



Llywodraeth Cymru
Welsh Government

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Welsh European Funding Office

European Structural Funds Programmes 2014-2020

Applying for EU Funding – Part 1: The Pre Planning Stage

First Contact with WEFO and Completing the Operation Logic Table

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1. Purpose & Background of Guidance

- 1.1 This document is the first of a two part suite of guidance for potential beneficiaries to the 2014-2020 European Structural Funds programmes.
- 1.2 The guidance covers the early stages of contact with a proposal and the process of proceeding through the Pre-Planning stage (so called because it precedes an invitation to commence completing a business plan).
- 1.3 Once a decision has been taken by WEFO to invite a proposal into the Business Planning stage on WEFO Online, then the second part of this guidance suite should be used ([‘Applying for EU Funding – Part 2: The Business Planning Stage’](#)).

2. Initial Contact

- 2.1 Initial contact or queries can be made via the Business Wales Helpline (0845 010 3355) or by emailing: enquiries-wefo@wales.gsi.gov.uk.
- 2.2 WEFO will then respond to enquiries, and where appropriate, arrange to meet with potential beneficiaries. Discussions will then be held on the suitability of the proposal for EU funding. A WEFO lead contact will be appointed to liaise with the beneficiary in the event that the proposal is to be developed further.

3. The Operation Logic Table

- 3.1. Following the initial discussions, potential beneficiaries may be invited to complete an Operation Logic Table (OLT) which will test the suitability of the proposal for EU funding.
- 3.2. Two examples of the Operation Logic Table are provided for illustrative purposes, with an ERDF and ESF worked example included respectively at Annex A and B. The OLT is an opportunity for WEFO to further explore the proposal. Please note the completion of an OLT does not automatically result in the proposal being invited into the WEFO formal business planning process.
- 3.3. In order to complete the OLT effectively, potential beneficiaries should ensure that they have read and understood certain key documents available on the [WEFO pages of the Welsh Government’s Website](#). These include:
 - The relevant Operational Programme document ([West Wales & the Valleys](#) and/or [East Wales](#));
 - The [Economic Prioritisation Framework](#) (EPF) and associated guidance. (<http://gov.wales/funding/eu-funds/2014-2020/wefo-guidance/?lang=en>)
- 3.4. The aim of the OLT is to gain a clear understanding of precisely what a proposed operation intends to deliver against the EU programmes and how this will be achieved. Potential beneficiaries will be required to complete an OLT template for each proposal however if the intention is to deliver pan-Wales activity only one OLT may need to be completed.

3.5. The OLT template consists of:

- A basic information text box, allowing for the provision of title and synopsis details, Programme and Priority, the geographical operational area, together with an estimate of cost, if available, and duration.
- **Table 1:** A table requiring the beneficiary to prove a logical link between:
 - the specific objective and final outcome sought through the proposed operation and;
 - how these will be achieved and;
 - the potential contribution towards programme output indicators.

This table will be used by WEFO to gauge whether the proposed operation has a clear objective and has a clear understanding of how that would be achieved.

- **Table 2:** A table requiring the beneficiary to prove a logical link between:
 - the sector or groups targeted;
 - the particular barriers faced by those groups;
 - the precise actions that the operation would undertake to overcome those barriers; and
 - how the proposed operation would align and add value to the demand drivers listed in the EPF.

This table will be used by WEFO to gauge whether the proposed operation understands the need and targets the relevant group/sector, and how it would align effectively with the demand drivers and existing provision under the EPF.

3.6 Key points for completion of the OLT

- 3.6.1 The WEFO lead contact will support the potential beneficiary in the completion of the OLT.
- 3.6.2 The key to effective completion will be to provide concise, bullet point answers that directly answer the prompts in the template, rather than generalised responses.
- 3.6.3 Whilst proposals should not be reviewed solely in terms of the achievement against indicators, one of the key considerations for progress will be the potential contribution towards the result indicators associated with the relevant specific objective. A proposal providing a logical progression outlining the final result, the necessary activities and the realistic outputs needed to get there is more likely to be progressed than one seeking to simply provide unrealistic outputs that do not fit with the stated result and activities.
- 3.6.4 Although the Cross Cutting Themes (CCTs) are not explicitly referenced in the OLT, potential beneficiaries are invited to explore their responsibilities against and the potential to contribute towards Equal Opportunities, Sustainable Development and Tackling Poverty. This includes the potential to contribute to any output indicator that could positively contribute to the CCTs.

- 3.6.5 The potential for the proposed activity to duplicate existing provision also needs to be addressed.

4. Conclusion of the Pre Planning Stage

- 4.1 The Pre Planning stage will conclude with WEFO's decision whether to invite the proposed operation into the Business Planning Stage. The WEFO lead contact will inform the potential beneficiary of the decision and provide feedback where appropriate.
- 4.2 On an invitation to enter the Business Planning stage, the potential beneficiary should refer to the associated guidance document; '[Applying for EU Funding – Part 2: The Business Planning Stage](#)'.

5. Fraud Prevention

- 5.1. Please note that we may share data you provide to us with fraud prevention agencies and third parties for the purposes of preventing and detecting fraud. In order for us to comply with the fair processing principle of data protection we need to advise you how your personal data may be used.
- 5.2. The information we collect from you may be shared with fraud prevention agencies who will use it to prevent fraud and money-laundering and to verify your identity. If fraud is detected, you could be refused certain services, finance or employment in future. Further details of how your information may be used by us and these fraud prevention agencies, and your data protection rights, can be found by contacting Data.ProtectionOfficer@gov.wales
- 5.3. Further information is also available at <http://gov.wales/docs/caecd/publications/171113-fair-process-en.pdf>
- 5.4. If you have any queries on this please get in touch with WEFO.

OPERATION LOGIC TABLE (OLT) FOR PROPOSED ERDF ACTIVITY

***PLEASE NOTE – This template does not constitute a business plan or an application form. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes prior to potential progression to the Business Planning stage.**

Proposal Title:				Programme/Priority:	
Brief Description (max. 50 words):				Geographical area within proposed activity would take place:	
Estimated cost:	Total cost:		Grant cost:		

Table 1

Which Specific Objective within the programmes would the proposal deliver against?	What change will the proposal seek to achieve?	How will the proposal achieve the changes sought?	Programme output and result indicators and targets
<p><i>List the Specific Objective relevant to the proposed operation. Proposals should be focused on contributing towards the result indicators associated with the specific objective. More than one specific objective will only be allowed in extreme circumstances.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> <i>(3.1) To increase the number of renewable energy devices being tested in Welsh waters and off the Welsh coast, including multi-device array deployments, thereby establishing Wales as a centre for marine energy production</i> 	<p><i>Against the Specific Objective listed under the previous column, please <u>concisely</u> describe the final outcome(s) that the proposal seeks to achieve, including how it will directly contribute to the <u>result target</u> for that Specific Objective.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> <i>The production and installation of a full scale marine energy generation device that has been performance tested and proven as commercially viable.</i> <i>This operation aims to result in 5MW of additional capacity for wave and tidal energy – contributing 25% of the programme target of an additional 20MW of installed capacity in wave and tidal renewable energy.</i> 	<p><i>For <u>each</u> specified final outcome identified in the previous column please describe, through a series of <u>concise bullet point descriptions</u> of activity, <u>how</u> this will be achieved.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> <i>Identification of suitable candidate sites for device installation through tidal water flow and environmental research;</i> <i>Completion of environmental impact assessments for candidate sites, with a preferred option identified from a full analysis of potential benefits and impacts;</i> <i>All relevant consents, permits and planning permissions relating to the installation, power transmission and ongoing monitoring of the device will be obtained;</i> <i>Establishment of company to register all interests relating to device, progress design and manufacture of device and ongoing development;</i> <i>Agreement on route and specific materials needed for power transmission onshore;</i> <i>Acquiring facilities for manufacturing of device, full details of timescales and any procurement to follow;</i> 	<p><i>Please identify which <u>Programme output and result indicators</u> will be used to capture the activities described under the previous column. If possible, please identify a provisional contribution towards the relevant targets if possible.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> <i>Additional capacity of renewable energy production</i> <i>Energy Support site preparation schemes</i> <i>Number of renewable energy prototypes tested</i>

Table 2

Group(s) targeted	Identifying the barriers	Overcoming the barriers	How does the proposal fit within the wider investment context as set out in the Economic Prioritisation Framework (EPF)?
<p><i>Please identify the specific target group(s) (participants and/or SMEs/sectors) that the proposal would seek to support.</i> <i>For example:</i></p> <ul style="list-style-type: none"> • <i>Marine energy sector.</i> 	<p><i>For each target group identified under the previous column, please describe the specific barriers faced that form the need for the proposal.</i> <i>For example:</i></p> <ul style="list-style-type: none"> • <i>The technology utilised with the device has been theoretically validated but is as yet unproven through practical installation. Significant private sector investment is potentially available but will not engage until the commercial viability of the technology is proven.</i> 	<p><i>For each barrier identified under the previous column, please describe how the proposal would provide effective support for the target groups(s).</i> <i>For example:</i></p> <ul style="list-style-type: none"> • <i>The proposed operation (through the specific activities described in the above column) would allow the device to be performance tested and proven as commercially viable, which would unlock significant potential private sector investment.</i> 	<p><i>Of the ‘economic opportunities’ identified within the EPF (thematic and/or regional), please list those that the proposal would deliver against.</i> <i>For example:</i></p> <ul style="list-style-type: none"> • <i>Thematic Opportunity: Energy</i> • <i>Regional: Central and SW Wales</i> <p><i>For each economic opportunity identified, please describe how the proposal will respond to the existing demand drivers, as well as how it would be adding value to and not duplicate existing or planned investment.</i> <i>For example:</i></p> <ul style="list-style-type: none"> • <i>The proposal would directly respond to the identified demand driver of crown estate leasing rounds for off shore marine technology.</i> • <i>The proposal would also complement existing demand drivers such as the Energy Island initiative in Anglesey through contributing towards a regional aggregation of renewable energy expertise.</i> • <i>The proposal features as part of the strategic plan for the identified Enterprise Zone and can demonstrate endorsement from key investors identified in the EPF and beyond</i>

OPERATION LOGIC TABLE (OLT) FOR PROPOSED ESF OPERATION

***PLEASE NOTE – This template does not constitute a business plan or an application form. The aim of this logic table is to demonstrate the potential of the proposal to effectively deliver against the EU programmes prior to potential progression to the Business Planning stage.**

Proposal Title:				Programme/Priority:	
Brief Description (max. 50 words):				Geographical area within proposed activity would take place:	
Estimated cost:	Total cost:		Grant cost:		

Table 1

Which Specific Objective within the programmes would the proposal deliver against?	What change will the proposal seek to achieve?	How will the proposal achieve the changes sought?	Programme output and results indicators and targets
<p>List the Specific Objective relevant to the proposal. Proposals should be focused on contributing towards the result indicators associated with the specific objective. More than one specific objective will only be allowed in extreme circumstances.</p> <p>For example:</p> <ul style="list-style-type: none"> (2.4 WWV, 2.3 EW) To reduce the gender pay gap between women and men, reduce gender inequalities and support the progression of women in the workforce. 	<p>Against the Specific Objective listed under the previous column, please <u>concisely</u> describe the final outcome(s) that the proposal seeks to achieve, including how it will directly contribute to the <u>result target</u> for that Specific Objective.</p> <p>For example:</p> <p>To reduce inequalities in the labour market amongst women</p> <ul style="list-style-type: none"> Contribution to the reduction in the gender pay gap in Wales (target reduction – nationally or by region) Supporting the increased in levels of females in senior management positions (target) Supporting the increase in female participation in non traditional areas of work (baseline and targets) 	<p>For <u>each</u> specified final outcome identified in the previous column please describe, through a series of <u>concise bullet point descriptions</u> of activity, <u>how</u> this will be achieved.</p> <p>For example:</p> <ul style="list-style-type: none"> Delivering skills support and mentoring for women in employment focussing on those wishing to progress in employment, who are returning from a career break, who consider themselves to be under-employed – either in terms of skills or hours Delivering activities for employers focussing on modern working practices, to support the promotion of the role of women in the workforce, increased employee effectiveness and achievement of potential and to support workforce development Delivering activities focussing on gender equality awareness and positive action initiatives, highlighting key stages where females and males can be affected by gender stereotypical perceptions and choices, influencing future career choices and outcomes. 	<p>Please identify which Programme output and result indicators will be used to capture the activities described under the previous column. If possible, please identify a provisional contribution towards the relevant targets if possible.</p> <p>For example:</p> <ul style="list-style-type: none"> Participants gaining a qualification upon leaving Supported Enterprises having adopted or improved equality and diversity strategies and monitoring systems

Table 2

Group(s) targeted	Identifying the barriers	Overcoming the barriers	How does the proposal fit within the wider investment context as set out in the Economic Prioritisation Framework (EPF)?

<p><i>Please identify the specific target group(s) (participants and/or SMEs/sectors) that the proposal would seek to support.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Female workforce generally with some additional focus on;</i> • <i>Those in middle management.</i> • <i>Those returning from career breaks</i> • <i>Low skilled</i> 	<p><i>For each target group identified under the previous column, please describe the specific barriers faced that form the need for the proposal.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Low skills levels a barrier to progression within the labour market</i> • <i>Disconnect from labour market and gap in knowledge due to break, skills require updating.</i> • <i>Lack of awareness of opportunities and lack of transferable skills.</i> • <i>Potential barriers to equality of employment amongst employers and lack of flexibility for working arrangements</i> 	<p><i>For each barrier identified under the previous column, please describe how the proposal would provide effective support for the target groups(s).</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Provide Demand led support to up skill low skilled female employees and for leadership and management training</i> • <i>Raising awareness of gender equality issues amongst employers and the promotion of flexible working arrangements</i> • <i>Raise awareness of career opportunities particularly in non traditional sectors and the promotion of transferable skills</i> 	<p><i>Of the 'economic opportunities' identified within the EPF (thematic and/or regional), please list those that the proposal would deliver against.</i></p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Specific targeting towards those identified growth sectors where women are under-represented in the workforce and in senior management positions.</i> <p>Demonstrate that the proposed activity is not already being undertaken by another operation/project.</p>
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