IQ-Net Conference

Project generation and selection in Cohesion policy and the results-orientation requirements for 2014-20

Ry, East Jutland (Denmark), 2-4 June 2014
June 2014

Dear Partner,

Welcome to the 36th meeting of the IQ-Net Network!

On behalf of the European Policies Research Centre and the Danish Business Authority, we are pleased to welcome you to the Blicher Hotel, East Jutland for the IQ-Net Conference on project generation and selection in Cohesion policy and the results-orientation requirements for 2014-20.

We cordially invite you to assemble at 19.00 on Monday 2 June in the Kyhns Stue room on the ground floor of the hotel where the welcome presentation and supper will be held.

We hope you find the Conference to be interesting and enjoyable.

Kind regards,

John Bachtler
Director
Welcome to Denmark

Dear IQ-Net Partners,

I am delighted to have this opportunity to welcome you to the 36th IQ-Net Conference, which is to be held in Ry in the heart of the Central Denmark Region, from 2-4 June 2014.

As the responsible person for business development and international relations in the Danish Business Authority, the Managing Authority for Structural Funds in Denmark, I have always been keen on extending a results-orientated agenda and approach to all possible policy and administrative areas.

I am convinced that it is of crucial importance that we are able to show the results of our efforts. I am therefore pleased that we have all agreed on the topic of results-orientation for the IQ-Net Conference in Denmark.

In the context of Danish Structural Funds management, we have worked intensively with results-orientation throughout the 2007-13 programme period. We have drawn on this experience in programming the 2014-20 period and are now – as one of the most important achievements – able to draw on a register-based method in measuring the results of our Structural Funds support.

I am aware that the challenge of implementing the results-orientation approach in project generation and selection is huge. The exchange of experience among IQ-Net partners on this topic will therefore be very valuable!

I hope that you have an interesting and productive conference and an enjoyable stay in Ry in the Lake District of Denmark.

Kind regards,

Anders Hoffmann
Deputy General Director
Danish Business Authority
Check-in available from 15.00 at Blicher Hotel. Delegates arriving earlier can leave their luggage.

19.00 Welcome drink in the Kyhns Stue room on the ground floor

19.30-22.30 Buffet supper and presentation to be held in the Kyhns Stue room on the ground floor of the hotel

Welcome speech by Skanderborg Council’s mayor Jørgen Gaarde

Presentation by Preben Gregersen, Regional Policy Director, Danish Business Authority
**Tuesday 3 June 2014**  
**Main Conference Agenda**

The meeting will take place in Conference Rooms 1 and 2 on the ground floor of the hotel.

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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| 9.00   | **Welcome and introductions**  
- Presentation of IQ-Net objectives and Conference running order  
- Introduction of participants |
| 9.15   | **SESSION 1: STATE-OF PLAY OF 2007-13 PROGRAMMES AND PROGRESS WITH PROGRAMMING FOR 2014-20**  
Short presentation by Rona Michie, EPRC, followed by discussion on issues including:  
- State of implementation and closure of 2007-13 OPs  
- Progress with submitting and negotiating Partnership Agreements and OPs  
- Overview of funding allocations and criteria used, use of ITIs and CLLD  
- Changes in implementation arrangements and experiences with multi-fund OPs |
| 10.15  | **Coffee break**                                                                                  |
| 10.45  | **SESSION 2: PROJECT GENERATION & SELECTION AND RESULTS-ORIENTATION REQUIREMENTS FOR 2014-20**  
Project generation and selection in Cohesion policy in 2014-20: between results-orientation and micro-management  
Short presentation by Frederike Gross, EPRC, and partner interventions on  
- Partner experiences with results-orientation  
- Interesting partner examples of project generation and selection with a focus on results-orientation |
| 12.15  | **Project generation & selection and results-orientation: Commission perspectives**  
*Alida-Mihaela Staicu, Evaluation Desk officer, DG REGIO*  
Short presentation followed by Q&A on  
- Particularities of programme negotiation and feedback process  
- Practical examples identified during the dialogue with Member States |
| 12.45  | **Lunch break**                                                                                   |
| 14.00  | **SESSION 3: PROJECT GENERATION & SELECTION: WORKSHOP DISCUSSIONS**  
- Launching the 2014-20 programmes  
- Project generation & selection and results-orientation, e.g. around  
  - peer review and problem-solving based on pre-identified practical questions  
  - the applicant’s perspective: How can processes be streamlined? |
| 15.45  | **Coffee break**                                                                                  |
| 16.15  | **Reporting back on workshop discussions**                                                        |
| 16.30  | **SESSION 4: FUTURE PROGRAMMING CHALLENGES: IQ-NET CONFERENCE THEMES & DEVELOPMENTS**            |
| 17.00  | **Close**                                                                                        |
| 18.00  | Depart by bus for a boat trip across the lakes                                                   |
| 19.30  | Conference dinner at Restaurant 1A hosted by the Danish Business Authority                      |
Wednesday 4 June 2014
Study Tour Itinerary

During the morning of Wednesday 4 June, delegates will have the opportunity to visit projects, which have benefited from European funding.

06.30  Breakfast available from 06.30
       Bills can be settled the evening before departure

08.15  Departure

09.00  First project visit: STARTmidt Accelerator - Business Development Centre Central Denmark
       - Welcome to Business Development Centre Central Denmark
       - Why we started STARTmidt Accelerator
       - Presentation of STARTmidt Accelerator
       - Case stories – companies that participated in the project

10.00  Transport: Århus – Vejle

11.15  Second project visit: Transformer
       - Short presentation of “Spinderihallerne” (the Spinning Mill)
       - Presentation of Transformer
       - Case stories – companies that participated in the project
       - Questions and comments
       - Lunch (in the Spinning Mill)

12.45-  Transport to Vejle station and Billund Airport
13.45  
Accommodation and meeting venue

Accommodation and Meeting Venue

The Conference will be held at Blicher Hotel, located in the heart of the Central Jutland Lake District surrounded by lakes and forests, where delegates will also be accommodated. An all-inclusive Conference package price of €320 has been agreed for Partners covering two nights’ bed & breakfast (B&B), all meals and use of conference facilities. For those intending to stay for only one night, the price is €210 (B&B) including all meals and use of conference facilities. Day delegate rates are available on request. The hotel is accepting payment in Euros. It operates a cancellation policy of 14 days prior to arrival. Conference registrations cancelled after this date will be subject to a cancellation charge. As usual, EPRC will make reservations on partners’ behalf, and bills should be settled with the hotel on departure.

Hotel Blicher

Kyhnsvej 2
8680 Ry
Denmark

Tel.: +45 86 89 19 11
Fax: +45 86 89 12 57
Email: mail@hotelblicher.dk
www.hotelblicher.dk

Travel Details

Partners are advised to travel to the regional airport Billund (http://www.bll.dk/?sc_lang=en), approximately 1h drive away from the conference venue. Alternatively, they can travel to Copenhagen airport (http://www.cph.dk/en/) followed by a 3h15 minutes train journey. For train and bus times and fares, please check the Danish travel website (http://www.rejseplanen.dk/bin/query.exe/en).

From Billund Airport

Bus transfers will be organised from the airport to the hotel for partners arriving on 2 June departing at 14.00 and 17.00. However, it is important that the number of delegates wishing to use this service notify the organisers through the registration process no later than 9 May 2014.

Alternatively, you can take a taxi from the airport to the hotel, which takes around 60 minutes and costs DKK 970 (approximately €130). In terms of public transport, there are hourly buses to Vejle railway station, which take 30 minutes and cost DKK34 (approximately €4.50). From Vejle station, trains depart for Skanderborg every 30 minutes, the journey takes 30 minutes; the train journey from Skanderborg to Ry takes 10 minutes – the entire journey from Vejle to Ry costs DKK129 (approximately €17).
**From Copenhagen Airport**

There are hourly train connections between the airport and Skanderborg station, most of which are direct and take approximately 3 hours. After changing in Skanderborg it is only another 10 minutes journey to Ry. Tickets cost DKK 412 (approximately €55). The ticket office is located in Terminal 3 above the railway station. You can take the free shuttle bus which runs between Terminal 1 and Terminal 3, where the station is located. The bus journey lasts about 5 minutes.

**From Ry train station to the conference venue**

The hotel is situated about 200 metres from the train station (turn to your right when leaving the station building and, at the next crossing, turn left – the hotel is to your right).

Following the final study tour visit on Wednesday 4 June, delegates will be taken to Billund airport and Vejle railway station for approximately 13.30.

Links to further information about the Silkeborg-Ry area:

[www.silkeborg.com](http://www.silkeborg.com)


[http://himmelbjerget.dk/en](http://himmelbjerget.dk/en)
Facts and Figures about Denmark

Denmark is constituted of five subnational administrative regions and 98 local municipalities. The total population is 5.6 million inhabitants, of which 1.75 million are residents of the Capital Region of Denmark (incl. Bornholm). The remaining four regions have between 0.58 million and 1.27 million inhabitants. In terms of surface, the smallest region is the Capital Region of Denmark (2,560 km$^2$), whereas the two largest regions are the Central Denmark Region (13,000 km$^2$) and the Region of Southern Denmark (12,251 km$^2$).

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**Denmark in numbers**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>5.6 million (2014)</td>
</tr>
<tr>
<td>Area</td>
<td>42,922 km$^2$</td>
</tr>
<tr>
<td>Population density</td>
<td>131/km$^2$</td>
</tr>
<tr>
<td>Capital</td>
<td>Copenhagen (1.25 million)</td>
</tr>
<tr>
<td>Local governments</td>
<td>5 regions and 98 municipalities</td>
</tr>
<tr>
<td>GDP</td>
<td>249,390 million euro (2013)</td>
</tr>
<tr>
<td>GDP per capita</td>
<td>44,440 euro (2013)</td>
</tr>
<tr>
<td>Labour force</td>
<td>2.8 million (2013)</td>
</tr>
<tr>
<td>Labour market activity rate</td>
<td>78% (2013)</td>
</tr>
<tr>
<td>Employment rate</td>
<td>73% (2013)</td>
</tr>
</tbody>
</table>
Regional Policy Actors in Denmark

With the local government reform in 2007 and the creation of the Regional Growth Fora, a strong platform was established for regional and local business development action. The six Regional Growth Fora in the Northern Jutland, Central Denmark, Southern Denmark, Zealand, Copenhagen Capital regions and the island of Bornholm are leading on their respective regional growth initiatives.

A Regional Growth Forum consists of 21 members appointed by the regional council based on nominations by the region, the municipalities in the region, the social partners, the regional knowledge institutions and business organisations. In the course of 2014, new growth fora will be set up following local elections at municipality and regional council level at the end of 2013.

The growth fora represent the regional partnership, bringing together representatives of the business community, knowledge and education establishments, the social partners as well as local and regional authorities – actors with a first-hand knowledge of the challenges of the business community and the regional conditions for growth.

They contribute to the regional business development strategies and develop and prioritise actions translating the strategy in order to improve regional growth conditions. One of their tasks is to make recommendations to the State authority (the Danish Business Authority) on the use of ESF and ERDF funding. The growth fora also advise the regional councils about the use of regional funds for business development.

Another important role of the growth fora is to monitor growth conditions at the regional and local levels. In order to guarantee a targeted effort, which is regularly adjusted to the needs and challenges of each region, growth fora follow developments and evaluate whether the measures taken meet the goals. Developments are reported on annually via a regional growth report by the government.

As of 2014, the regional business development strategies, including the measures for peripheral areas, will be part of a comprehensive growth and development strategy for each region. The regional growth and development strategies, including specifications by the growth fora regarding measures for peripheral areas within the region as well as action plans, will form the basis for prioritising the national ERDF and ESF OPs.

Each region has a secretariat which provides secretarial services for the growth fora. The secretariats manage calls for application and cooperate with the Danish Business Authority on the administration of EU Structural Funds projects. They have an overview of the relevant domestic funding options in the fields of innovation, entrepreneurship, implementation of new technology, education, environmental development etc. The secretariats can therefore offer advice to potential applicants on both, their possibilities for financing their activities, and the interfaces between Structural Funds, domestic schemes and other EU-funded schemes.

The Danish Growth Council acts at the central government level and consists of representatives from firms, business organisations, knowledge institutions, municipalities, Regional Growth Fora, and the social partners. Its role is to ensure coherence between the national and regional levels and to launch initiatives to implement the national growth policy at regional level. The Growth Council advises the Minister for Business and Growth and is also consulted regarding regional growth and development.
strategies. Moreover, the Danish Growth Council advises the Minister for Business and Growth on the themes for the national pool of Structural Funds.

**Figure 1: The institutional structure of regional development policy in Denmark**

The Danish Business Authority (DBA) keeps a close dialogue with the secretariats of the Regional Growth Fora with a view to helping to establish a better regional framework for future growth. Also among the other actors, there is a dialogue to ensure maximum benefit from each single actor’s efforts to enhance growth and employment. The Danish Business Authority and the six growth fora also cooperate on a number of other activities, e.g. the measurement of impact of the regional efforts.
EU Structural Funds 2014-20 in Denmark

Allocation of funding in 2014-20

In the 2014-20 period, regional efforts targeted at growth and business development in Denmark will be supported by more than DKK 1 billion annually (ca. €135 million). ERDF and ESF funding amount to approximately DKK 589 million (ca. €79 million), distributed as follows: DKK 220 million (ca. €29 million) to both the national ERDF and ESF OPs and DKK 149 million (ca. €20 million) to the ETC programmes covering Denmark. Co-financing will be provided by regional, local and central governments as well as private actors and independent institutions. Compared to the 2007-13 period, funding reduced by 22 percent; this reduction is spread across national, cross-border and transnational OPs.

Most of the funds under the national programmes are implemented in line with recommendations from the Regional Growth Fora. Funds are implemented in order to support growth and employment across Denmark e.g. through innovation, entrepreneurship, green growth initiatives, education, and job creation. In 2014-20, five percent of ERDF will be used for sustainable urban development of cities with more than 30,000 inhabitants, while ESF – through the EURES measure – will contribute to increase mobility on the labour market. Approximately 7.5 percent of the funds are reserved for a national pool which is implemented at the central level without involvement of the Regional Growth Fora. The distribution of funding to the growth fora was based on several indicators, e.g. the share of peripheral areas in each region and the share of early school leavers. It is made sure that no growth forum faces a decline of over 30 percent in funding compared to the 2007-13 period.

Table 1: Allocation of funds per growth forum (million DKK) for 2014-20 (current prices)

<table>
<thead>
<tr>
<th>Copenhagen Capital</th>
<th>Southern Denmark</th>
<th>Central Denmark</th>
<th>Northern Jutland</th>
<th>Bornholm</th>
<th>Zealand</th>
</tr>
</thead>
<tbody>
<tr>
<td>342</td>
<td>580</td>
<td>400</td>
<td>549</td>
<td>74</td>
<td>496</td>
</tr>
</tbody>
</table>

Table 2: Expected allocation of funds on cross-border and transnational programmes for 2007-13 and 2014-20 respectively (current prices)

<table>
<thead>
<tr>
<th>Programmes with Danish articulation</th>
<th>Million DKK annually in average 2007-13 (current prices)</th>
<th>Million DKK annually in average 2014-20 (current prices)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross-border programmes</td>
<td>92</td>
<td>113</td>
</tr>
<tr>
<td>One Danish-German programme (two programmes in 2007-13)</td>
<td>36</td>
<td>48</td>
</tr>
<tr>
<td>One Danish-Swedish-Norwegian programme</td>
<td>54</td>
<td>62</td>
</tr>
<tr>
<td>One South-Baltic Sea programme</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Transnational programmes</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>One Baltic Sea programme</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>One North Sea programme</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>149</td>
</tr>
</tbody>
</table>
**Structural Funds management and implementation arrangements**

The Danish Business Authority is the Managing Authority for both ERDF and ESF. A joint Monitoring Committee is established to monitor both funds, and the DBA holds the presidency of the committee. It is composed of representatives from the most important partners within industrial and employment policies and helps ensure the coherent implementation of both funds.

The Danish Business Authority receives recommendations for projects to be funded by the Structural Funds from the Regional Growth Fora. The DBA controls the legality of the recommendations, issues approvals and rejections, and manages the daily case handling of the projects. The growth fora make sure that projects do not receive double-financing, but that funding streams are instead complementary. During the period 2007-13, several projects have consisted of both ERDF and an ESF contribution.

In addition to the national programmes, the Danish Business Authority also has responsibility for Danish participation in the ETC programmes. All Danish regions are covered by cross-border or transnational ETC programmes, and the Regional Growth Fora are represented in the committees which decide on the allocation of funds within each cross-border programme. With the growth fora also having a central role in the allocation of the national ERDF and ESF funding, it is possible to coordinate efforts in a way so that both programmes will contribute to the implementation of the regional development strategies.

A special urban forum will be set up at the national level, including representatives from e.g. the Ministry of Housing, Urban and Rural Affairs, the Ministry of Environment and the Ministry of Climate, Energy and Building, and Local Government Denmark, the Regional Growth Fora and urban experts. Its role will be to recommend projects on the theme of sustainable urban development in cities with more than 30,000 inhabitants.

**Results-orientation – implementing the intervention logic at project level**

All projects funded by ERDF and ESF must have a clear intervention logic. This means that projects must contribute with measurable results to the realisation of the specific goal set out in the investment priority of the relevant programme. All applicants must describe the chain of effects of their project, i.e. the connection between activities, outputs, results and impact of the project. The chain of effects must be clear, logical, and contain a critical assumption whether this project will actually be able to realise the expected impact. If possible, all fundamental assumptions must be evidence-based.

Apart from listing the concrete and measurable goals for outputs and results, projects must also calculate on a regular basis whether the goals have been fulfilled or not. The programmes include indicators which form the basis for impact evaluation. Projects can contribute to specific indicators, which are adjusted to their activities and outputs, as well as indicators chosen by the growth forum, e.g. whether the project has resulted in export.
Study Tour Information

First visit: STARTmidt Accelerator

The purpose of STARTmidt Accelerator is to increase the number of growth entrepreneurs from four percent to eight percent in the project period running from the start of 2011 to September 2014.

The STARTmidt accelerator programme is run by the Business Development Centre Central Denmark and is co-funded by ERDF and ESF.

Programme activities include individual coaching and advice targeted at entrepreneurs in a number of areas, including funding, leadership, business planning, networking, education, sales, marketing, product development and exports – all activities which focus on helping entrepreneurs survive and grow.

Facts:

Lead partner: Business Development Centre Central Denmark

Business Development Centre Central Denmark, also known as Væksthus Midtjylland, is a non-profit organisation, partly financed by national and regional authorities. It is responsible for business support in the Central Region of Denmark and is active in developing appropriate instruments and services for the growth of entrepreneurial businesses and SMEs.

Total budget: €14,200,000

ERDF funding: €3,080,000

ESF funding: €3,570,000
Second visit: Transformer

Transformer is targeted at small enterprises that work with green energy with the aim to help them grow and create jobs. Run by Spinderihallerne (The Spinning Mill), which is a part of the municipality of Vejle, it has been implemented since June 2012 and will be completed in December 2014. It facilitates networking and knowledge sharing within the green energy sector and helps different small entrepreneurs work together to develop new solutions and products. The main focus of the project is more energy efficient products/solutions, technologies that help adapt to climate change, and sustainable energy. The activities in Transformer are primarily networking, education, business development and exports.

Facts:

Lead partner: ‘Spinderihallerne’ (The Spinning Mill)

The Spinning Mill provides Denmark’s fastest growing development and innovation environment for people who work in the field of business, design and art. The dynamic working environment of ‘Spinderihallerne’ houses more than 60 creative micro-companies and artists, as well as a number of cultural institutions and a municipal team. Together, they stimulate business development via networking, collaboration, knowledge sharing and resource pooling.

Total budget: €1,940,000

ERDF funding: €732,000

ESF funding: €209,000