

Interreg IPA CBC Italy–Albania–Montenegro Programme

PROGRAMME MANUAL

1.1 Programme strategic framework

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REGIONE PUGLIA

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Introduction

This factsheet provides potential applicants and project partners with practical guidance and illustrations to better understand the programme expectations towards quality project proposals.

The first part outlines the programme expectations for quality partnerships, the result orientation focus and how projects can impact policy-making by positioning themselves in the “policy cycle”. The programme intervention logic as a key element to structure the projects set up and aligning them to the programme is further explained. All elements developed in this first part are to be understood as transversal and applicable for all project proposals.

The second part of the factsheet explains the contents of the four priority axes. Here, in addition to the information given in the Interreg IPA CBC IT-AL-ME Programme (CP), project applicants find guidance on main topics of cross-border cooperation per programme specific objectives. This chapter does not replace the CP but illustrates in a practical approach the rationale of each specific programme objective.

If you look for examples of already approved projects please check out the programme website and the KEEP database at European level.

1.1 REFERENCES TO STRATEGIC FRAMEWORK

- EUROPE 2020: A strategy for smart, sustainable and inclusive growth, Communication from the Commission, COM(2010)2020 final
- Territorial Agenda of the European Union 2020: Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions, Gödöllő, May 2011
- Sixth Report on Economic, Social and Territorial Cohesion: Investment for jobs and growth. Promoting development and good governance in EU regions and cities, European Commission, July 2014
- National strategic documents: Italian Partnership Agreement; Albania Country Strategic Paper; Indicative Strategy Paper for Montenegro

1.2 MACRO-REGIONAL STRATEGY

- Endorsement of the European Union Strategy for the Adriatic and Ionian Region (EUSAIR), European Council, Brussels, 23-24 October 2014;
- Council conclusions on the European Union Strategy for the Adriatic and Ionian Region (EUSAIR) - General Affairs Council meeting - Brussels, 29 September 2014;
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions concerning the European Union Strategy for the Adriatic and Ionian Region COM(2014) 357 final;
- Commission staff working document - Action Plan - Accompanying the document - Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions concerning

the European Union Strategy for the Adriatic and Ionian Region concerning the European Union Strategy for the Adriatic and Ionian Region SWD(2014) 190 final;

- Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions concerning the governance of macro-regional strategies - 20.05.2014 - COM(2014) 284 final.

Kindly note that the above list is not exhaustive and it only includes the most relevant documents. For reference and further documentation, please consult the following websites:

- http://ec.europa.eu/regional_policy/en/information/legislation/regulations/
- http://ec.europa.eu/regional_policy/en/information/legislation/delegated-acts/
- http://ec.europa.eu/regional_policy/en/information/legislation/implementing-acts/
- http://ec.europa.eu/enlargement/instruments/overview/index_en.htm
- <http://www.adriatic-ionian.eu/>

1.3 THE PROGRAMME INTERVENTION LOGIC

The Interreg IPA CBC IT-AL-ME Programme is the new IPA cross-border Programme, involving Italy, Albania and Montenegro, for the programming period 2014-2020.

The Programme aims at strengthening cross-border cooperation for smart and sustainable development of the territories involved, with a view to pre-accession of Albania and Montenegro to the European Union.

The Programme implementation strategy aims to improve the economic, social and territorial cohesion of the area and - at the same time - contributes to achieving the objectives of the Europe 2020 Strategy and the EU Strategy macro-regional Adriatic Ionian (EUSAIR).

The main goal of the Programme is to enhance the coordination in the Programme area to tackle common challenges in order to boost and integrate territorial development. It aims to enable regional and local stakeholders from eligible areas to exchange knowledge and experiences, to develop and implement pilot actions, to test the feasibility of new policies, products and services, and to support investments in the Programme chosen sectors.

The Strategy of the Programme builds upon the results of the territorial analysis, the findings of the consultation process and the lessons learnt from other Cooperation Programmes covering the same eligible area during the period 2007-2013. More specifically, the territorial analysis has taken into consideration the following documents:

- Italian Partnership agreement
- The two Regional ERDF Operational Programmes for Molise and Puglia
- The EC progress report 2013 and Country Strategy Paper for Albania
- The EC progress report 2013 and Indicative Strategy Paper for Montenegro 2014-2020
- Thematic reports on Innovation and smart specialization for the three countries
- Eurostat and national statistics.

1.3.1 Programme eligible area



The Programme Area is located strategically between Eastern Europe and the Mediterranean Sea. It covers a total of 66.365 km² and has a population of 7.805.809 inhabitants. Albania covers the largest part of the Programme Area (more than 40%), and the Italian Region of Molise the smallest (4437 km²).

The Programme eligible area involves three Partner States. One country is an EU Member State, whereas the other two are candidate countries.

Member States

Italy	2 Regions (Puglia and Molise), 8 Provinces (Foggia, Bari, Brindisi, Lecce, Barletta-Andria-Trani, Taranto, Isernia and Campobasso)
IPA countries	
Albania	The whole country
Montenegro	The whole country

Each Project must contribute to the achievement of Programme results and outputs indicators.

1.3.2 Programme indicators

The indicators are vital to the efficient and effective implementation of the Programme. They are necessary to monitor and evaluate the extent to which the Programme has achieved its objectives and how efficiently. Output and result indicators will measure the achievement of the Programme specific objectives:

- Output indicators – measure the achievement of the quantitative targets set by the Programme.
- Result indicators – measure the level of achievement of the intended positive change in the cooperation among the three participating countries.

While output indicators measure the direct product (output) achieved through funding (input) and they may be constantly monitored during the project life through progress reporting, result indicators measure the more long-term outcome of the interventions and they may be captured through the programme evaluation exercise.

Both sets of indicators have been developed at programming stage and went through an ex-ante evaluation by external independent experts.

ID	Programme Output Indicator	Target value (2023)
1.1	Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013);	11
	Number of business and research institutions involved/offering nonfinancial support.	11
2.1	Number of new products, services and pilot or demonstration projects realized;	4
	Number of valorized sites.	4
2.2	Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013);	4
	Number of cross-border creative platforms.	4
3.1	Number of new products and services, pilot and demonstration projects realized;	15
	Number of users involved (in pilot or demonstration projects).	15
3.2	Number of new products, services, pilot and demonstration projects realized;	15
	Number of final users involved (in pilot or demonstration projects).	15
4.1	Number of new products, services, pilot and demonstration projects realized;	4
	Number of passengers and freight benefitting of the new multimodal connections.	4
5.1	Number of employees (fulltime equivalents) from the programme management structures	8

ID	Programme Result Indicator	Baseline value (2015)	Target value (2023)
1.1	Common interventions aimed to improve the cross border framework conditions in which the facilitators of competitiveness operate	8	15
2.1	Common action Plans for the smart management of tourist destinations to be adopted by the public authorities of the Programme area	0	4
2.2	a) cross border networks in the cultural and creative fields; b) cross-border agreements in the cultural and creative fields.	a) 2 b) 1	a) 5 b) 3
3.1	Common Plans enhancing and safeguarding water landscapes (including marine ones).	3	7
3.2	Common plans for energy efficiency and sustainable energy production.	1	4
4.1	Agreements for cross-border passengers and freight sustainable transport systems and multimodal mobility solutions	5	7

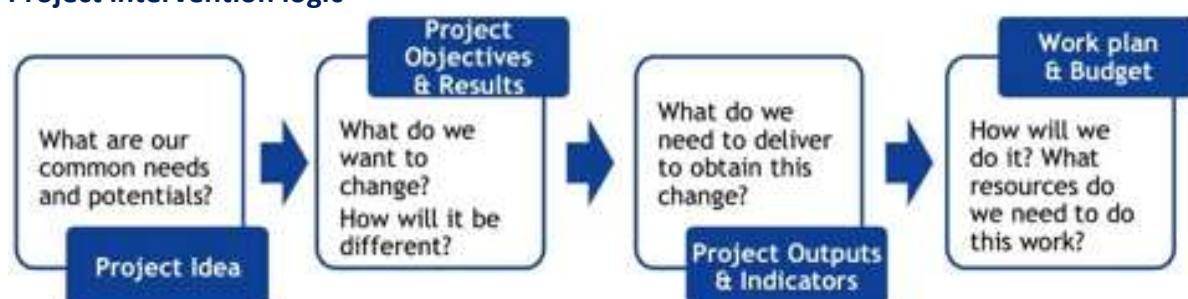
PROGRAMME INTERVENTION LOGIC - INTERREG CBC IPA Italy-Albania-Montenegro

Priority axis PA	thematic priority TP	Specific Objectives (SO)	Result indicators (by S.O.)	target value R	Output indicators (by IP)	target value O
PA1: Strengthening the cross-border cooperation and competitiveness of SMEs	TP G: Enhancing competitiveness, the business environment and the development of small and medium-sized enterprises, trade and investment through, inter alia, promotion and support to entrepreneurship, in particular small and medium-sized enterprises, and development of local cross-border markets and internationalization	1.1	Enhance the framework conditions for the development of SME's cross-border market.		Number of enterprises receiving non-financial support (common indicator – ref. Annex of Reg.(EU) No 1299/2013);	11
				15	Number of business and research institutions involved/offering non-financial support.	11
PA2: Smart management of natural and cultural heritage for the exploitation of cross border sustainable tourism and territorial attractiveness	TP D: Encouraging tourism and cultural and natural heritage	2.1	Boost attractiveness of natural and cultural assets to improve a smart and sustainable economic development.		Number of new products, services and pilot or demonstration projects realized	4
				4	Number of valorized sites.	4
		2.2	a) cross border networks in the cultural and creative fields;	5	Number of enterprises receiving non-financial support (common indicator – ref. Annex of Reg. (EU) No 1299/2013)	4
			b) cross-border agreements in the cultural and creative fields.	3	Number of cross-border creative platforms created	4
PA3: Environment protection, risk management and low carbon strategy	TP B: protecting the environment and promoting climate change adaptation and mitigation, risk prevention and management through, inter alia: joint actions for environmental protection; promoting sustainable use of natural resources, resource efficiency, renewable energy sources and the shift towards a safe and sustainable low-carbon economy; promoting investment to address specific risks, ensuring disaster resilience and developing disaster management systems and emergency preparedness	3.1	Increase cross-border cooperation strategies on water landscapes		Number of new products and services, pilot and demonstration projects realized;	15
				3	Number of users involved (in pilot or demonstration projects).	15
		3.2	Promoting innovative practices and tools to reduce carbon emission, to improve energy efficiency in public sector		Number of new products, services, pilot and demonstration projects realized;	15
				1	Number of final users involved (in pilot or demonstration projects).	15
PA4: Increasing cross border accessibility, promoting sustainable transport service and facilities and improving public infrastructures	TPC: Promoting sustainable transport and improving public infrastructures by, inter alia, reducing isolation through improved access to transport, information and communication networks and services and investing in cross-border water, waste and energy systems and facilities	4.1	Increase coordination among relevant stakeholders to promote sustainable cross border connections in the cooperation area.		Number of new products, services, pilot and demonstration projects realized;	4
			Agreements for cross-border sustainable connection of passengers and freight transport systems and multimodal mobility solutions.	5	Number of new multimodal connections for the benefit of passengers and freight	4

Project intervention logic provides the framework for the project and must provide a logical organisation of the project on the basis of its rationale. Project managers are required to demonstrate how planned activities and outputs logically link to the achievement of results and objectives stated.

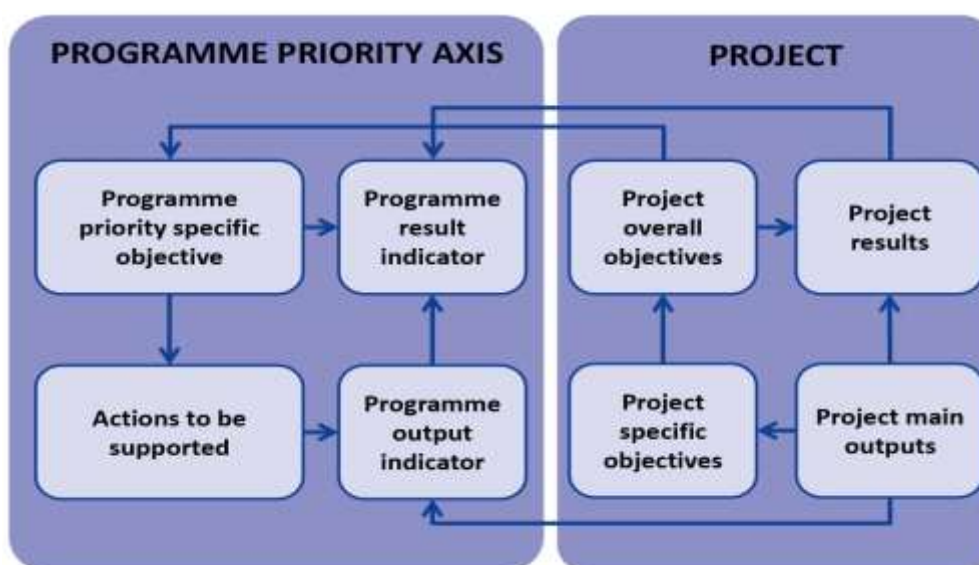
Project intervention logic must provide the necessary information for programmes to assess the contribution of a project to the “achievement of the specific objectives and results of the relevant programme priority”. In order to be able to assess and measure a project’s contribution to the achievement of programme objectives, the project needs to establish project intervention logic mirroring the programme intervention logic.

Project intervention logic



Showing the cause-effect relation between all elements of the project makes it possible to manage and monitor the project’s implementation. In fact, if the activities planned do not deliver the expected outputs, the project manager knows how the objective will be affected and can devise a plan to manage the deviation.

The fact that the project is consistent with the programme strategy justifies the request for funding. If the project falls outside the scope of the programme, it would obviously be of no interest for the programme to invest in a project aiming at results and objectives that are not aligned with its own:



See Annex 1 example of intervention logic

1.4 INTERREG IPA CBC IT-AL-ME PROGRAMME STRUCTURE

In response to the needs and challenges of development of the countries involved, the Programme strategy has been focusing on 4 of 8 thematic priorities established by IPA¹ Regulations, as selected by the representatives of the countries in the programming task forces on the basis of public consultations: increase the competitiveness of production systems, developing sustainable tourism, protect the environment and natural heritage, promote sustainable and multimodal connections, drive change towards a low environmental impact.

1.4.1 Financial allocation

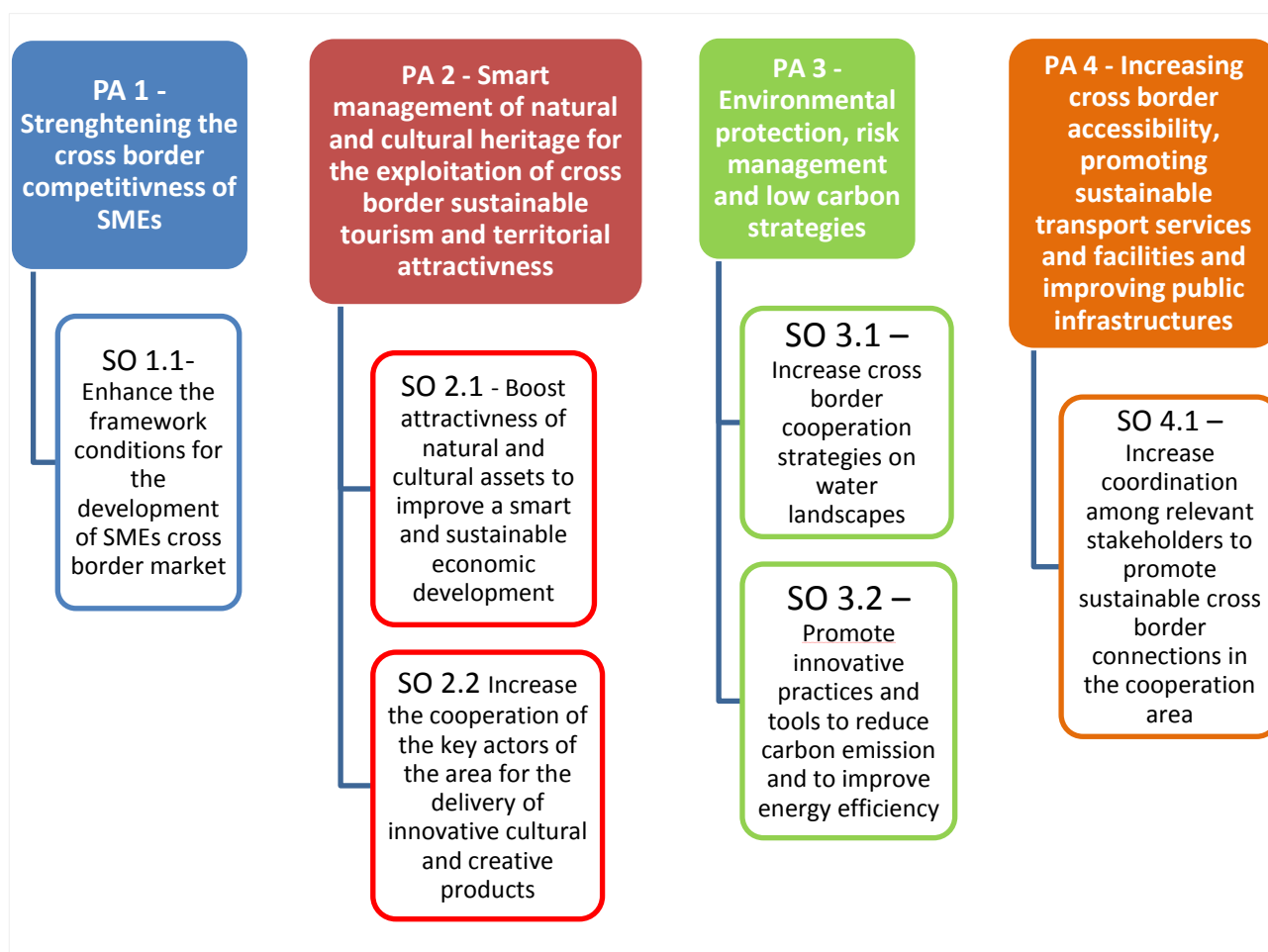
Based on the allocation per Priority Axes and per Thematic Priority specified in the Programme, the financial allocation established foresees the following distribution:

	THEMATIC PRIORITY	UNION SUPPORT	NATIONAL COUNTERPART	TOTAL	(%) of the total budget
Priority axis 1	TP G	15.760.284	2.781.227	18.541.511	20%
Priority axis 2	TP D	22.064.398	3.893.718	25.958.116	28%
Priority axis 3	TP B	19.700.356	3.476.534	23.176.890	25%
Priority axis 4	TP C	13.396.242	2.364.043	15.760.285	17%
Priority axis 5		7.880.142	1.390.614	9.270.756	10%
TOTAL		78.801.422	13.906.136	92.707.558	

1.4.2 Priority Axes and Specific Objectives

To achieve the overall goals, the Programme has been structured into four Priority Axes (PA) and six specific objectives (SO), apart from the Technical Assistance (PA 5).

¹EU Regulation No 231/2014, Annex III 'Thematic priorities for assistance for territorial cooperation'



Furthermore, the programme strategy presents **two cross-cutting issues**:

- ✓ “strengthening research, technological development, innovation and information and communication technologies through, inter alia, promoting the sharing of human resources and facilities for research and technology development” as a condition leading any kind of economic development;
- ✓ “promoting local and regional governance and enhancing the planning and administrative capacity of local and regional authorities” (hereinafter Governance) as a prerequisite for attaining the Strategy objectives and for the efficient implementation of the Strategy policy measures and instruments across all thematic priorities.

1.4.3 Horizontal principles

In compliance with the Legal reference to Articles 5, 7 and 8 Regulation (EU) No. 1303/2013, Article 8(7) of Regulation (EU) No 1299/2013, the IT-AL-ME Programme incorporates horizontal aspects highlighted in EU regulations in addition to the thematic orientation, namely:

– SUSTAINABLE DEVELOPMENT

Sustainable development is both recalled in the name of priority axis 3 and integrated as a horizontal principle in the cooperation Programme. It will be respected during the entire Programme cycle (programming, implementation, monitoring and evaluation).

The Strategic Environmental assessment (SEA) and the Ex-ante evaluation provided inputs to ensure that the Interreg IPA CBC Italy Albania Montenegro Programme respect the principle of sustainable development. The Programme aims to improve and harmonise environmental protection requirements, resource efficiency, climate change mitigation and adaptation across the partner's countries. The reduction of the impact of human activities on the environment and the protection of ecosystems and biodiversity are supported by Thematic Priorities D) and B).

Furthermore, in a transversal way, partners are asked to promote eco-innovations aiming to make a more sustainable use of natural resources under all Priority Axes. More precisely, partners are requested to describe in their project proposals the efforts they will undertake to reduce the project's 'carbon footprint'.

– **EQUAL OPPORTUNITIES AND NON-DISCRIMINATION**

Projects have to ensure that the activities implemented do not generate sex discrimination of any kind (sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation) and to explain how the equal opportunity principle is rooted in the project design and implementation. All projects, regardless the priority axis under which they are submitted are encouraged to foresee measures or actions to promote equal opportunities and preventing any discrimination.

1.4.4 Programme language

The official language of the Interreg IPA CBC IT-AL-ME Programme is English. All deliveries, documents, tools and communication activities of the Programme management bodies will be in English; as a general rule, this language will also be used in all communication with the applicants and partners and among the project partners themselves.

Potential partners may receive information in their national language by the Joint Secretariat and the Albanian and Montenegrin National Info Points, which, if deemed relevant, may also translate some Programme documentation in their own language. English version of documentation and correspondence is however the only binding one.

1.4.5 Cooperation criteria

The Interreg IPA CBC IT-AL-ME Programme shall support operations, which deliver direct cross-border impact and benefits for the project partners/target groups/project area/programme area. The project should clearly demonstrate the importance of the cross-border approach to the topic addressed. Direct cross-border impact is understood in terms of respecting the following cooperation criteria², as they are defined below: joint development, joint staffing, joint implementation and joint financing.

² According to art. 11 (4) of Reg. EU No. 1299/2013 "Beneficiaries shall cooperate in the development and implementation of operations. In addition, they shall cooperate in the staffing or the financing of operations, or in both".

Criteria	What is it?
Joint development	As the initial idea matures into a project, partners will define together: <ul style="list-style-type: none"> · What they plan to achieve together (results). · What activities they will do together (work plan). · What each partner contributes (budget, human resources, knowledge etc.). · What each partner expects to get out (benefits).
Joint implementation	While carrying out the project, partners will: <ul style="list-style-type: none"> · Carry out the agreed work plan according to their defined responsibilities. · Contribute to developing the agreed outputs and targets – creating joint project solutions wherever possible rather than a range of local solutions. · Avoid working in isolation and mirroring activities in the other countries. · Decide together on whether progress is good and what needs to be changed.
Joint staffing	Staff from the different partner organisations help each other deliver the project and develop new solutions: <ul style="list-style-type: none"> · A lead partner bears the overall responsibility for the project. · Other partners may take on coordinating roles for content, monitoring and communication activities. · Working groups, etc. bring together representatives from different partner countries to input on new and better solutions.
Joint financing	All project partners contribute financial resources to the project and use these funds to fulfil project objectives.

1.4.6 Result's durability and transferability

The project shall ensure that its outputs are specific, measurable, realistic, durable and transferable. The project's outputs and results should be clearly linked to the identified target group's needs and should bring an added value on the existing.

The long term use of the project results and the expected impact on target areas (geographically and thematically) and target groups, shall be made explicit. The stakeholders for whom the tackled problem, the intended solutions and proposed project results are relevant shall be clearly identified. A strategy for their involvement, already in the project preparation phase, but also during project implementation shall be foreseen. Further, concrete and solid measures demonstrating that the long term use of project results by the identified target groups is secured shall be planned.

1.5 THEMATIC CONTENT

The Interreg IPA CBC IT-AL-ME Programme builds on four Priority axes of particular relevance for Adriatic regions. These are further broken down into specific objectives and respond to the programme area challenges and needs or build on opportunities identified in the territorial analysis included in the CP.

As a general principle, applicants should elaborate a project proposal fitting into the specific context of the cooperation area. In other words, projects shall check whether the programme is best suited to support them in tackling the challenge they want to address.

Does the project fit in the programme? Does it bring added value to it?

The following part provides a summary of the main topics referred to each specific objective defined. It has to be read in addition to the relevant chapters of the CP and does not replace it.

1.5.1 PA1. Strengthening the cross-border cooperation and competitiveness of SMEs

Thematic priority G: Enhancing competitiveness, the business environment and the development of small and medium-sized enterprises, trade and investment through, inter alia, promotion and support to entrepreneurship, in particular small and medium sized enterprises, and development of local cross-border markets and internationalization

SO 1.1 Enhance the framework conditions for the development of SME's cross-border market

OBJECTIVES	<ul style="list-style-type: none"> strengthening and empowering innovation clusters and networks, stressing their cross-border dimension. Increasing cooperation between actors of the innovation systems, especially between business and research, in order to improve access to research results for enterprises, notably SME's, thus stimulating further investment in innovation (connection between clusters, between research and SMEs, between research and public administration, between SMEs and clusters; support to living labs; involvement of end users, businesses or consumers). Contributing to pave the way for the exploitation of opportunities for smart specialisation and for promoting opportunities in order to develop synergies with the FP Horizon 2020 (preparing potential Horizon 2020 stakeholders in the programme area for its competitive calls as well as better exploiting research results in an interregional context).
EXPECTED RESULTS	<ul style="list-style-type: none"> a) Enhanced SME's cooperation and competitiveness through the better interaction among the business and research actors b) Strengthened culture of entrepreneurship and entrepreneurial mind sets, skills and attitudes. c) Strengthened and empowered innovation clusters and networks, in particular in their cross-border dimension, mainly in the field of blue economy, sustainable agriculture, food processing, green economy and social innovations
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> Pillar 1 "Blue Growth" of the EUSAIR Action Plan cross cutting issues "Capacity building" and "Research innovation and SME's development".
Result indicators	Common interventions aimed to improve the cross border framework conditions in which the facilitators of competitiveness operate (target value: 15)
Output indicators	<ul style="list-style-type: none"> Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013) (target value: 11); Number of business and research institutions involved/offering non financial support (target value: 11).
INDICATIVE LIST OF POSSIBLE ACTIONS	<ol style="list-style-type: none"> Setting up networking actions of business support organizations (such as Chambers of Commerce, Districts, Trade Unions, internationalization agencies) promoting cooperation/cross border business practices (exchange of experiences) and pilot initiatives (new services) to support SMEs internationalization in the area (for example: participation in fairs, business scouting, BtoB, technology brokerage, capacity building) Setting up actions for improving access to research results and technology transfer for SMEs in some key areas of Programme intervention Promoting innovative start-up, clusters and networks Developing and testing capacity building schemes benefiting the SMEs competitiveness Promoting the development of innovative approaches and financing tools to strengthen competences and encourage entrepreneurship for innovation including social innovation (as

	e.g. social inclusion, business angels networks, crowdfunding, open-innovation and start-ups lab), and improvement of health-care system (development of new services, e-health).
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law, local, regional and national authorities, Chambers of Commerce, Productive Districts, Trade Unions, Universities and research centres, internationalization agencies, business support institutions, technology Parks centres of R&D excellence, innovation agencies, business incubators, cluster management bodies, productive / technological districts, Local and Regional Development Agencies, civil society organisations
Target groups	SMEs Stakeholders concerned by incubators strategy: national, regional, local, urban and other public authorities, economic and social partners, Research and innovation actors, Financial institutions , business support organizations

1.5.2 PA2. Smart management of natural and cultural heritage for the exploitation of cross border sustainable tourism and territorial attractiveness.

Thematic priority D. Encouraging sustainable tourism and cultural and natural heritage

SO 2.1: Boost attractiveness of natural and cultural assets to improve a smart and sustainable economic development.

OBJECTIVES	<ul style="list-style-type: none"> • Valorization of existing natural and cultural assets in a systematic, comprehensive and wide way, affecting protection and quality of the environment as basis of any kind of touristic promotion; • homogenisation of the cross-border policy environment, the qualification of the managerial behaviour of operators, the identification and adoption of quality standards for structures and services, up to the implementation of small scale infrastructural interventions, the joint promotions of common branded and networked heritage, the promotion of lesser known destinations. • application of an integrated approach for both natural and cultural heritage with its economic added value.
EXPECTED RESULTS	<ul style="list-style-type: none"> a) Better cross-border smart and sustainable tourism management; b) Improved products and services for cross-border natural and cultural assets; c) environmental protection of natural habitats
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> • Pillar 4, mainly in terms of support to: a) common tourist / territorial brand building; b) sustainable and accessible tourist offer; c) thematic tourist routes; d) foster natural heritage; e) upgrade of tourist products. • Cross Cutting issue "Capacity building".
Result indicators	Common action Plans for the smart management of tourist destinations to be adopted by the public authorities of the Programme area (target value: 4)
Output indicators	<ul style="list-style-type: none"> • Number of new products, services and pilot or demonstration projects realized; • Number of valorized sites;
INDICATIVE LIST OF POSSIBLE ACTIONS	<ol style="list-style-type: none"> 1. Developing common models and plans for the smart and sustainable tourism management, stimulating operators' public administrators and civil society stakeholders' competences and skills, also favouring a bottom up approach 2. Development of distinct and diversified tourism products and service provided to specific target groups (e.g. disabled people, young and elder tourists, etc.) and sectors (eno-gastronomic, sport, religious tourism, etc.) even through small scale investments and

	demonstration projects 3. Promoting actions, impacting also on protection and quality of the environment, for the valorisation of lesser known destinations, protected areas (parks, Natura 2000 sites) and cultural assets of the Programme territory (common branding, promotional materials, other ITC promotional tools, such as interactive maps, apps, advisory systems, virtual tours, web portal etc.)
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law local, regional and national authorities and related agencies, regional development agencies, local associations, education and training organizations as well as universities and research institutes, local and national tourism organizations, tourism operator associations of Public and private stakeholders dealing with tourist, natural and cultural sectors, civil society organisations.
Target groups	Cultural, tourist and natural operators, SMEs, tourists and citizens / end users

SO 2.2: Increase the cooperation of the key actors of the area for the delivery of innovative cultural and creative products.

OBJECTIVES	Increasing of cooperation for the development of high added value within the cross-border cultural/creative products and services.
EXPECTED RESULTS	a) Increased structured cooperation and networking in the cultural and creative sectors.
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> • Pillar 4, mainly in terms of support to: a) foster cultural heritage, creative cross border region. • Cross Cutting issue "Capacity building"
Result indicators	a) cross border networks in the cultural and creative fields; b) cross-border agreements in the cultural and creative fields.
Output indicators	<ul style="list-style-type: none"> • Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013); • Number of cross-border creative platforms.
INDICATIVE LIST OF POSSIBLE ACTIONS	1. Setting up cross-border cooperation platforms (South Adriatic creativity cooperation platforms) and networks on cultural and creative industries, also fostering the public – private partnership. 2. Realizing creative productions to enhance the cultural heritage of the area
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law; local, regional and national public authorities and related agencies, regional development agencies, local associations, education and training organizations as well as universities and research institutes, productive/technological districts, local and national tourism organization, tourism operator associations, civil society organisations, stakeholders dealing with cultural and creative activities, business support institutions
Target groups	Cultural, tourist and natural operators; Tourists and citizens / end users. SME/creative industries

1.5.3 PA3. Environment protection, risk management and low carbon strategy

Thematic priority B. protecting the environment and promoting climate change adaptation and mitigation, risk prevention and management through, inter alia: joint actions for environmental protection; promoting sustainable use of natural resources, resource efficiency, renewable energy sources and the shift towards a safe and sustainable low-carbon economy; promoting investment to address specific risks, ensuring disaster resilience and developing disaster management systems and emergency preparedness

SO 3.1: Increase cross-border cooperation strategies on water landscapes.

OBJECTIVES	<ul style="list-style-type: none"> to promote a renewal integrated local water culture, pursuing coordination and integration of all sectors and stakeholders involved in water management from different perspectives, coherently with the provisions of national/regional strategic water management documents adopted under Directive 2000/60/EC (River Basin Management Plans), the Water Framework Directive (WFD)) and under Directive 2007/60/EC, the Floods Directive.- flood risk management plan (FRMP) to strengthen t innovative cooperation practices in order to enhance the capacity of relevant local actors to improve water and risk prevention management and, at same time, to protect local biodiversity and enhance water landscape quality
EXPECTED RESULTS	<ol style="list-style-type: none"> Multi-level and multi-sector plans adopted in the fields of water cycle management, coastal and inland environmental risks prevention and biodiversity safeguard Integrated initiatives in the fields of water cycle management, coastal and inland environmental risks prevention and biodiversity safeguard
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> Pillar 3, with reference to its two topics: marine environment; b) terrestrial habitats and biodiversity. cross cutting issue "Capacity building".
Result indicators	Common Plans enhancing and safeguarding water landscapes (including marine ones).
Output indicators	<ul style="list-style-type: none"> Number of new products and services, pilot and demonstration projects realized; Number of users involved (in pilot or demonstration projects).
INDICATIVE LIST OF POSSIBLE ACTIONS	<ol style="list-style-type: none"> Strengthening of technical and scientific capacities, establishment of crossborder platforms and innovative solutions for research, observation and monitoring and development of common knowledge bases and information gathering tools to support the integrated environmental and landscape planning activities, according to European directives and self-sustainable development methods and criteria Developing a Web-GIS Observatory Network to gather and process geographical and statistical data related to water, coastal and marine ecosystems, coastal erosion risks and hydrogeological instability, along with a cross-border development of a digital inventory of karst cavities and other karst phenomena related to aquifer recharge processes; recognition of specific risk mitigation and prevention measures Developing joint management plans for cross-border habitats and ecosystems Planning of interventions completing NATURA 2000 network under Birds and Habitats Directives; designating further protected areas to form a coherent and representative network of water, coastal and marine protected areas; ensuring their joint or coordinated management, also in relation to maritime spatial planning and integrated coastal management Realising interventions for raising awareness among farmers of the negative impacts of excessive nitrate use on water cycle and promotion of environmentally friendly farming practices and innovative recovery of traditional local methods and techniques of dryland farming
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law local, research institutes, national, regional and local Authorities; public stakeholders dealing with environmental management, water management and risk prevention, agencies for environment protection, civil society organisations
Target groups	Decision makers, environment department, economic development departments of local, regional and national authorities, Tourist operators, Environmental agencies, Protected areas management organisations, citizens / consumers

SO 3.2 Promoting innovative practices and tools to reduce carbon emission, to improve energy efficiency in public sector.

OBJECTIVES	<ul style="list-style-type: none"> To increase energy efficiency and renewable energy usage mainly in public infrastructure (i.e. infrastructure owned by the public and/or for public use, including public buildings). to reduce know-how disparities and increase capacities of the public sector and related entities for improving the energy efficiency of public infrastructures and ultimately reducing their energy consumption and CO2 PM, NO2 emissions and ozone concentration
EXPECTED RESULTS	<ol style="list-style-type: none"> Improved CBC/national/regional/local capacity for sustainable energy planning, done according to EU standards; Energy efficiency schemes for public administrations adopted and energy sustainability goals met.
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> Pillar 2, with reference to its topic “Energy Networks”, as both interventions complement each other and might produce a smarter and more sustainable growth at Programme area level. Cross Cutting issue “Capacity building”.
Result indicators	Common plans for energy efficiency and sustainable energy production.
Output indicators	<ul style="list-style-type: none"> Number of new products, services, pilot and demonstration projects realized; Number of final users involved (in pilot or demonstration projects).
INDICATIVE LIST OF POSSIBLE ACTIONS	<ol style="list-style-type: none"> cross-border exchange of regional/national good practices in the regulative framework for the RES and RUE sector for developing common models for energy planning in order to increase the endogenous renewable energy potentials and to meet the energy efficiency goals. Identification and adoption of European standards (such as Covenant of Mayors initiatives) for public administrations and set up of an energy sustainable mind set at local community level. Development of local sustainable energy action plans (also promoting citizens/stakeholders’ participation) Realization of feasibility studies, identification of financial opportunities and implementation of pilot initiatives for meeting the energy efficiency goals of public buildings (or other initiatives).
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law, local, regional and national authorities, Universities and research institutes, national and regional environmental authorities; regional development agencies; representatives of private sector, other public stakeholders, productive/ technological districts, civil society organizations, local associations, stakeholders dealing with energy sector and low carbon activities
Target groups	energy providers and distributions networks, environmental national and regional authorities, eco-innovative SME’s, local communities, water providers and distributions networks

1.5.4 PA4. Increasing cross border accessibility, promoting sustainable transport service and facilities and improving public infrastructures.

Thematic priority C: Promoting sustainable transport and improving public infrastructures by, inter alia, reducing isolation through improved access to transport, information and communication networks and services and investing in cross-border water, waste and energy systems and facilities

SO 4.1 Increase coordination among relevant stakeholders to promote sustainable cross border connections in the cooperation area.

OBJECTIVES	<ul style="list-style-type: none"> to enhance the potential of the regions to function as hubs for tourists and trade, improving the intra and interregional connectivity and to better organize the use of existing transport infrastructures and corridors to support the development of innovative and interoperable applications for transport support
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	structure, as well as transport procedural, technology and organizational innovations, in order to well tuning the use of existing transport infrastructures, to better organizing the Corridors and to adequate the level of services toward international safety and quality standard's levels. (Since the development of transport system and hard infrastructures is funded by other instruments)
EXPECTED RESULTS	<ul style="list-style-type: none"> a) Sustainable, efficient, multimodal and quality cross border transport connections inside the area improved. b) Existing connections, with regular transit times and shared procedures, optimized. c) Consolidated supply logistic chain to bring a door-to-door integrated transport system introducing new intermodal maritime-based
EUSAIR STRATEGY COMPLIANCE	<ul style="list-style-type: none"> • Pillar 2, with reference to the following topics: a) "Maritime transport". b) "Intermodal connections to the hinterland". • Cross Cutting issue "Capacity building".
Result indicators	Agreements for cross-border passengers and freight sustainable transport systems and multimodal mobility solutions
Output indicators	<ul style="list-style-type: none"> • Number of new products, services, pilot and demonstration projects realized; • Number of passengers and freight benefitting of the new multimodal connections.
INDICATIVE LIST OF POSSIBLE ACTIONS	<ol style="list-style-type: none"> 1. Establishing a cooperation platform among relevant stakeholders to improve multimodal connections inside the programme area so that the existing transport infrastructure and transport services could be used more efficiently and be more user-friendly 2. Enhancing network of relevant cross border customs stakeholders to improve custom procedures for passengers and goods traffic, contributing to reach the target by 2020 of reducing the time spent at regional border crossings by 50%. 3. Fostering connections between the main cross border transport infrastructures and the EU trans-European corridors, aimed at promoting sustainable transport in the Region, also implementing small scale investments in advanced services and physical infrastructures. 4. Enhancing the intraregional connectivity of the area as hub both for freight and passengers toward and from other destinations 5. Improving and exchange of skills in terms of sustainable transports systems both for operators and management 6. Setting up of consolidated platforms allowing the optimization of out of standard loads (LCL – Less Container Load)
Indicative types of Beneficiaries	Public bodies, Bodies governed by public law local, regional and national authorities, transport regional and national development agencies; education and training organizations, railway undertakings, port authorities, research institutes, national, regional and local Authorities of transports and infrastructures, civil society organizations
Target groups	multi- modal operators, shipping operators, shippers, maritime transport industry, customs, railway operators, local communities., citizens and end-user

1.6 CALLS STRATEGY

Through its calls for projects, the Interreg IPA CBC Italy-Albania-Montenegro strives for high quality projects, which ensures a wide impact in all three participating countries and at the same time an efficient use of the funds.

In this direction the Programme Joint Monitoring Committee approved a shared and global strategy for the Programme calls in order to achieve a real and effective cross border cooperation and to establish a strong cooperation and dialogue between the participating countries, across land and maritime borders.

The Programme calls shall:

1. Enable financing of high quality projects, ensuring wide and real impacts, in compliance with the rationale of the Programme strategy, as well as the regional, national and European strategies linked to it, but also ensure the medium – long term durability of the co-funded projects,
2. Enable the establishment of balanced partnerships covering all three countries, capable to achieve the impacts and to enhance cross border cooperation for a smart and more sustainable development of the Programme area, mainly across the maritime border,
3. Make sure that funds are efficiently used and timely spent without automatic de-commitments.

The Programme has identified 3 different categories of calls for proposals, related to different types of projects, quoted from the Programme text:

- a. Standard: open calls addressing the development needs of the Cooperation Programme, in the framework of objectives, results and outputs identified by the Programme strategy.
- b. Strategic: targeted calls based on terms of references which rely on the top-down approach and foresee the involvement of all Participating Countries to the Cooperation Programme, in the framework of a multi-level governance model which rely on relevant beneficiaries and key actors. The financial dimension of the strategic projects aims at maximizing their impact on medium and long term in the whole Cooperation Programme area.
- c. Thematic: targeted calls based on terms of references which rely on the top-down approach and are focused on topics of particular relevance for the Programme Cooperation area, surfacing from specific needs. The financial dimension of thematic projects aims at maximizing their impact on medium and long term within the targeted area of the Cooperation Programme.

The Programme identified that 50% of funds should be allocated to Standard, 50% to Strategic and Thematic.

Further details will be specified in the application Package of the different categories of calls.

1.7 WHO CAN PARTICIPATE – GENERAL PRINCIPLES

Project partnership must include a Lead partner and project partners, but not necessarily associated partners.

Lead Partner	The project partner having full financial responsibility for the entire project and being responsible for the overall coordination of the project, including proper reporting of progress to the Joint Secretariat/Managing Authority, as set in the Subsidy Contract. The lead partner also submits the project proposal on behalf of the partnership. The tasks of the Lead Partner are specified in article 40 of IPA II Implementing Regulation, No. 447/2014
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Project Partner	A public body, private body or body governed by public law, responsible for initiating and implementing operations. In the context of this Programme, this means all project partners participating in an operation, responsible for own activities and for reporting to the lead partner, as set in the partnership agreement.
Associated Partner	Partner taking part to the activities without financial resources and no contractual or financial obligations towards the Programme.

The project proposal shall involve partners located in the Programme geographical eligible area.

The partnership shall appoint a Lead Partner who is responsible for the preparation and submission of the application form. In case of approval of the project, the Lead Partner assumes the responsibility for management, communication, implementation, as well as coordination of activities among the involved partners.

Please note that an efficient partnership shall always consider the quality of partners' expertise needed to carry out the planned activities and deliver effective outputs and results, rather than the number of institutions involved in the proposal.

The topics addressed by the project determine the profile of the organizations that could be involved in the project activities.

Project partners should be involved already in the project generation phase, in order to incorporate ideas and contributions from all applicants and to ensure a high level of commitment to the project.

1.7.1 Lead Partner

The "Lead Partner principle" applies to the Interreg IPA CBC IT-AL-ME Programme, in compliance with Article 40 of IPA Implementing Regulation No. 447/2014 and Article 13 of Regulation (EU) No 1299/2013.

For each Application a "Lead Partner" (LP) must be appointed among the project partners prior to the submission of the application. The Lead Partner will be responsible for the development and submission of the application and in case of a positive decision on financing it will sign the Subsidy contract with the Managing Authority. The Lead Partner takes over the role of the "engine" of the partnership, coordinating the work of the partners and being also the link between the project and the Programme (MA and JS).

Information about the role and tasks of the Lead Partner is provided in more detail in the Subsidy contract. The Lead Partner assumes the following key responsibilities:

- It shall lay down the arrangements for its relations with the Project Partners participating in the project in an agreement (called partnership agreement) comprising, inter alia, provisions guaranteeing the sound financial management of the funds allocated to the project, including the arrangements for recovering amounts unduly paid.
- It shall be responsible for ensuring the implementation of the entire project.
- It shall ensure that the expenditure presented by the Project Partners participating in the project has been paid for the purpose of implementing the project and corresponds to the activities agreed between project partners.

- It shall verify that the expenditure presented by the partners participating in the project have been validated by the national controllers.
- It shall be responsible for transferring the EU contribution to the Project Partners participating in the operation with no delays.

The Lead Partner must be physically based in the eligible area of the Interreg IPA CBC IT-AL-ME Programme.

1.7.2 Project Partners

Each project partner carries out the activities planned within the deadlines agreed at programme and partnership level. Each project partner shall:

- Ensure the implementation of the project activities under its responsibility according to the project plan and the agreement signed with the LP.
- Cooperate with the other project partners in the implementation of the project, the reporting and the monitoring, as deemed necessary. Key project conclusions, changes to project strategy and other important decisions should be made jointly.
- Assume responsibility towards the Lead Partner of repaying the received undue amounts and it assumes its responsibility in case of irregularities in the expenditure it has declared.
- Carry out information and communication measures for the public about project activities.

Obligations of the Lead Partners and project partners are laid down in the Subsidy Contract and in the Partnership Agreement respectively.

1.7.3 Associated Partners

For standard projects, the Interreg IPA CBC IT-AL-ME Programme allows for the involvement of *associated partners*, i.e. those bodies willing to be involved in a project with an observer status, without financially contributing to the project. All expenditure incurred by these bodies shall be finally borne by any of the institutions acting as project partners in order to be considered as eligible. The associated institutions must not act as service providers in order not to be in conflict of interests and not to infringe public procurement rules.

The partnership must demonstrate the benefits that the involved associated partner shall bring to the project and its follow up. Expenditure incurred by these bodies shall be limited to reimbursement of travel and accommodation costs related to their participation in project meetings.

Associated partners can also be located outside the Programme area if their participation is relevant and strategic for the project.

1.8 OTHER INDICATIONS REGARDING THE QUALITY OF THE PARTNERSHIP

All applicants, irrespective of their legal status, must ensure that:

- They have adequate human and technical resources to ensure a sound project implementation and management.
- Their administrative involvement in the project does not undermine their daily activities.

- Their financial commitment within the project is adequate to their size and capacity.
- They have the capacity of advancing payments for the implementation of project activities and eventual delays in reimbursement of EU contributions will not undermine their capacity of implementing the foreseen activities within the project.

As a general principle, potential project partners, whose only scope of activities and whose role in the project consists only in project coordination, management, communication or knowledge management, cannot be considered as “good” partner. The involvement of such bodies in the project should be, instead, as external service providers to be contracted following the applicable public procurement procedures.

1.9 PROJECT WORK PLANNING

Project activities within the frame of the Italy-Albania-Montenegro Programme shall be organised around work packages, i.e. a group of related project activities necessary to produce project deliverables and outputs.

The organisation of the activities in work packages ensures a shared knowledge about the project’s structure and objectives among all partners; additionally, it increases the capacities of the Italy-Albania-Montenegro Programme MA/JS to follow up the implementation of the expected activities and facilitates the procedures for reporting and accounting of expenditure.

Each work package, structured in activities, shall provide information on the partners involved, the description of the related deliverables and expected outputs, and the related budget.

More specifically, each work package is composed of defined **activities**, related **deliverables** and expected **outputs**:

ACTIVITY	Specific task performed for which resources are used; the proposed activities shall have a logical sequence and for the direct benefit of the area concerned by the authorities involved in the project
DELIVERABLE	Tangible or intangible object produced as a side-product of the project that contributes to the achievement of a project output. More than one deliverable can be necessary to produce one output
OUTPUT	What has actually been produced as a direct and immediate outcome of the funding given to the project. It shall be captured by an output indicator and directly contributes to the achievement of project result(s), which are achieved in a longer time lap.

The partnership can structure its project proposal around a number of work packages, keeping in mind that **THREE** of them are **compulsory**:

- 1) **Project Management**;
- 2) **Project Communication**;
- 3) **Project implementation** – which can consist of at least 1 work package or more.

1.9.1 Project management

The activities envisaged within project management aim to ensure a sound management and coordination of the project concerning both the overall project management and all the aspects linked to the financial management. They shall also provide proof on how the work among the partners involved by building a strong collaborative relationship is organized and distributed.

The management activities shall lead to the successful implementation of the project as well as to the production and submission of the administrative documents for accounting of expenditure and reporting on the activities implemented.

Applicants shall describe how the management on the strategic and operational level will be carried out in the project.

Structure, responsibilities, and procedures for the day-to-day management and coordination (including, whether it is foreseen, the externalization of the management), the reporting and evaluation procedures, if foreseen, risk and quality management shall be included in this work package.

1.9.2 Project communication

The communication work package shall include the strategic planning of activities and a clear indication of the target group(s) to address.

Communication objectives must be SMART: specific, measurable, achievable, result-focused, time-bound (i.e.: proposing to “raise awareness” or to “spread results” without providing to whom and how is not enough).

The following elements shall be considered:

- Identification and definition of the objective, message, approach/tactics chosen and target group the project intends to achieve;
- Integration with the overall project strategy and project specific objectives;
- Quantification of the communication products (target values), detailed planning of their realization and estimated budget;
- Specification between internal (management) and external communication;
- Definition of the related budget;
- Interaction of the partners (e.g.: activities implemented at partner level, dissemination of results);
- Measurement of the efficiency of the planned communication activities;
- Provisions for feedback mechanisms and evaluation measures for the communication activities;
- Insurance of adequate capitalization of the project achievements (capturing knowledge produced by the project and drawing lessons on an ongoing basis).

A web space will be made available in the Programme web portal to all selected projects, to be used as project website. A logo will also be provided to all selected projects.

1.9.3 Project implementation

The project implementation is the heart of the project and describes what the partnership intends to implement to reach the foreseen goals. For this reason, it is the most demanding.

In the implementation work packages, applicants shall supply a summary description of the implementation activities and objects, the main outputs delivered, based on the activities carried out. Moreover, they have to specify the target groups per main outputs (who will use them and how they will be involved in the development of these outputs).

Finally, the durability and transferability of these outputs has to be described.

The realization of pilot actions (demonstration activities or small-scale investments) shall be included in one of these work packages.

Each project proposal shall contribute to the realization of at least 2 Programme outputs as set in the cooperation programme; project partners have to explain how project outputs feed Programme output indicators.

ANNEX 1 – Example of intervention logic

