Objective of the workshop

✓ **Increase understanding/knowledge of**

- **programme logic and quality requirements**
- **targeted call**
- Practical case study on project logic
- Questions and answers

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Agenda of the workshop

- ✓ **Welcome and introduction**
  - ▪ **Mr. Domenico Laforgia, Managing Authority**

- ✓ **Session 1 / 1h 30 min.**
  - ▪ **Presentation on quality requirements**
  - ▪ **Case study**

- ✓ Session 2 / 1h 30 min.
  - ▪ Presentation on Targeted call
  - ▪ Questions and answers

Today agenda

Programme area

- Total area   **66.365 km²**
- Total population   **7,8 million**
- Total budget   **92.707.558 EUR**

- 1 UE Country: **ITALY (Puglia and Molise)**
- 2 IPA Countries: **ALBANIA (whole territory)**
-                     **MONTENEGRO (whole territory)**

Managing Authority   **Puglia Region**
                                     Dept. Economic Development

* In the work «Sutura», by the young artist Giulio Ribezzo, woolen threads unite the two edges of the Adriatic - symbol of cooperation networks that weave culture, heritage and identity into a common vision.

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Priority Axes & Specific objectives

PA 1- Strenghtening the cross border competitivness of SMEs

PA 2 - Smart management of natural and cultural heritage for the exploitation of cross border sustainable tourism and territorial attractivness

PA 3- Environmental protection, risk management and low carbon strategies

PA 4 - Increasing cross border accessibility, promoting sustainable transport services and facilities and improving public infrastructures

SO 1.1- Enhance the framework conditions for the development of SMEs cross border market

SO 2.1 - Boost attractivness of natural and cultural assets to improve a smart and sustainable economic development

SO 3.1 – Increase cross border cooperation strategies on water landscapes

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

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

SO 3.2 – Promote innovative practices and tools to reduce carbon emission and to improve energy efficiency

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Cross cutting themes

"*promoting local and regional governance and enhancing the planning and administrative capacity of local and regional authorities*"

"*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*"

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What elements shall be considered in project quality

Ultimate project quality feature: value for money

Best value for money: the most advantageous combination of **cost, quality and sustainability** to meet our programme's requirements.

- **cost** means consideration of the whole life cost
- **quality** means meeting a specification which is fit for purpose and sufficient to meet the programme's requirements
- **sustainability** means economic, social and environmental benefits and use of project's outputs far beyond the project duration

BEST PROJECT EVER

IPA funds should be additional

Cost benefit definition: Stakeholders' perception of project's activities/products. A stakeholder can attest the value for money when they feel that they have received an item that was worth the funds that were invested to produce it.
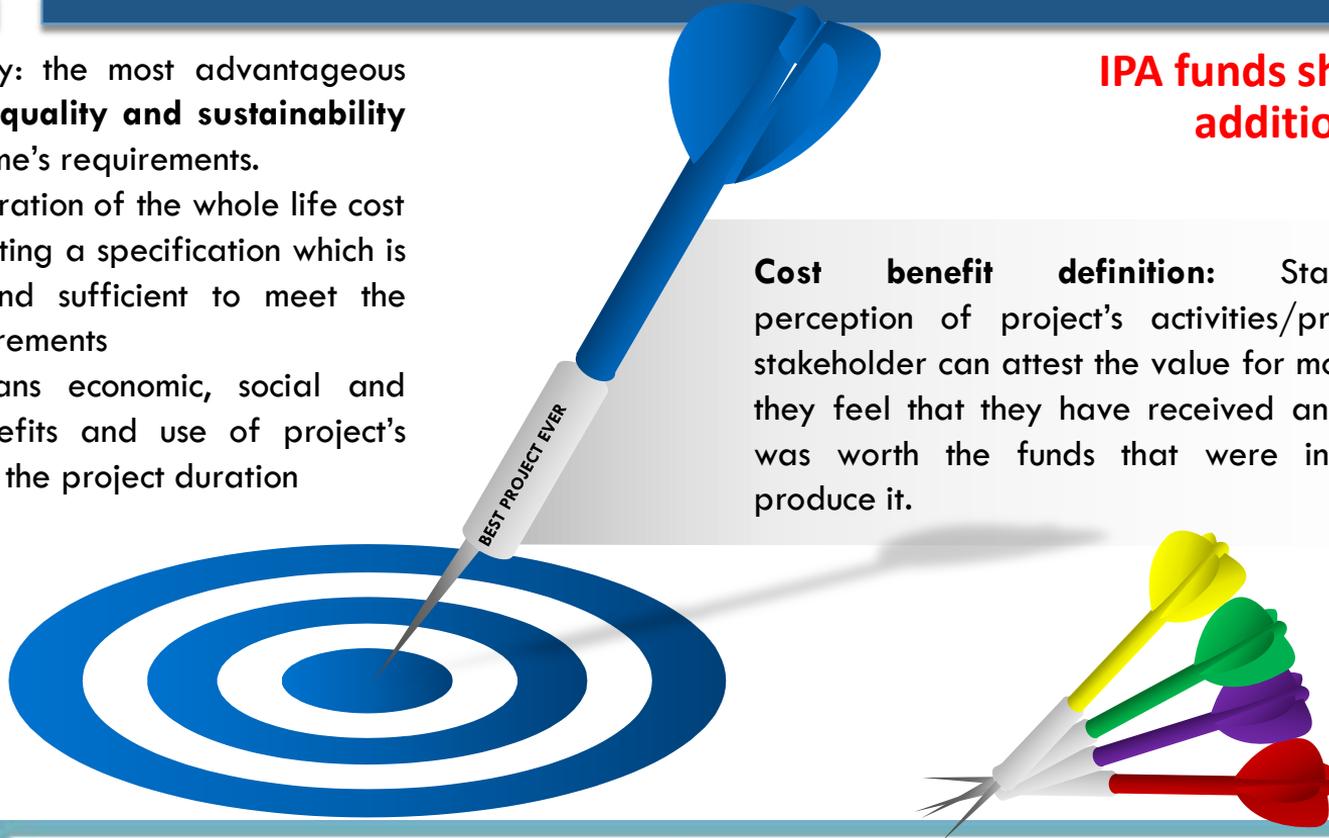
Topics that form Interreg quality projects

The starting point for a quality Interreg project is a clear need for it.

Communicates clearly outside the project itself to increase the use of its achievements.

The core is cooperation across borders, because the results achieved in cooperation with others have a bigger impact.

Delivers sustainable outputs that are used by target groups and other stakeholders.

Partners needed to achieve project results are on board.

Has long-lasting achievable joint results.

Goes beyond existing solutions and the state of play in the sector and/or in the region.

Project should not be an isolated island, but one part of the "bigger picture" in a programme area.

NEED

COMMUNICATION

COOPERATION

OUTPUTS

VALUE FOR YOUR MONEY

PARTNERSHIP

RESULTS

RELEVANCE

INNOVATIVE APPROACH

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Need

WHERE CAN YOU SEE THE NEED?

- There is a clear need/real demand for a project
- The need is on the regional and/or programme area level
- The need is common/joint on both sides of the border

Cooperation
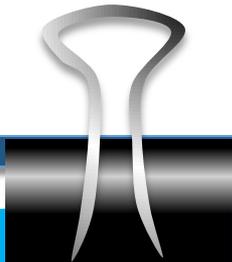
WHO IS COOPERATING ?

- The project has a common denominator to become a basis for cooperation
- It's a win-win solution through cooperation
- Project results are not achievable without partners across the border, or they are achievable but are not of a sufficient quality without the partners across the border
- Cooperation is a pre-condition and needs to bring added-value to the project
- Cooperation starts at the development stage and continues after the funding from the programme finishes
- There has to be a benefit/positive effects out of cooperation

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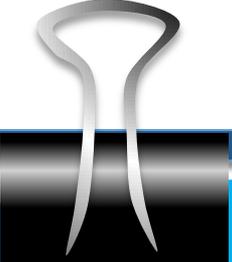
Partnership

IS EVERYONE CAPABLE AND RIGHT?

- Partners need to be able to deliver outputs and achieve agreed results
- Partners need to have the right competence and ability to influence the decision makers (if needed, and in case decision makers are not actual project partners)
- Preferably, partners need to be from different levels (i.e., different levels of governance, civil society, thematic institutions) to provide different points of view
- Partners should be proportionally active to the planned project results and to the contribution to project indicators.

Innovative approach

WHAT WE HAVE NOT SEEN YET?

- The project is built on previous results and it avoids overlaps and replications (evolution of ideas)
- The project goes beyond existing solutions and the state of play in the sector and/or the region
- New or improved aspect of the project could be the uptake of existing technology (e.g., the application of research)
- The activities and the outputs are additional to what is being done now in the partner organisations (no business as usual)
- There are clear benefits compared to existing approaches.

Relevance

WHAT CAN THE PROJECT ACHIEVE IN THE PROGRAMME AREA?

- The project and its results contribute significantly to the programme strategy and its objectives
- The local solutions are embedded in the long-term strategies
- The project is able to sustain itself
- The project addresses the problems in the programme area as defined in the CP

Results
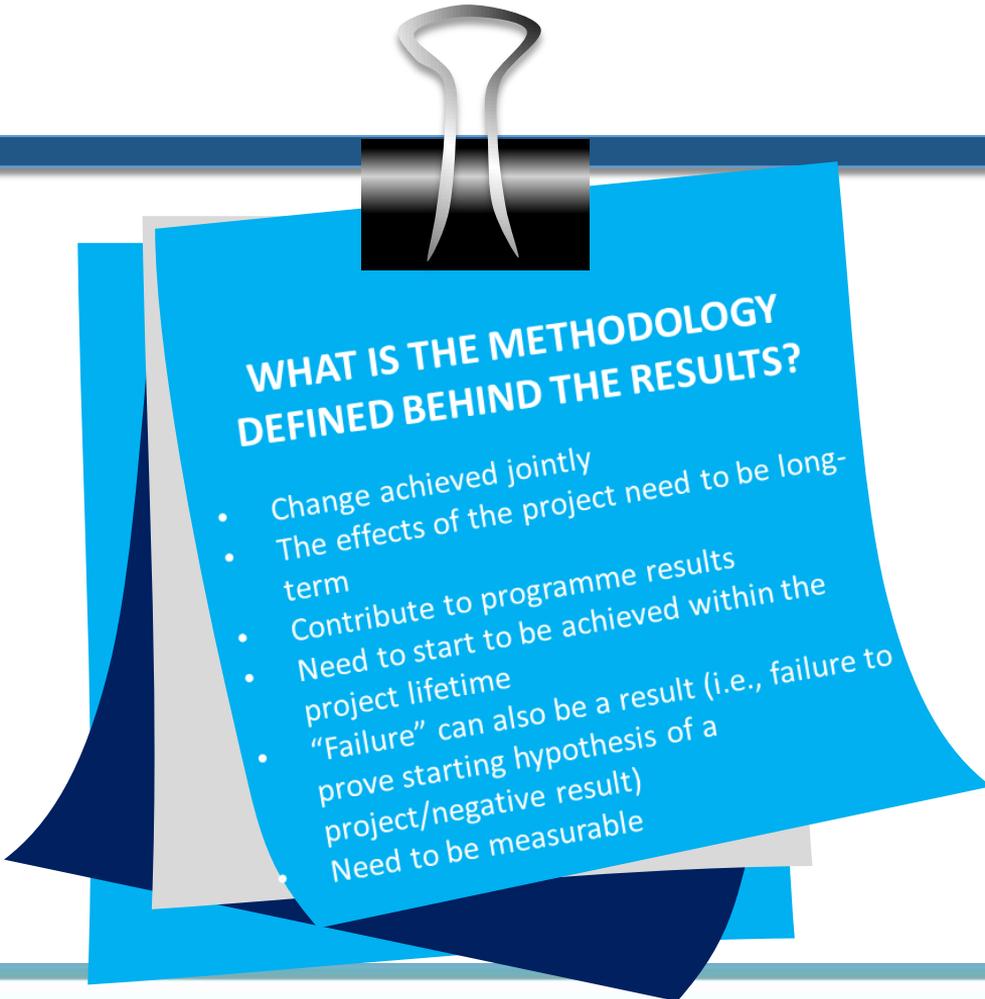
WHAT IS THE METHODOLOGY DEFINED BEHIND THE RESULTS?

- Change achieved jointly
- The effects of the project need to be long-term
- Contribute to programme results
- Need to start to be achieved within the project lifetime
- "Failure" can also be a result (i.e., failure to prove starting hypothesis of a project/negative result)
- Need to be measurable

Outputs
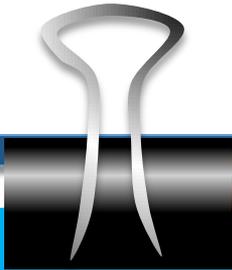
IN WHAT WAY OUTPUTS ARE CONNECTED TO RESULTS?

- Outputs are used by target groups which enable achievement of results
- Outputs are "kept alive" after the project end
- Project is sustainable; i.e., outputs are used after the project ends

Communication
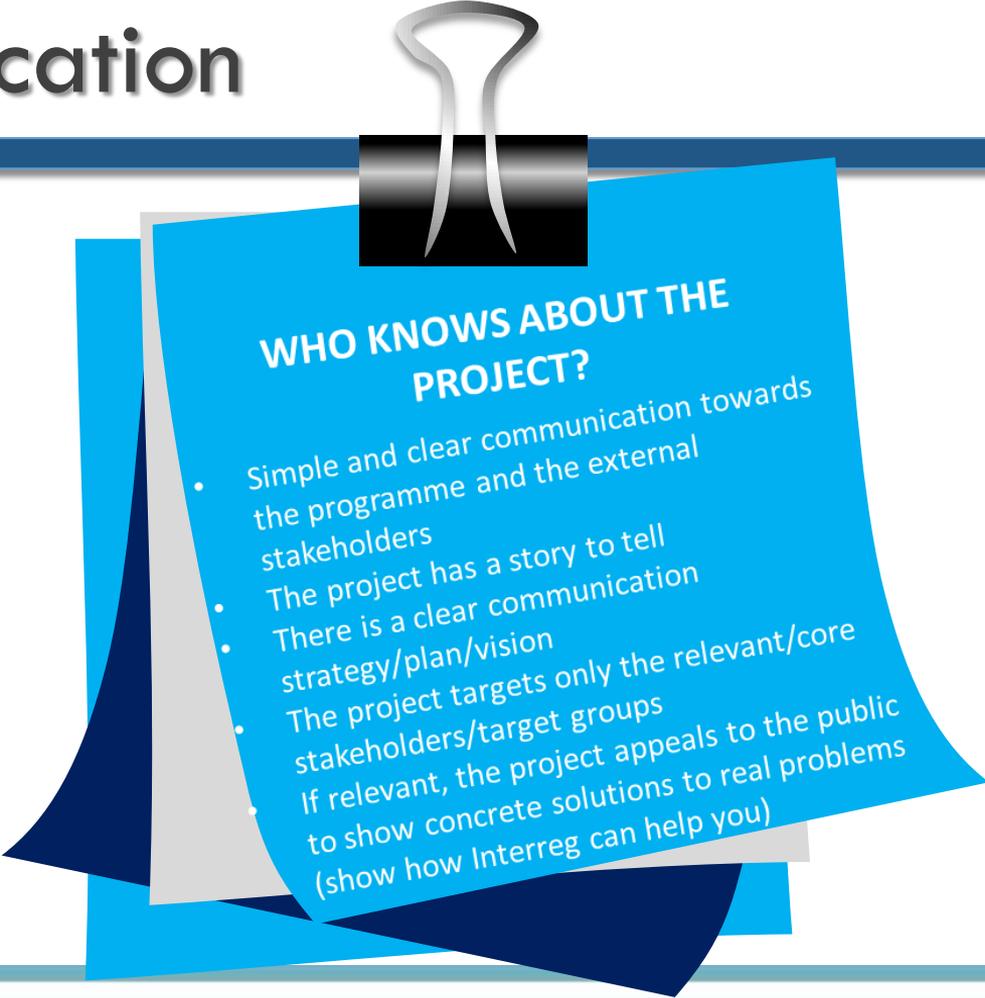
WHO KNOWS ABOUT THE PROJECT?

- Simple and clear communication towards the programme and the external stakeholders
- The project has a story to tell
- There is a clear communication strategy/plan/vision
- The project targets only the relevant/core stakeholders/target groups
- If relevant, the project appeals to the public to show concrete solutions to real problems (show how Interreg can help you)

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Interreg project intervention logic

Figure: Project life cycle
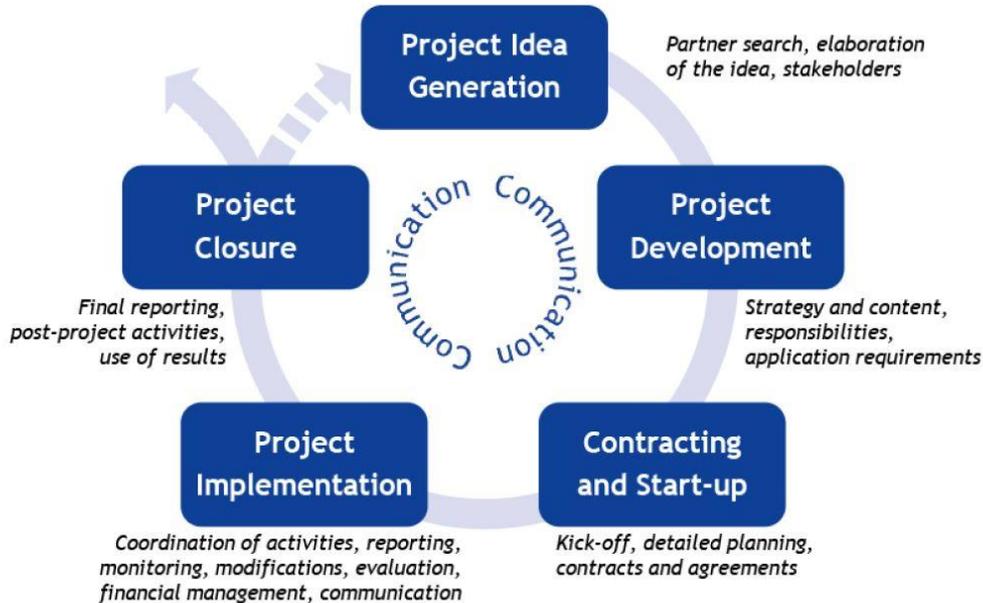
Main change in Programming period
07-13 > results
14-20 > outputs

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Project intervention logic / SMART approach

What is an **OBJECTIVE** and how should it be defined?

S	SPECIFIC	Answers a specific need
M	MEASURABLE	Can it be measured?
A	ACHIEVABLE	Based on available resources and existing constraints
R	RELEVANT	Is it compliant with the overall project objective?
T	TIME-RELATED	With a defined deadline

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Project intervention logic / **MEANING**

Result

Expected change to be achieved by the end of project: link to Programme result indicator

Achieved objective

Project specific objective achieved within the project lifetime through the development of the project outputs

Outputs

Tools/products obtained through project activities and necessary to reach a result. LINK to Programme output indicator

Activities and deliverables

Activities help developing one or more outputs. Deliverables should reflect relevant steps of a single activity.

Project intervention logic / **EXERCISE**

OUTPUTS or RESULTS?

1	SMEs supported	
2	Reduction of travel time	
3	Pollution prevention schemes implemented on farms	
4	Action plan or the protection of natural heritage in the CBC area	
5	Increased cross-border interaction among senior citizens	

Programme intervention logic

Priority axis	Specific objective(s)	Results indicators	Output indicators
PA1: Strengthening the cross-border cooperation and competitiveness of SMEs	**Specific objective 1.1: Enhance the framework conditions for the development of SME's cross-border market.**	Common interventions aimed to improve the cross-border framework conditions in which the facilitators of competitiveness operate	Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013);
			Number of business and research institutions involved/offering non-financial support.
PA2: Smart management of natural and cultural heritage for the exploitation of cross border sustainable tourism and territorial attractiveness	**Specific objective 2.1: Boost attractiveness of natural and cultural assets to improve a smart and sustainable economic development.**	Common Action Plans for the smart management of tourist destinations to be adopted by the public authorities of the Programme area.	Number of new products, services and pilot or demonstration projects realized
			Number of valorized sites.
	Specific objective 2.2: Increase the cooperation of the relevant key actors of the area for the delivery of innovative cultural and creative products.	a) cross border networks in the cultural and creative fields;	Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013)
		b) cross-border agreements in the cultural and creative fields.	Number of cross-border creative platforms.
PA3: Environment protection, risk management and low carbon strategy	**Specific objective 3.1: Increase cross-border cooperation strategies on water landscapes**	Common Plans enhancing and safeguarding water landscapes (including marine ones).	Number of new products and services, pilot and demonstration projects realized;
			Number of users involved (in pilot or demonstration projects).
	Specific objective 3.2: Promoting innovative practices and tools to reduce carbon emission, to improve energy efficiency in public sector	Common plans for energy efficiency and sustainable energy production.	Number of new products, services, pilot and demonstration project realized;
			Number of final users involved (in pilot or demonstration projects).
PA4: Increasing cross border accessibility, promoting sustainable transport service and facilities and improving public infrastructures	**Specific objective 4.1 Increase coordination among relevant stakeholders to promote sustainable cross border connections in the cooperation area.**	Agreements for cross-border sustainable connection of passengers and freight transport systems and multimodal mobility solutions.	Number of new products, services, pilot and demonstration project realized;
			Number of passengers and freight benefitting of the new multimodal connections.

Project intervention logic
from project activities to programme specific objective

FROM ACTIVITIES TO OUTPUTS

Example of project activities

Example of project deliverables

Example of project outputs

A.1.) SMEs networking cross-border activities
A.2.) Workshop activities for health/social workers in cross-border area
A.3.) Health and social services implementation in cross-border rural areas

D.1.1.Networking platform developed (1)
D 1.2. Meeting of platform members (3)
D 2.1. Workshop programme manual developed (1)
D 2.2. Workshops for health/social workers organised (5)
D.3.1. Health mobile teams formed (2)
D 3.2. Mobile teams carrying out services in cross-border rural areas (24)

1.) 1 SMEs cross-border and inter-health network established
2.) 30 health/social workers trained in cross-border area
3.) 500 persons from rural areas covered by health/social service

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Project intervention logic
from project activities to programme specific objective

FROM OUTPUTS TO INDICATORS

Example of project outputs

1.) 1 SMEs cross-border and inter-health network established
2.) 30 health/social workers trained in cross-boreder area
3.) 500 persons from rural areas covered by health/social service

Example of project objectives

1. To improve the quality of care for citizens in rural areas by increasing SMEs capacity in developing mobile health care system and social services
2. To improve availability of health and social services through joint SMEs networking and training programmes.

Example of programme indicators
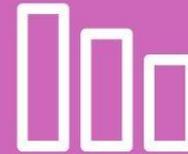
1.) Number of enterprises receiving non-financial support (common indicator – reference to the Annex of Regulation (EU) No 1299/2013);
2.) Number of business and research institutions involved/offering nonfinancial support.

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Project intervention logic
## from project activities to programme specific objective

FROM OUTPUTS TO RESULTS

Example of programme indicators

Example of project objective/result

Example of programme result indicator

1.) Number of enterprises receiving non-financial support (common indicator − reference to the Annex of Regulation (EU) No 1299/2013);
2.) Number of business and research institutions involved/offering nonfinancial support.

Main objective: To enhance SMEs networking to improve accessibility and quality of health and social care services provided to citizens living in rural areas in cross- border area.
Main result: Improved health and social services relevant to the needs of citizens living in cross-border rural areas.

Common interventions aimed to improve the cross border framework conditions in which the facilitators of competitiveness operate

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Project intervention logic
from project activities to programme specific objective

FROM OBJECTIVES TO S.O.

Example of project objective

Example of programme specific objective

To enhance SMEs networking to improve accessibility and quality of health and social care services provided to citizens living in rural areas in cross- border area.

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

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Project intervention logic / **WORKPLAN**

□ **Work packages**

- ◘ Activities
- ◘ Deliverables
- ◘ Partners' involvement

□ **Time plan**

- ◘ Timeframe for each activity
- ◘ Delivery date for outputs and deliverables

TIME WORK PLAN- Example

Targets	Time/Months								
	Apr	May	Jun	Jul	Aug	Sep	Oc t	Nov	Dec
Literature Survey									
Development of Protocol									
Clinical trial phase with ethical approval									
Data Analysis									
Writing of data									
Submission of data									

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Project intervention logic / BUDGET

Budget lines

Eligible area

Simplified cost options

Eligible and non eligible costs

Types of co-financing

Use of Euro

Revenues

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Project intervention logic / BUDGET ALERT

Budget danger signs

- Unrealistic figures
- Unrealistic spread of costs across project lifetime
- Unclear costs
- Uneven split of costs across partnership
- Excessive costs (staff, external experts)
- Partners without their own financial contribution

Project intervention logic / **REMINDINGS**

1	Horizontal Principles	
2	State Aid Discipline (GBER, De minimis rules)	
3	Activities and costs outside the eligible area	
4	Cooperation Criteria	
5	Assessment criteria….	

STAY ALERT

- Project summary
- Project partners description
- Annexes required
  - **i.e… all AF sections**

- In kind contribution
- Shared costs
- Liability
- Public procurement rules
- De-committment and n+3 rules

Reasons of Low (er) quality of projects

- ❖ on project's side
- ❖ on programme's side
- ❖ external factors

1. PPs lack understanding of the purpose of Interreg, and/or not familiar with the programme and its aim.

2. Difficult to understand what the programme is looking for (ie. No consultation with programme bodies, no events participated, too late development of project idea).

3. PPs ignore content guidance provided by programme, especially partners with past experience and therefore not aware of new/changed conditions in programme.

4. Not enough resources (staff, time, budget) and knowledge to prepare and implement the projects, especially newcomers, small organizations and applicants engaged in several projects.

5. Late start of project development and application preparation

6. Lack of agreement about PPs roles and contribution

7. No joint interests/needs.. the project is built around local investment (a so called 'shopping list project')

8. Not sufficient realistic benefits compared to the needs of target groups.

9. No/not enough involvement of stakeholders/target groups… doubts on why the project is needed.

10. Weak work plan, budget, explanation of results and outputs

11. Some projects only re-invent the wheel without adding value to the new project. No background research on what has been done before and what is feasible to do

12. Big PPs implies less obvious joint need - activities added to include everybody's interests.

13. Weak partnership (unbalanced, false or ad-hoc partners).

14. Technical challenges with the application form (space, logic, IT system).

15. Lack of commitment by partners involved - lack of support from the management level.

16. Changes in the partnership and within project partner organisations

17. Weak cash flow management and rules/administrative challenges

18. During project development, projects or some partners hide weaknesses and risks (eg. lack of human resources, process of obtaining permits, etc.

19. Some organisations wait for the programme to lower expectations towards projects at later calls for proposals, when facing de-commitment

20. No time spent on quality of project content by some organisations which are simply hunting money

1. Staff fluctuations and discontinuation in Programme Secretariats.

2. Engagement of the MA/JS staff in closure of the 2007-2013, designation in 2014-2020, anti-fraud measures and other legal administrative requirements at the expense of working with potential applicants (especially in programmes with high numbers of applications)

3. Monitoring Committees are not strict enough with projects of a lower quality because of political reasons and lobbying.

4. Disagreements within the Monitoring Committees about the achievements sought on programme and project levels.

5. Some application forms are too complicated and the IT system not tested enough.

6. Long period from approval of the project to signature of Subsidy Contract causes the loss of project dynamics

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1. Change of law or rules and of political structures at national/regional level.

2. Force Majeure and economic crisis.

3. State Aid issues can limit the full potential of a cooperation project.

4. Limited Technical Assistance funds for engagement of the highly-skilled staff needed for a more demanding approach in 2014-2020.

Awareness on quality check

ALERT on:

- Deliverables and outputs (value for money)
- Active involvement of stakeholders, especially target groups
- Knowledge available
- Indicators being met/fulfilled
- Delivery of results on time
- Having sustainability in mind since the beginning
- Being open about risks and challenges
- Keeping the eyes on the ball (i.e. the objectives)

Find inspiration for Capitalisation actions in existing projects about

➔ **Creation of a new tourism offer (family tourism / adventure tourism / youngsters tourism)**

➔ **Multimodal transport**
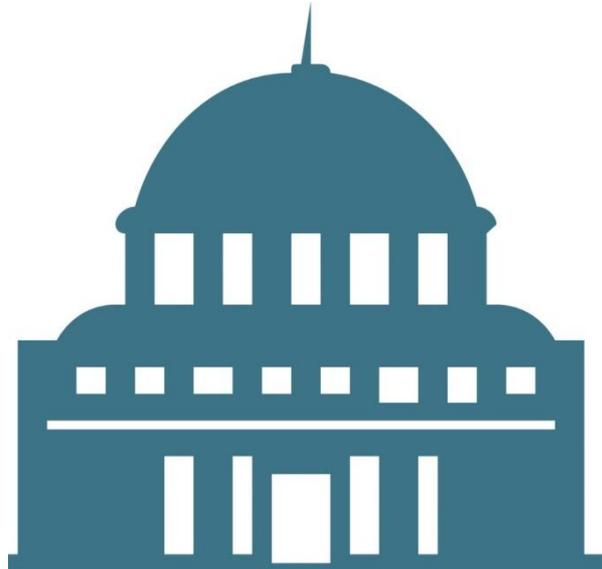
Potential capitalisation actions

- Training sessions dedicated to local stakeholders and/or elective representatives based on the project's results

- Transfer guideline, action plans for public authorities and tourism stakeholders in order to disseminate the transnational learning in the local and regional policies

- Policy paper with recommendations for the EU level

- Protocols, regional strategies to commit members of a sectorial community and policy decision makers

- Model/tools developed, which could be replicated in other EU Tourism destinations for example

Source of inspiration for the topics
For more info check "Presentation Mainstreaming Panoramed"

➢ **Blue and green economy, Social innovation/Inclusion**
   http://ec.europa.eu/social/main.jsp?langId=en&catId=1
   https://ec.europa.eu/maritimeaffairs/policy/blue_growth_en

➢ **Family tourism** - Panoramed: http://www.enpicbcmed.eu/sites/default/files/live_your_tour_final_0.pdf

➢ **Sport/adventure tourism, Youngsters tourism.**

   Panoramed: https://emblematic.interreg-med.eu/ https://ec.europa.eu/growth/sectors/tourism/offer_en

➢ **Arts other than visual arts (music, literature, etc.)**
   https://ec.europa.eu/culture/policy/cultural-creative-industries_en

➢ **Common energy planning, Adoption of European standards in RES and RUE sector for public administrations** -https://ec.europa.eu/energy/en/topics/energy-efficiency;http://www.alter-energy.eu/

➢ **Multimodal connections** - Panoramed: http://www.adbmultiplatform.eu/adb/

➢ **Custom procedures, Connections between CB transport / the EU trans-European corridors, Improvement of maritime connections, Optimization of out of standard loads**

   Panoramed: Project FREIGHT4ALL https://ec.europa.eu/transport/home_en

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Case study

Practical exercise (15 minutes)

- ✓ Read the assignment

- ✓ Develop the intervention logic and discuss it with the person(s) sitting close to you (i.e. Group of 2 or 3 persons)

- ✓ After 15 minutes we are going to ask 2-3 persons among you to present the intervention logic

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Contacts & Info

All documents are available at:

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Joint Secretariat:

✉ **js@italy-albania-montenegro.eu**

📞 **+39 0805406545**

Thank you for your attention

- ➢ *Coordinator* - Mauro Novello
- ➢ *General secretariat* - Aferdita Mezini
- ➢ *Communication officer* - Ileana Inglese
- ➢ *Finance officer* - Antonio Agrosì
- ➢ *Legal officer* - Davide Marcianò
- ➢ *Project officer* - Chiara Campanile
- ➢ *Project officer* - Aurora Maria Losacco
- ➢ *Technical ass. to MA* - Francesco Carabellese
- ➢ *Technical ass. to MA* - Fabrizio Errico

Managing Authority   REGIONE PUGLIA