



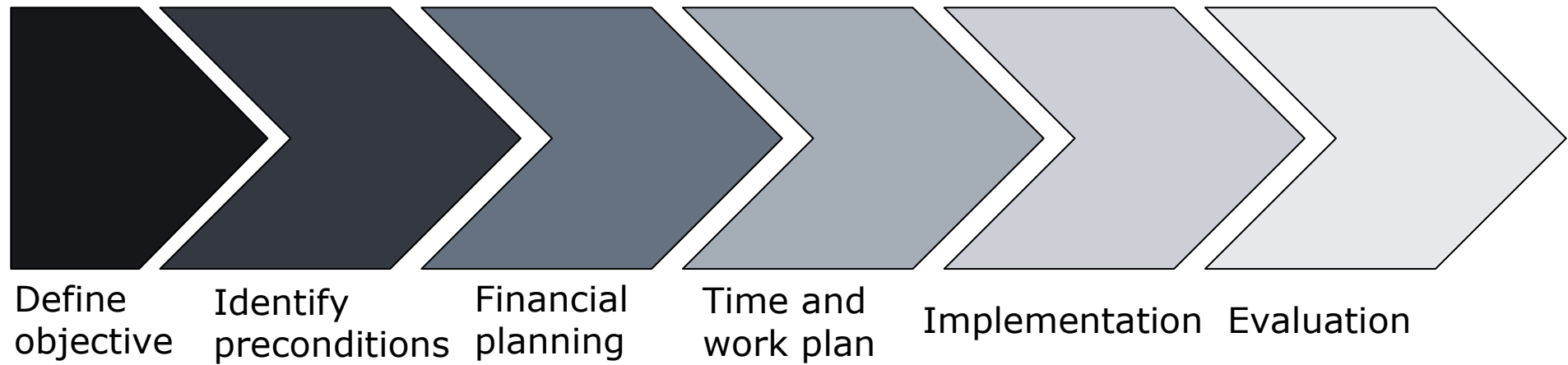
# PRELIMINARY CONSIDERATIONS ON ELEMENTS TOWARDS AN EFFECTIVE EUROPEAN COHESION POLICY

Dr. Torkild Byg

This presentation does not reflect the position of the Danish government

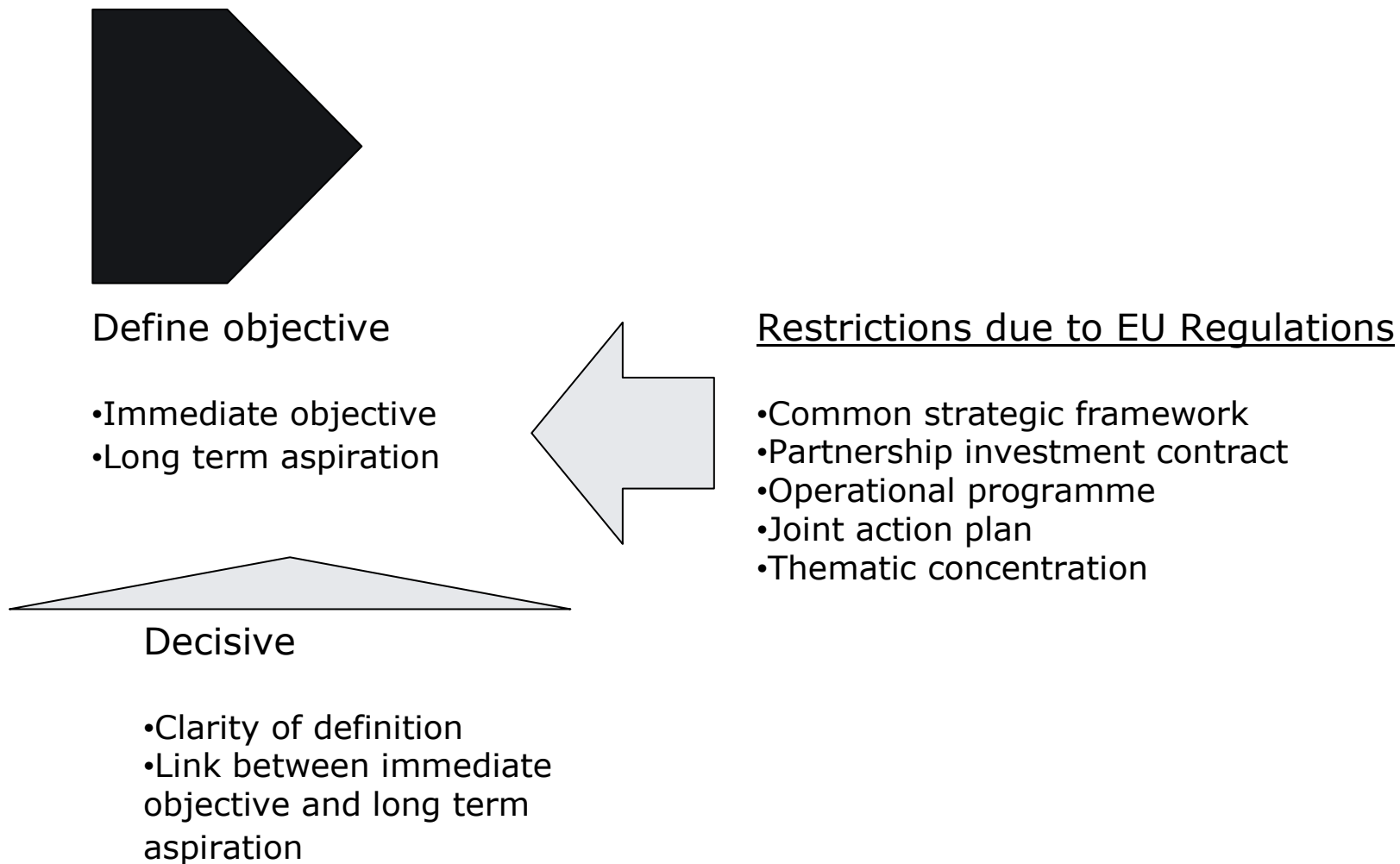


## Standard planning model

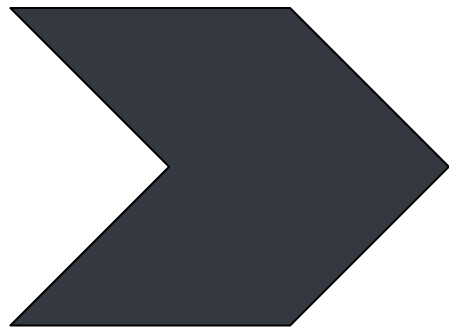




# Standard planning model vs. European Cohesion Policy



# Standard planning model vs. European cohesion policy



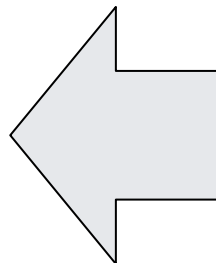
Identify preconditions

1. Success critical
2. Evaluation
3. Assure that they are met



Effect of EU Regulations

- Ex ante conditionality
- Control list approach
- Difficulties in implementation

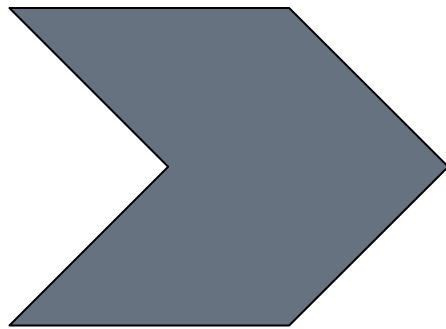


Limitations

- General nature
- Does not replace planning of member states

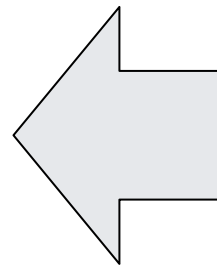


## Standard planning model vs. European cohesion policy



Financial planning:  
Estimate resources  
required

- Sensitivity analysis
- Control systems



Influence of EU Regulations

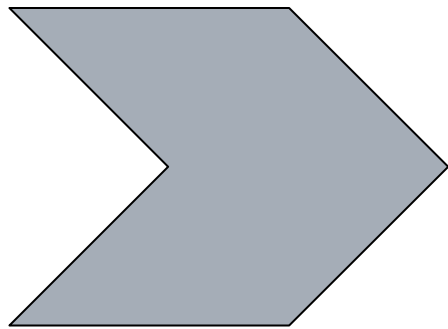
- Eligibility rules
- Grants vs. financial instruments
- Revenue generating projects
- Co-financing rates



Responsibility of member states

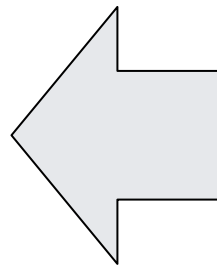


# Standard planning model vs. European cohesion policy



Time and work plan

- Work breakdown
- Logical dependencies
- Duration of tasks



Influence of EU Regulations

- Automatic de-commitment



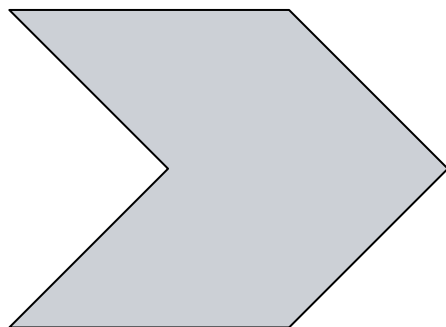
Identification of the critical path



Management and control systems  
of member states

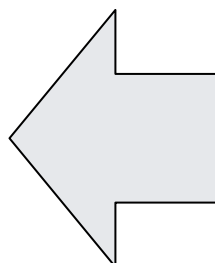


# Standard planning model vs. European cohesion policy



## Implementation

- Surveillance
- Adjustments
- Feed back into planning process
- Financial control



## Influence of EU Regulations

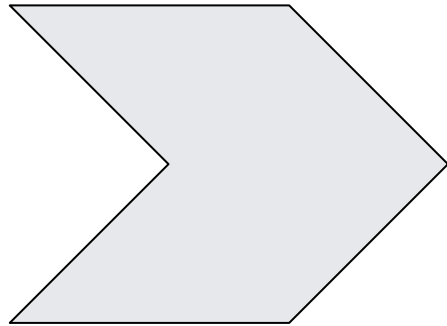
- Management authority
- Certifying authority
- Audit authority
- Monitoring Committee, implementation report



## Responsibility of member states

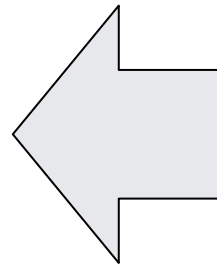


# Standard planning model vs. European cohesion policy



## Evaluation

- Outcome vs. objective and aspirations
- Lessons learned



## Influence of EU Regulations

- Strategic reporting
- Evaluation
- Information and communication



Responsibility and vital interest of member states



## Standard planning model vs. European cohesion policy



### Main conclusions

- The proposed regulations for the European cohesion policy provide but a framework and some general guidance for the planning of the member states.
- Main responsibilities of the member states are not affected by the proposed changes.
- European legislation does not replace prudent planning by the member states.