R&D&I, Centre for Development of Industrial Technology including EuroIngenio Fund; also S3 process, 'stairway to excellence' approach
- SME Initiative OP
- Frontrunner in EaSI participation

Project level

- Complementary funding from ESIF & LIFE or H2020

Lessons and best practices - 1

- **Strong political commitment** to coordination is important (as in Spain)
- A **long-term strategic approach** is required ...which must be reflected in formal goals, indicators and targets
- Governance **structures play a key role** – different approaches have been taken including single responsible entities, entities with wide thematic remits, use of Brussels offices
- **Individual staff members** also play an important role (advice, networking, signposting) as in Wales (UK)

Lessons and best practices - 2

- **Formal coordination structures** support continuity of linkages (Ireland, Germany)
- **Mobilising stakeholders** can help ensure the required cultural change e.g. for preparation of PAs, OPs and S3 processes
- **All programming stages** provide opportunities for coordination and communication should be ongoing
- **Capacity-building** goes hand in hand with commitment and formal coordination mechanisms
- **Simplification and alignment** facilitates coordination

Recommendations in the Czech institutional setting

- Ensure high-level strategic commitment to coordination
- Entrust governance structures with prioritising coordination
- Develop a culture of coordination & communication
- Tailored study & programme of coordination-building
- Invest in human capacities
- Build supportive formal frameworks

Ensure high-level strategic commitment to coordination

Show a clear commitment...

- ...with agreed common goals
- ...and agreed strategic policy frameworks and indicators
- ...allocate domestic funding
- ...design coherent packages of instruments
- ...translated into implementation documents and budget
- ...across all funding programmes
- ...consider multi-annuality also for domestic programmes?

Include stakeholders...

- ...in the preparation process
- ...in the evaluation and review of progress towards common goals

Entrust governance structures with prioritising coordination

Single coordinator

- ES: ESIF Coordination Committee
- FL: Innovation & Entrepreneurship

Thematic coordinators

- ES: CDTI is H2020 NCP & coordinates H2020 with other EU & domestic programmes & leads on various RTDI tasks

Multiple responsibilities

- EE: KredEx is ESIF IB & COSME NCP; ERC is H2020 NCP & manages ESIF & domestic support for R&D

Committees & working groups

- FL: Network of ESIF MA & NCPs; EU Platform
- ES: Thematic Networks e.g. RTDI, Environment

Develop a culture of coordination & communication

Within the public administration:

- Set up platforms and processes to stimulate and maintain dialogue
- Possible thematic focus
- Invite representatives of EU and domestic programmes
- EU-level representatives also?

Among key stakeholders:

- EU funding programmes
- Business representatives
- Higher education and research
- Wider public agencies
- Civil society
- Non-governmental organisations

Tailored study & programme of coordination-building

Analysis of existing culture of cooperation and coordination

- Including identification of obstacles

Develop a tailored plan

- Aim to build relationships among relevant authorities and stakeholders
- Include a range of EU and domestic programmes

Invest in human capacities

Invest in human capabilities and staff training

- For managing authorities, national contact points, including support for applicants and beneficiaries

Include relevant activities in job descriptions

- Ensure networking and boundary-spanning activities are valued as important

Create and foster relationship-building

- Peer-to-peer learning
- Targeted exchanges

Build supportive formal frameworks

Prioritise coordination at every step

- Coordinate goals across programmes
- Cascade into e.g. marketing, calls, selection criteria, monitoring indicators, evaluations...
- Consider using EU-level initiatives (e.g. LIFE Integrated Projects, Seal of Excellence)

Simplify & align rules across funding programmes

- Simplified cost options
- Monitoring systems/requirements
- Support for applicants and beneficiaries
- Support linked funding at project level

Influence 2021-27 frameworks

- To increase scope for coordination across programmes

Thank you for listening!

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