



# Partnership: Requirements and Set-up

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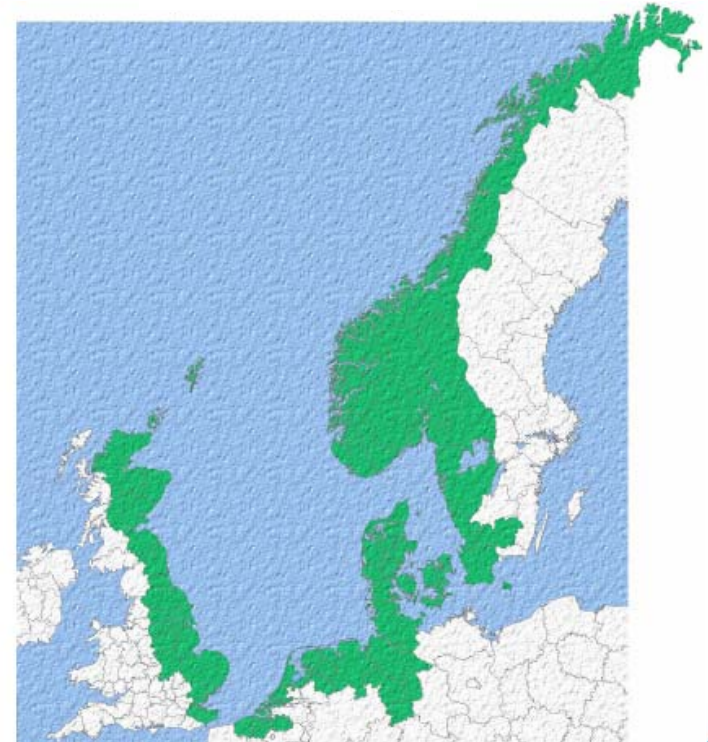


# For a successful project,

## the partnership needs to be

- viable
- relevant
- strong
- balanced
- integrated
- responsible
- ...

## Some of this: requirement!





# Partnership Obligations

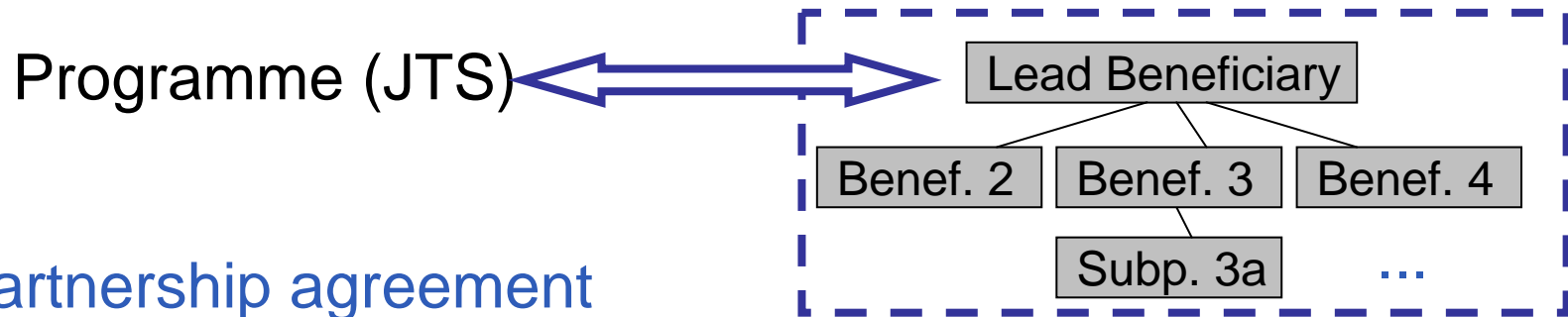
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|--|-------------------------|
| Lead Beneficiary Principle                                 | see Fact Sheet No. 5    |
| Letters of Intent  | see Fact Sheet No. 6    |
| Public-Private Partnerships                                | see Fact Sheet No. 7    |
| Beneficiaries and Sub-partners                             | see Fact Sheet No. 8    |
| • the Operational Programme:                               | see Section 5.2.3.2 and |
| • make yourself sufficiently acquainted with the other bit |                         |

**Adherence insufficient - success at risk!**



# The Lead Beneficiary Principle

See Fact Sheet No. 5



- Partnership agreement
- Appointment of Project First Level Controller
- Management, reports and documentation
- Compliance, outputs and claims

...



# Partnership agreement

The Interreg IVB  
North Sea Region  
Programme



See our Fact Sheet No. 5!

**To cover at least:**

Sound financial management  
Protection of the audit trail  
Arrangements for recoveries

**The Lead Beneficiary has to set it up -  
the Partnership has to live and perform it!**



# Letters of Intent

See Fact Sheet No. 6

- Each Beneficiary, Lead, standard or Sub!

Documents, legally binding, confirm participants'

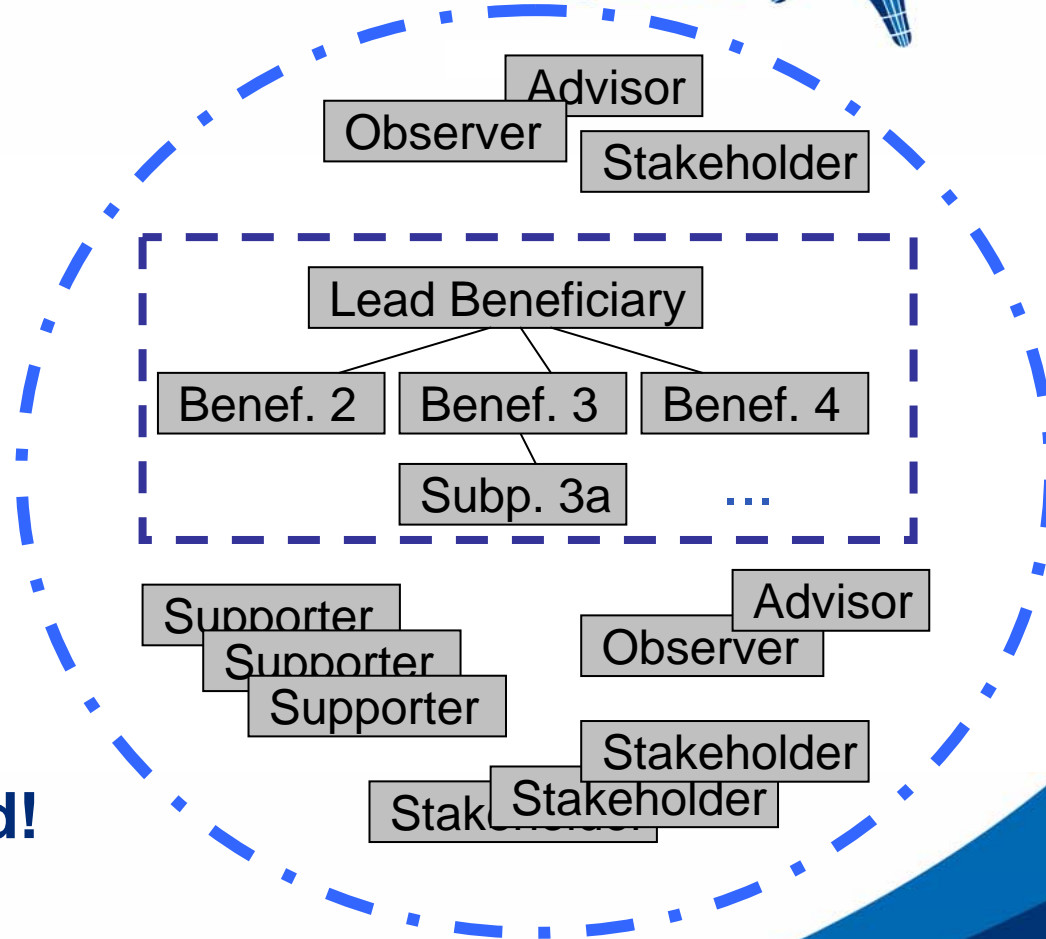
- Familiarity with application and conditions
- Acceptance to fulfil, contribute and deliver
- Understanding of responsibility and compliance
- Unconditional Commitment, esp. **own funding**

...



# Definition:

- Official partnership
- Wider partnership
- ...



**And again:  
Some of this is required!**



# Public-Private Partnerships

See Fact Sheet No. 7

- e.g. to "test" new techniques or sponsor the "public good"
- any project outcomes are to remain entirely
  - in public ownership and
  - free accessibility
- Lead Beneficiaries need to be public (and legal bodies)

...





## Sub-partners

### See Fact Sheet No. 8

- e.g. if small in size, specific in contribution, lacking organisational capacity
- SAME eligibility rules and requirements
- SAME obligations and paperwork
- SAME country as Beneficiary (usually)

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# Vertical and Horizontal Integration

## A Relevant and Viable Partnership is a Pre-Condition for Effective Implementation

Vertical integration must be convincing –

strong involvement of national authorities, agencies and regional authorities

Horizontal integration is equally relevant – different sectors

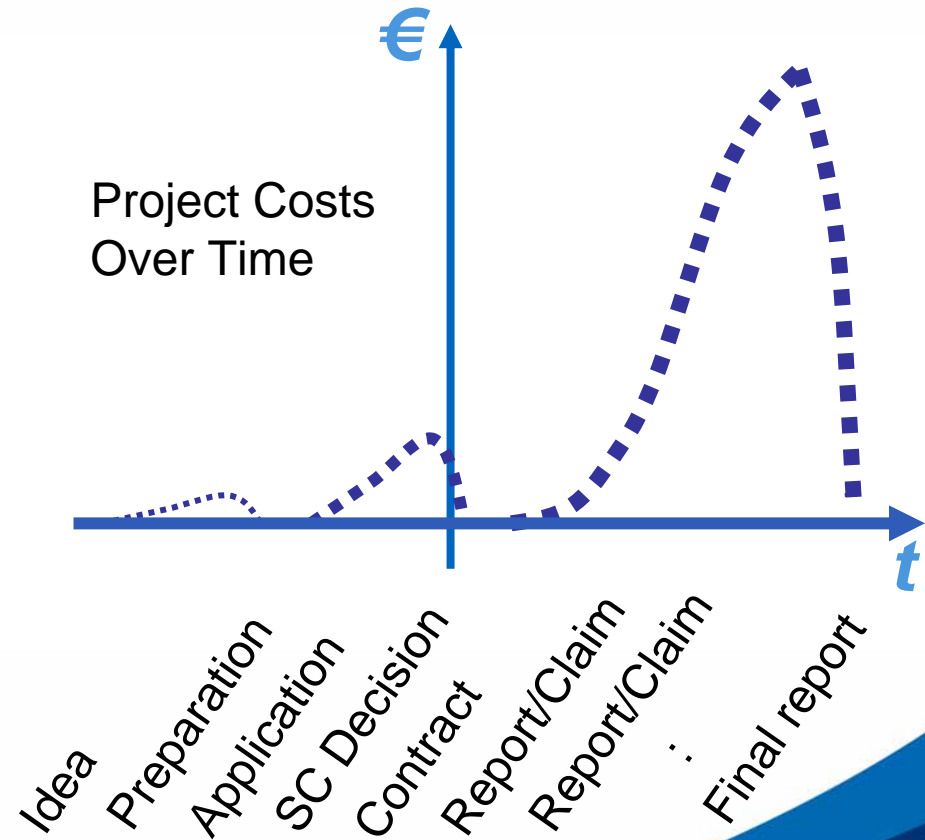


## Viability

- preparation
- duration
- implementation

## Relevance

- impact
- reach
- dissemination





# Relations and Principles

## Relations

- “The right crew”
- Objectives
- Implementation
- Added value

## Principles

- Internal balance in size, role and involvement

## Criteria

- Competences
- Professionalism
- Geographical coverage
- Vertical & Horizontal integration



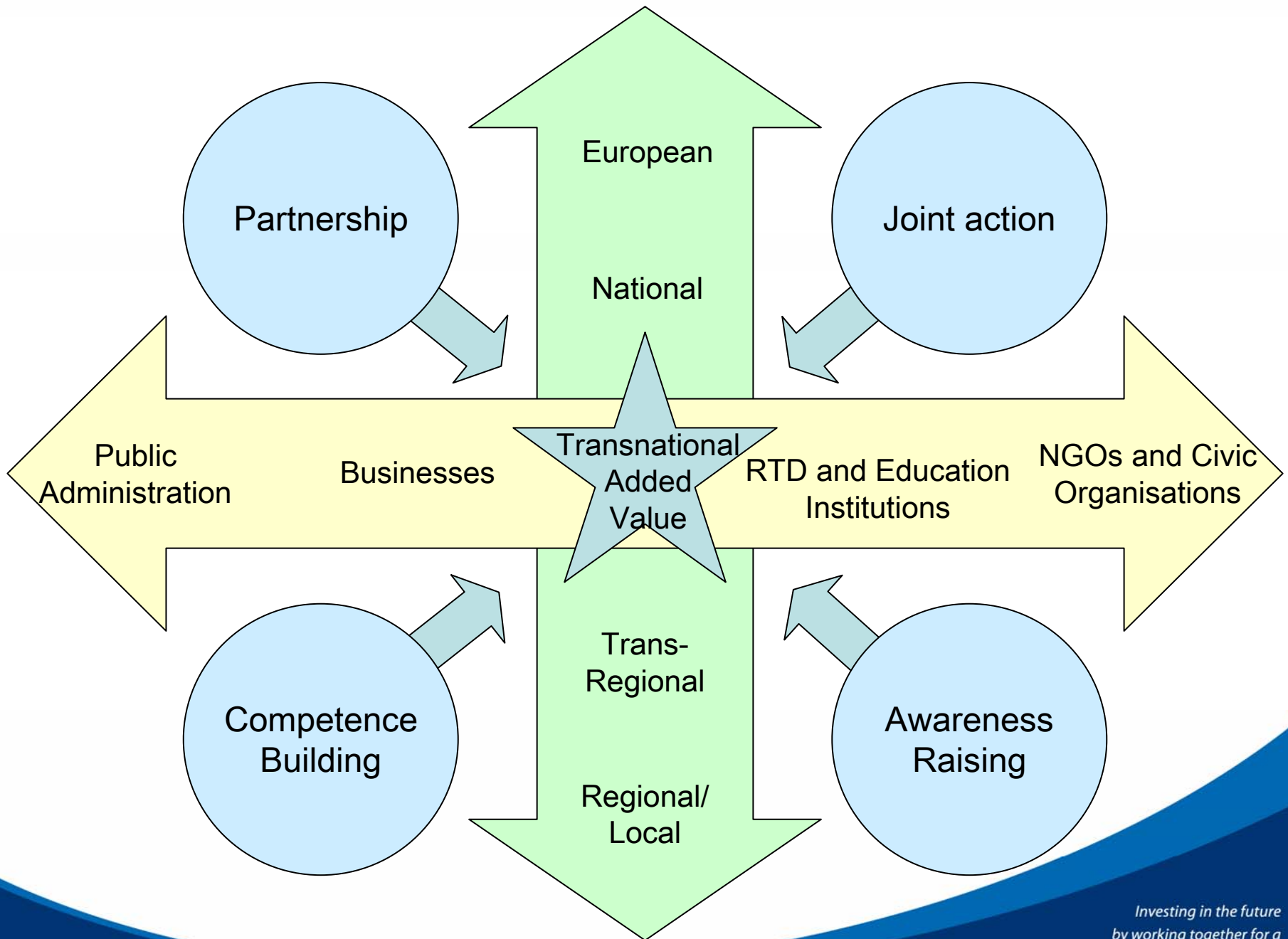
## Costs incurred "outside"

Adjacent to the NSRP area or beyond:

- Beneficiaries and Activities

In principle possible to report and eligible (thresholds!)

- To be applied for upfront and well ahead
- To be of value and benefit for the NSR
- To be reported and audited specifically
- To be the exception rather than the rule





# Thresholds to become approved?

Size / Number depends on e.g. content,  
managerial practicalities

Budget / Duration  
availability, ambitions,  
also scope and deadlines

Private sector /  
Sub-partners  
stakeholders, priority,  
intended activities

Key aspects:                      adequate • appropriate • efficient

## Full compliance - swift re-imbursments!