

Course Title: Identification and Management of Funding Funds

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Course aims:

This course encompasses five sessions aiming to: a) Disclose the various programs and funding opportunities available at national and European levels related with seafood production and processing; b) Enhance competences and provide tools to attract and effectively manage funding funds; and c) Create networking opportunities and sharing of experiences, bringing up in debate the critical steps, limitations and key factors that assure the success of project applications and, later, their effective management.

Intended learning outcomes:

- Learning outcome 1

Understand the importance of receiving funding funds to enhance companies' overall management, competitiveness and innovation.

- Learning outcome 2

Acquire a broader view of the different funding opportunities currently available for fisheries, aquaculture and seafood industry sectors, at national and European levels, and become acquainted with the specificities and critical points of each funding program.

- Learning outcome 3

Learn how to develop successful project applications and attract funding, by identifying the critical points from a Project Evaluator's point of view.

- Learning outcome 4

Strengthen the knowledge on basic principles, key concepts, resources, risks, and decisive steps of project management.

- Learning outcome 5

Gain a deeper understanding on how to give a good use and effectively manage funding funds, and ascertain the critical points from a Project Auditor's point of view.

Course contents

	Hours
EEA grants: Opportunities, procedures, evaluation, management, critical points and difficulties	3
<p>The Directorate-General for Maritime Policy (DGPM) was designated as Programme Operator (PO) of the “Blue Growth, Innovation and SMEs” (Blue Growth), through the Memorandum of Understanding signed on 22nd May 2017, between the Portuguese State and the Donor Countries of the EEA Financial Mechanism 2014-2021 (EEAFM 2014-2021), Iceland, the Kingdom of Norway and the Principality of Liechtenstein. The main objective of the Blue Growth Programme is to increase value creation and sustainable growth in the Portuguese Blue Economy. In addition, the aim is to increase research and promote education and training in marine and maritime areas. The Programme will contribute to the overall objectives of the EEA Grants by financing initiatives to increase competitiveness and profitability among Portuguese SMEs and bring more innovation in their products, services and processes. This programme will also strengthen cooperation between Donor and Beneficiary States, through joint projects and partnerships. The programme includes the following areas: 1) Business Development, Innovation and SME, 2) Research and 3) Education, Scholarships, Apprenticeships and Youth Entrepreneurships. With the implementation of the Programme the following outcomes are expected to be achieved: Increased competitiveness for Portuguese enterprises within the focus area of Blue Growth; Resource efficiency of enterprises in marine sector supported; Enhanced performance of Portuguese research organizations; Education, training and cooperation in marine and maritime issues enhanced; Enhanced collaboration between the beneficiary and the donor states involved in the programme. Approximately 70% of the eligible expenditure is allocated to “Business Development, Innovation and SMEs” with special</p>	



focus on Blue Growth. 30% of the total eligible expenditure of the Programme is set aside for the components addressing “Research” and “Education, Scholarships, Apprenticeships and Youth Entrepreneurships”. The synergy between the business, research and education and a holistic approach throughout the programme will contribute to a sustainable Blue Growth in Portugal. The research will support businesses with a research, development and innovation component, strengthening their competitiveness in the market. The education component will promote the improvement of human resources skills and awareness in marine and maritime issues. This Programme aims at increased value creation and sustainable growth, including long-term marine and maritime economic growth, social cohesion (in terms of local communities and maritime activities), and marine environmental protection. The Blue Growth Programme has 44,7M€ funding, 38M€ from the EEA Grants and 6,7M€ from the DGPM state budget. The following topics will be covered and put out for discussion with participants: i) General overview of the EEA Grants and Blue Growth Programme; ii) Programme Implementation; iii) Calls; iv) Selection and Decision; v) Projects Implementation, vi) Projects Conclusion; and vii) Results (Outcomes and Outputs).

ITI Mar: Aims, framework and results

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The Integrated Territorial Investment for the Sea (ITI Mar), foreseen in the governance model of the European Structural and Investment Funds (FEEL) and published through Decree-Law No. 137/2014, of 12 September, aims to ensure the articulation between the application of ESI Funds and public policies at sea. ITI Mar assures, under the terms of no. 4 of article 36 of Regulation no. 1303/2013, of 17 December 2013 (Common Provisions Regulation), the program monitoring system and provides for the identification of the operations and achievements of the Union's priorities that contribute to the Sea Economy. ITI Mar implementation is ensured by a Commission, coordinated by the Directorate-General for Maritime Policy (DGPM), and composed of Agência para o Desenvolvimento e Coesão (AD&C) (the national coordinator of regional development policy and general coordination of European Structural and Investment Funds (ESIF) in Portugal), the National Managing Authority of EMFF (Mar 2020) and other authorities of management of thematic operational programs, regional operational programs for the Mainland, the Autonomous Regions of the Azores and Madeira and the Atlantic Area Transnational Cooperation Program (EA). ITI Mar is the instrument for coordination between the Operational Programs Management Authorities (OP), both in terms of monitoring and promoting results in the area of the sea, or in their relationship with the EC, when it comes to clarification of the contribution of FEEL with actions in the area of the sea for the realization of macro-regional and Atlantic Basin strategies. The following topics will be presented: i) General overview of ITI MAR; ii) The Importance of ITI Mar for the Implementation of the National Ocean Strategy; iii) Main Results of ITI MAR – 2019 - Monitoring of Results and Achievements; iv) Approved operations, Total Investment, Eligible Investment and Community Financing; v) Achievements of the European Structural and Investment Funds at Sea; and vi) Contribution to the Atlantic Maritime Strategy.



The objective is to introduce and give a general overview of the Horizon Europe programme, the new EU research & innovation programme for the period 2021-2027. This programme calls for the participation of all types of stakeholders and from all areas of knowledge and expertise. A step-by-step approach on how to participate will be presented including funding opportunities for seafood professionals, as well as some examples of projects funded under the previous EU programme (H2020). This track will be structured in three blocks, each lasting approximately 1 hour: i) Getting familiar with Horizon Europe; ii) What is Horizon Europe; iii) Why should I participate; iv) How Horizon Europe works; and v) How can I participate in Horizon Europe.

Proposals application and evaluation: Concept, design, process, monitoring, pitfalls and tips for successful applications7

This session provides useful information required to conceptualize, design, implement and evaluate projects. It will enable participants to better understand the most common processes, tools and techniques required to build, monitor and evaluate a project for the seafood sector. It will also stimulate ideas on the best approaches to conceptualize, design, implement, monitor and evaluate projects that will ultimately lead to a stronger responsibility of the participant, increased efficacy of project approval in the funding agencies, successful accomplishment of objectives and societal outcomes. This session has been designed to help seafood professionals to improve their success rate in submitting projects. It is focused to professionals that intend to apply with projects to national and international funding agencies to implement innovative actions/solutions in their business. The participants include those with general interest in the design, management and evaluation of projects, as well as those intending to develop a career or to improve the capacity to attract funds in the seafood sector. The aim of session entitled "Proposals application and evaluation" is to address the most relevant aspects to take into account to increase the success rate of a project proposal and highlight the crucial aspects addressed during the evaluation process. Specific case studies in the seafood sector will be used during the training session where the participants will work in discussion groups to simulate the preparation and evaluation of a project proposal. The following topics will be covered: i) Project concept; ii) Project design; iii) Project planning and submission; iv) Budget preparation: common mistakes and proper justifications; v) Project evaluation process; and vi) Project negotiation.

Introduction to Project Management: Concepts, roles and profiles, processes, tools, pitch5

On this session, participants will be introduced to basic project management concepts and will have a global perspective on project management knowledge areas, processes and a set of tools and techniques, aligned with standard references. At the end of this session, participants will better understand what needs to be done to set up a successful project. The lecture will start with basic definitions on projects and on managing projects. It will focus on project management core processes regarding scope, time and

cost, proving specifics to participants. There will be an overview of some tools and techniques that support the project manager, specifically Microsoft Project, Jira, Business Analysis and Design Thinking. To conclude, there will be a section on selling the project: how to structure a presentation and pitch it to clients or sponsors. During the session, participants will be presented real project scenarios and will be prompted to solve several exercises designed to consolidate their knowledge and identify specific difficulties. The following topics will be presented: i) Introduction to Project Management; ii) Project definitions and Life Cycles; iii) Managing a Project; iv) Project Roles and Profiles; v) Responsibilities: Project Manager, Sponsor, Client, Team, Stakeholders; vi) Project Charter; vii) Managing Scope, Time, Cost and Risk; viii) Tools and Related Knowledge Areas; ix) Software (Business Analysis and Design Thinking); and x) Selling a Project (Client Supplier Relation, Pitching the Project).

Good use of funding funds – The Auditors’ perspective

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This session is directed to project managers that seek to acquire or improve their knowledge and competences in the field of project management, and also desire to take the first steps into expenses’ audit processes. With this knowledge transfer, participants will acquire tools and insights that will enable to identify projects’ pitfalls and spot major and typical failure causes at early stages. Such knowledge will help project managers to implement efficient mitigation plans to overcome obstacles before projects’ execution is compromised. This session will also tackle The European Commission project management methodology, the PM² that assists every manager to better structure and plan a project, execute and manage a project in a more efficient way, and opens a door for improvement of organizational skills in a combined and online methodology, to better adapt the new social situation we are experiencing globally. The session will be particularly focused on the Auditor’s perspective, providing notions and specificities of audits procedures, as well as, examples of practical cases. Specific case-studies will be used during this session’s webinar, where participants will work in discussion groups to simulate the management of a project. The following topics will be covered and discussed: i) Why we need to manage projects? Why do projects fail? How do we manage projects?; ii) Project Work Breakdown Structure; iii) Introduction to Project Management platforms; iv) Project execution and control; and v) Introduction to expenses’ audit process.

Course Final Webinar - The relevance of funding funds in successful company/institutional management

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Participants will be invited to join a live round-table event in which different stakeholders (professionals within the seafood industry, non-governmental agencies, academics/researchers) will present their vision on the currently available funding opportunities for the seafood sector, trends and funding funds importance in the management of companies, research institutions and organizations. During this interactive and informal debate, all participants (invited speakers and course attendees) will have the opportunity to share their personal experience on successful and unsuccessful project applications, as well as, on the limitations and critical steps in project management and towards a good use of funds. Ultimately, this Course Final



Webinar aims to constitute an opportunity for networking, knowledge exchange and to build bridges, perhaps, opening the door for future collaborations between the participants in the development of new project proposals.

Course structure:

Week 1:

- Self assessment
- Units self-paced+ discussion on:

EEA grants: Opportunities, procedures, evaluation, management, critical points and difficulties

ITI Mar: Aims, framework and results

European Funds for marine/maritime research and blue growth - Horizon Europe 2021-2027

Proposals application and evaluation: Concept, design, process, monitoring, pitfalls and tips for successful applications

Introduction to Project Management: Concepts, roles and profiles, processes, tools, pitch

Good use of funding funds – The Auditors’ perspective

- Learning forum
- Additional resources

Week 2:

- Webinars and discussion on:

EEA grants: Opportunities, procedures, evaluation, management, critical points and difficulties

ITI Mar: Aims, framework and results

European Funds for marine/maritime research and blue growth - Horizon Europe 2021-2027

Proposals application and evaluation: Concept, design, process, monitoring, pitfalls and tips for successful applications

Introduction to Project Management: Concepts, roles and profiles, processes, tools, pitch

Good use of funding funds – The Auditors’ perspective

- Final Webinar - **The relevance of funding funds in successful company/institutional management**
- Additional resources
- Learning forum
- Learning webinars



- Final Self-assessment

Course material:

The materials to be used during the course will comprise interactive multimedia presentations integrated with tutorial videos, virtual tours and other visual aids (images, diagrams), as well as, EC videos, factsheets and links to relevant webpages.

Teaching method:

Two approaches will be used: a) e-Learning with access to interactive presentations, tutorial videos and external links; and b) face-to-face sessions (webinars), where participants will practice on real-life case studies and will have the opportunity to consolidate the knowledge previously acquired in the e-Learning platform.

Assessment method and criteria:

Tests, oral assessments, case-studies.

Notes and prerequisites:

More than 2 years of professional experience in the seafood sector; or Academic background in food science and technology, veterinary or marine biology.



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