FACTSHEET

Interreg IPA South Adriatic
(Italy–Albania–Montenegro 2021-2027)

1.1.1 Strategic and performance framework

Current version	01
Updated	19 October 2022
Contacts	js@southadriatic.eu

REGIONE PUGLIA
Managing Authority

Managing Authority   Puglia Region   js@southadriatic.eu
Joint Secretariat   Corso Sonnino, 177   www.southadriatic.eu
Interreg IPA South Adriatic   70121 Bari (IT) | +39 080 5406545

Table of content

Introduction

This factsheet sums up the key elements of the performance and strategic framework of the 2021-2027 programme "2021TC16IPCB008 (Interreg VI-A) IPA Italy Albania Montenegro (South Adriatic)" or Interreg IPA South Adriatic (the **Programme** below), while providing potential applicants and project partners with some guidance for the development of the project intervention logics, and at the same time highlighting the links between the Programme and project logics.

While setting up the project objectives, actions / activities and outputs, project developers may want to look at approved projects within the predecessor Interreg IPA CBC Italy-Albania-Montenegro 2014-2020 on the website www.italy-albania-montenegro.eu and in the www.keep.eu database at European level.

1.1 REFERENCES TO STRATEGIC FRAMEWORK

The regulatory framework for territorial cooperation, in particular the ETC Reg. (EU) 2021/1059, established that programmes should have simplified, streamlined and logical performance frameworks, built on following elements:

- Five Policy Objectives for ERDF+, ESF+, the Cohesion Fund and the EMFAF, as well as for the ETC programmes including the IPA, and a pre-defined set of specific objectives for reaching these objectives (according to the CPR Reg. (EU) 2021/1060, Article 5);

- Two Interreg-specific objectives (ETC Reg. (EU) 2021/1060, Article 14);

- Strategic goals of Macroregional Strategies EUSAIR, EUSDR in Montenegro and WestMed Strategy in Italy;

- The IPA programming framework (art. 9 of the IPA III Reg. (EU) 2021/1529).

1.2 THE PROGRAMME INTERVENTION LOGIC

The Programme is the new IPA cross-border programme along the maritime border of Italy, Albania and Montenegro for the programming period 2021-2027.

In all strategic choices, the Programming Committee, as well as the partnership consulted, called for continuity with the 2014-2020 period.

Globally, the Programme aims at strengthening cross-border cooperation for smart, green and inclusive development of the areas involved, with an emphasis on the EU pre-accession assistance for Albania and Montenegro and the administrative simplification. The goals of the EU digital and green transition strategies must guide the beneficiaries through all actions in all Specific Objectives.

The Strategy of the Programme builds upon the results of the territorial analysis, the findings of the consultation process, the coordination with other programmes and the lessons learnt from

previous programming period. More specifically, the territorial analysis has taken into consideration the following key topics: Main joint challenges, taking into account economic, social and territorial disparities as well as inequalities, and of the joint investment needs, COMPLEMENTARITIES & SINERGIES with other programmes and initiatives, (INTERREG, European initiatives, National or regional programmes, etc.), lessons learnt from 2014-2020 programming period, macroregional strategies.

In particular, the EUSAIR action plan and flagship projects are a strategic framework for the programme, as they provide strategic direction for selecting objectives and key criteria for selecting projects, as well as for monitoring and evaluating the Programme. The Programme complements the EUSAIR and the transnational programme ADRION, because, while the EUSAIR and ADRION focuses on policy-making mainly at national / subnational governance levels (NUTS I/II), both across land and maritime borders, the Programme mainly focuses on the local level's needs (NUTS III), while financing services – small investments, focused on maritime issues. Project actions may also contribute to the goals of the EUSDR in Montenegro and WestMed Strategy in Italy.

1.2.1 Programme eligible area
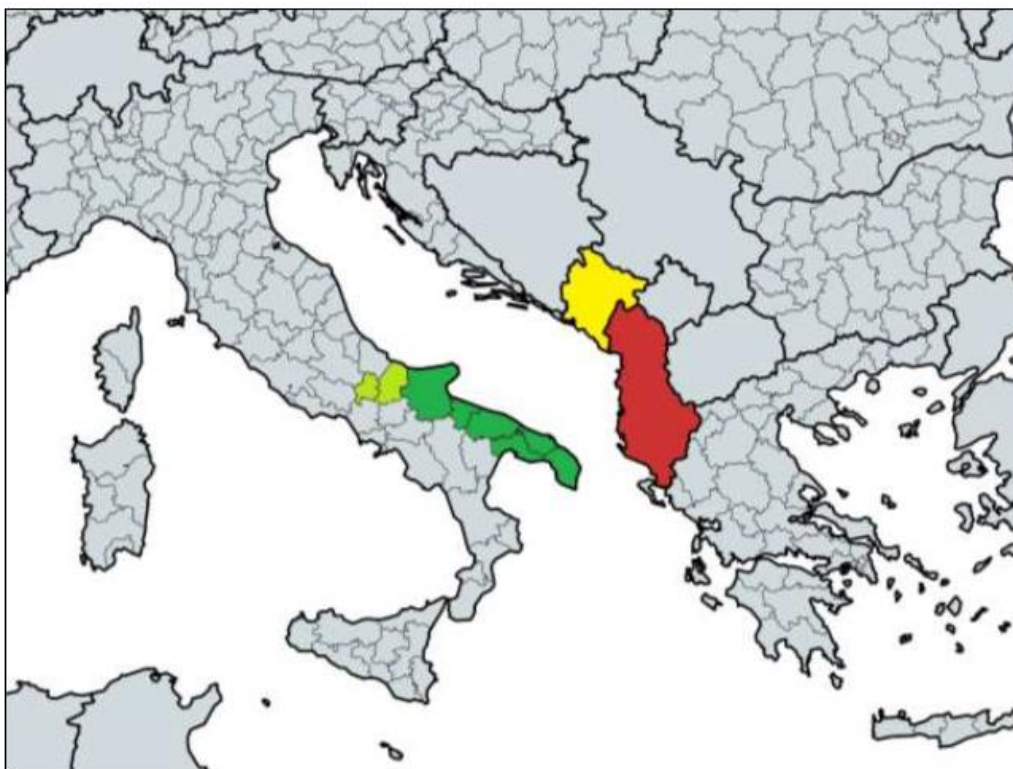
In compliance with Article 8 of the ETC Reg. (EU) 2021/1059, the cross-border area is identical to the previous Programming Period 2014-20, covering an area of 66.562 km² (24.002 Italy, 28.748 Albania, 13.812 Montenegro). The cross-border area includes two regions of an EU Member State, Italy, i.e. Molise and Puglia regions, and the whole territory of two IPA countries, i.e. Albania and Montenegro.

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

In specific topics, Italian beneficiaries located outside Puglia/ Molise may participate, if functionally necessary to achieve the project objectives.

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

1.2.2 Programme priority axes, specific objectives, 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:

Before starting with the planning of the project, project developers need to gain a good understanding of how the Programme intervention logic works, starting from the Programme priority axes and specific objectives, selected out of the priority and specific objectives of the EU Regulations:

Priority Axis	Specific Objective
PA 1. A smarter South Adriatic programme area, by promoting innovative and smart economic transformation (SMART)	S.O. 1.1 Enhancing growth and competitiveness of SMEs, through joint cross-border actions (SMEs)
PA 2. A greener South Adriatic programme area, by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and risk management (GREEN)	S.O.2.1 Promoting climate change adaptation, risk prevention and disaster resilience with joint cross-border actions (Risks)
	S.O.2.2 Enhancing biodiversity, green infrastructure in the urban environment, and reducing pollution with joint crossborder actions (Biodiversity)
	S.O.2.3 Promoting energy efficiency with joint cross-border actions (Energy)
PA 3. A more connected South Adriatic programme area by enhancing mobility and regional connectivity (CONNECTED)	S.O. 3.1 Developing sustainable, climate resilient, intelligent and intermodal national, regional and local mobility, including improved access to TEN-T and cross-border mobility, through joint cross-border actions (Connectivity)
PA 4. A more social South Adriatic programme area (SOCIAL)	S.O. 4.1 Improving access to inclusive and quality services in education, training and lifelong learning through developing infrastructure, and cross-border actions (Skills)
	S.O. 4.2 Enhancing the role of culture and tourism in economic development, social inclusion and social innovation, through cross-border actions (Tourism)
PA 5. A better governance in the South Adriatic programme area (GOVERNANCE)	S.O. 5.1 Enhance efficient public administration by promoting legal and administrative cooperation and cooperation between citizens and institutions, in particular, with a view to solving legal and other obstacles in border regions (Governance)

Across all these Specific Objectives, cross-cutting themes have been set out by the Programme partners:
1) Cultural heritage and tourism
2) Pre-Accession assistance
3) Security at borders (ISO II)
4) Digitalisation.

Furthermore, the programme has selected output and result indicators out of the common indicators of the EU Regulations:

Specific Objective	Output indicators	Result indicators
S.O. 1.1 SMEs	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 2.1 Risks	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 2.2 Biodiversity	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 2.3 Energy	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 3.1 Connectivity	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 4.1 Skills	*RCO85 Participations in joint training schemes*	*RCR81: number of participants completing the joint trainings schemes organised by projects*
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 4.2 Tourism	RCO116 Jointly developed solutions	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations
S.O. 5.1 Governance	*RCO87 Organisations cooperating across borders*	*RCR 84: number of organisations cooperating across borders after the completion of the supported projects*
	RCO83 Strategies and action plans jointly developed	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations

For the targets in the Programme performance framework, please check the Programme text and summary table in annex 1.

The causal links connecting all items of the intervention logic are visualised in this chart:
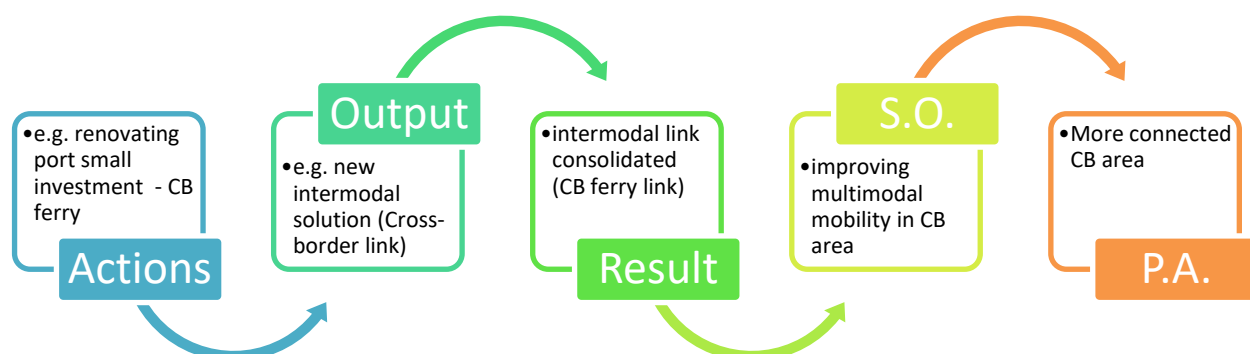
Whereby the **action** - mentioned in the Programme - **is intended as any activity** implemented within a project.

Typical cooperation actions or activities are defined in this table:

Action	Definitions
1) Public services	Various services provided jointly to citizens, to private or public organisations by the typical beneficiaries of the Programme (public authorities, socio-economic partners, non-profit, universities, etc.). This is wider than the concept of SGEIs used in the field of State Aid
2) Digital services	joint public services provided in digital form, therefore through online platforms or any suitable digital device, which are focused by the programme in compliance with the digital agenda
3) Small investments	Measures focused on existing investments, tools, equipment or other investments and typically concerning updates, restoration or fixing of existing investments, having a limited contract value in proportion to the limited resources of the programme. These investments are not the objective as such, but functional to the achievement of the programme and operation's objectives and directly or indirectly for the benefit of the entire cross-border area
4) Innovative experimental applications	tools, technical items or processes, software/hardware items, which have an innovative nature, as they have not been deployed before in the specific way, area or context, as well as they have experimental nature, as first test or pilots, out of which a wide use of the application is expected, if successful. The innovative experimental applications are not conceived as project output, but as actions part of other project actions, which together contribute to the achievement of the global project output, thus a tool necessary to reach the global output and not as the project output as such, therefore additional RCO 84 e RCR 79 and 104 are not used.
5) Agreements	agreements among beneficiaries or target groups, in any suitable form, such as memorandum of understanding, conventions, contracts, framework agreements, etc., which may address specific issues or remove specific legal or administrative obstacles, among others, while enhancing coordination and finally more effective use of public resources or services
6) Joint models / processes	models of management, production, decision-making, monitoring processes and procedures, strategic plans, feasibility studies, campaigns, etc. which are shared by the beneficiaries or by the target groups of different territories, and which simplify, harmonise or make procedures more effective across the borders

7) Capacity building / trainings	activities which have the objective to increase capacities and skills of the targeted persons or groups of persons. These are implemented often but not exclusively in the form of joint training courses, workshops, seminars, new curricula for professional skills, etc., and they may but do not necessarily lead to an official recognition of the qualification acquired across borders

As for the output indicators, this is the guidance for project developers:

RCO	Definition in the indicator fiches issued by the EU Commission
RCO116 Jointly developed solutions	The indicator counts the number of jointly developed solutions from joint pilot actions implemented by supported projects. In order to be counted in the indicator, an identified solution should include indications of the actions needed for it to be taken up or to be upscaled. A jointly developed solution implies the involvement of organizations from at least two participating countries (for programmes falling under strands A, B, C as defined in the Interreg Regulation) in the drafting and design process of the solution or is developed in the scope of programmes within strands D or E as defined in the Interreg Regulation. *Solutions may be means, tools, actions, processes, procedures applied for solving a problem/for addressing a difficult situation, jointly developed by partners across the border. They must be the results of a series of actions implemented by partners, thus counted as a single global project output, unless otherwise justified by the beneficiaries.* *Except for S.O. 4.1. Skills and S.O. 5.1 Governance, globally each project is expected to plan to deliver at least one solution therefore, it is required to indicate* **at least one solution in each project application form**.
RCO83 Strategies and action plans jointly developed	The indicator counts the number of joint strategies or action plans developed by supported projects. A jointly developed strategy aims at establishing a targeted way to achieve a goal oriented process in a specific domain. An action plan translates an existing jointly developed strategy into actions. Jointly developed strategy or action plan implies the involvement of organizations from at least two participating countries (for programmes falling under strands A, B, C as defined in the Interreg Regulation) in the drafting process of the strategy or action plan or is developed in the scope of programmes falling under strands D or E as defined in the Interreg Regulation. *A strategy may be an overarching set of plans toward long-term goals/visions, while an action plan may be a method or set of procedures /actions for achieving strategic goals, through a formulation / arrangement of a detailed program, including timetable - actions - partners responsibilities, tasks and resources. Both strategies and action plans must be the results of a series of actions implemented by partners, thus counted as a single global project output, unless otherwise justified by the beneficiaries.* *Each project is expected to plan to deliver at least one strategy or action plan, therefore globally each project is required to indicate* **at least one strategy or action plan in each project application form**.
RCO85 Participations in joint training schemes	The indicator counts the number of participations in joint training schemes. Participations in a joint training schemes are intended to be counted as registered participants who started the training. A joint training scheme implies: - the involvement of organizations from at least two participating countries (for programmes falling under strands A, B, C as defined in the Interreg Regulation) in the organisation of the training; or - is developed in the scope of programmes falling under strand D or E as defined in the Interreg Regulation.

	A joint training scheme requires building knowledge in a certain topic and involves the training of participants over several sessions. A one-off meeting/event/internal session where information is disseminated should not be considered as a training scheme.
	The indicator counts total number of persons (target groups from cross-border areas) attending in joint training activities, i.e. attending in physical or online training activities (event, self-learning tools, etc.), even if they do not complete the entire training scheme (see below result indicators). Beneficiaries should have a way to register participants (e.g. online survey tool) and to prove their attendance (e.g. signature lists). The content of the training and the methodology to convey it should be suitable to reach the objectives of the training, therefore a suitable follow-up has to be assured (e.g. participants satisfaction, test, attendance certificates, external evaluation, tests, etc.).
	This indicator is used __only in S.O. 4.1. skills__, thus each project in S.O. 4.1 is required to plan to deliver trainings for a number of participants in proportion to the project budget.
RCO87 Organisations cooperating across borders	The indicator counts the number of organisations cooperating formally in supported projects. The organisations counted in this indicator are the legal entities including project partners and associated organizations, as mentioned in the financing agreement of the application. Organisations cooperating formally in small projects are also counted.
	Lead and Project Partners, who are the IPA beneficiaries within the financed operations / projects, and their respective associate partners are counted.
	This indicator is used only in S.O. 5.1. Governance, therefore each project in S.O. 5.1 is required to use this indicator, for the number of __project partners and associate included in each project__.

The result indicators selected are explained below:

Descriptions of the RCR in the fiches issued by the EU Commission	Guidance
RCR 79: The indicator counts the number of joint strategies and action plans (not individual actions) adopted and implemented by organisations during or after the project completion. At the time of reporting this indicator, the implementation of the joint strategy or action plan need not to be completed but effectively started. The organisations involved in take-up may or may not be direct participants in the supported project. It is not necessary that all actions identified are taken-up for a strategy/action plan to be counted in this context. The value report should be equal to or less than the value for "RCO83 Strategies and action plans jointly developed".	*Beneficiaries are expected to report on this result towards the end of the project and with the last report they are required to include a formal written commitment by the concerned organisation/s to take up or to scale up either the strategies and/or action plans -see below- within a defined time. Approximately half of all developed strategies and action plans are expected to be taken up.*
RCR 104: The indicator counts the number of solutions, other than legal or administrative solutions, that are developed by supported projects and are taken up or upscaled during the implementation of the project or within one year after project completion. The organisation adopting the solutions developed by the project may or may not be a participant in the project. The uptake / up-scaling should be documented by the adopting organisations in, for instance, strategies, action plans etc.	*Beneficiaries are expected to report on this result towards the end of the project and with the last report they are required to include a formal written commitment by the concerned organisation/s to take up or to scale up either the solutions developed within one year from project completion or the joint strategies and/or action plans -see above-. Approximately half of all developed solutions are expected to be taken up or upscaled.*

| **RCR 81:** The indicator counts the number of participants completing the joint trainings schemes organised by supported projects. Completion should be documented by the training organisers either through a record of the confirmed completions or by issuing certificates of completion of the training. The certificates of completion do not necessarily require a previous national certification process of the issuing organisation.	*Beneficiaries are expected to report on this result towards the end of the project and with the last report they are required to include statements issued by the training scheme organisers confirming that the joint training scheme has been completed by each single participant, for at least the major part of the training (60% of hours *participant). It may be based on objective tests or on registered attendances, or any suitable methodology, but it is not necessarily a legally recognised certification.* *It is expected that 60% of total hours are completed, i.e. 60% of total participants.*
RCR 84: The indicator counts the number of organisations cooperating across borders after the completion of the supported projects. The organisations are legal entities involved in project implementation, counted within RCO87. The cooperation concept should be interpreted as having a statement that the entities have a formal agreement to continue cooperation, after the end of the supported project. The cooperation agreements may be established during the implementation of the project or within one year after the project completion. The sustained cooperation does not have to cover the same topic as addressed by the completed project.	*Beneficiaries and associate partners are expected to report on this result towards the end of the project and with the last report they are required either to include a formal statement by the project partners and their associate partners that they commit to continue the cooperation after the completion of the project or that they commit to take up or to scale up the strategies and/or action plans.* *The majority of project partners, i.e. at least 60%, are expected to commit to continue their cooperation.*

Programme and project intervention logic links
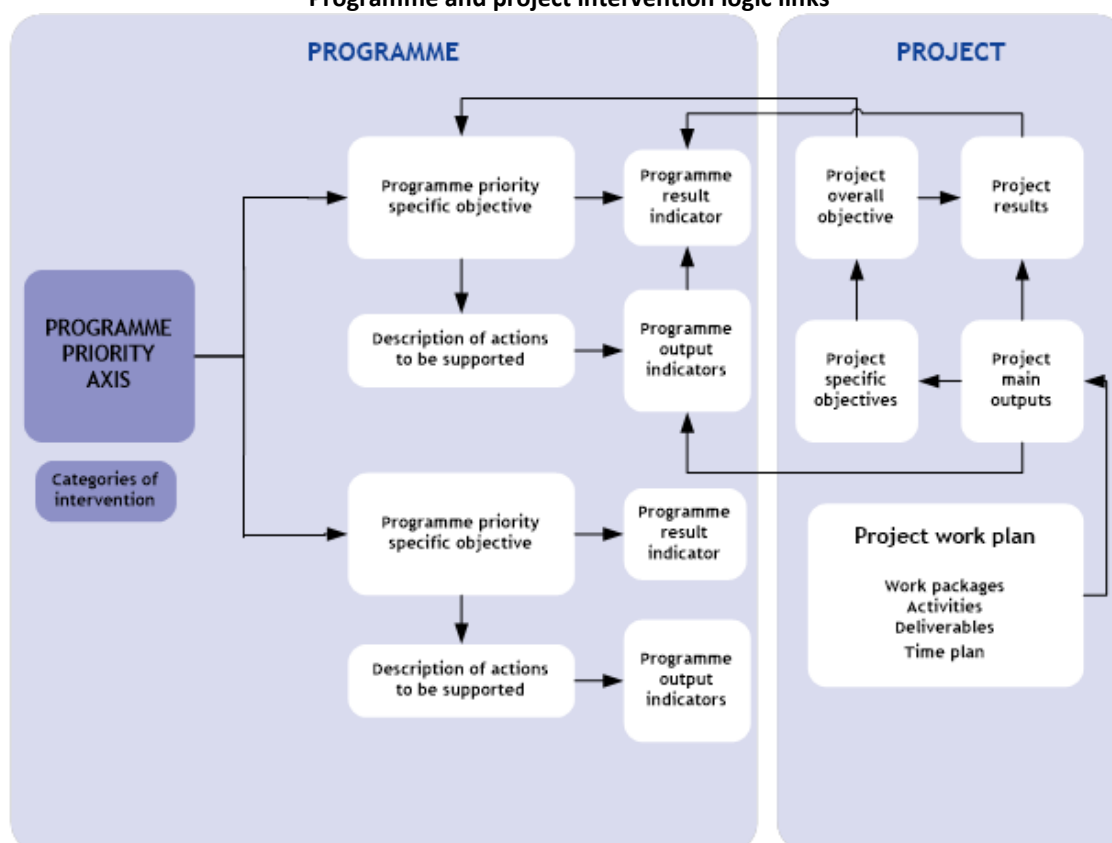
1.2.3 Financial allocation per theme

The financial allocation follows also a prioritisation per theme:

P.A.	%	S.O.	%	Rationale
1 SMART	22,11%	1.1 SMEs	22,11%	Percentage set according to the real allocation during project calls of the previous 2014-2020 period, in continuity and learning from it.
2 GREEN	30,91%	2.1 Risks	12,19%	Highest percentage set according to the real allocation in 2014-2020 period, as well as in compliance with the ETC concentration requirements.
		2.2 Biodiversity	12,19%	
		2.3 Energy	6,53%	
3 CONNECTED	16,91%	3.1 Multimodal.	16,91%	Set according to limited requests in 2014-2020 period, mainly for strategic projects.
4 SOCIAL	20,09%	4.1 Skills	9,93%	Limited allocation as new priority, but topics widely covered in 2014-2020.
		4.2 Inclusive tourism	10,16%	
5 GOVERNANCE	10%	5.1 Governance	10%	New priority, therefore a limited allocation. Only soft measures are envisaged, therefore limited amounts.

1.2.4 Horizontal principles

For all priority axes of the programme shall be included a criteria for project selection, and for evaluation, related to the compliance with horizontal principles of Article 9 of Regulation (EU) 2021/1060 (CPR). Additionally, projects in all priority axes, are expected to also actively promote the rights of the Charter of Fundamental Rights of the EU, and accordingly rights of dignity, freedom, equality, solidarity, citizens' rights and justice, and their specifications, i.e. equality between men and women and prevention of any discrimination based on gender, age, nationality, ethnicity, health conditions (including disability), equality and non-discrimination, religion or belief and sexual orientation. Specific criteria are going to be applied at the stage of project selection, monitoring and evaluation.

In all Specific Objectives of the Programme, beneficiaries are also encouraged to collect consistent data across the countries concerned, in order to more effectively assess and address the needs of specific vulnerable groups, such as people with disabilities, people in isolated areas or other social groups at risk of poverty and social exclusion, in term of access to employment, education, health and social care, culture and other social services.

Selection criterion on the sustainable development is going to be applied in the project assessment (i.e. environmental check), on the basis of measures adopted by the applicants, which potentially reduce negative environmental impacts, and to exclude measures listed in annex I and II of the directive no. 2011/92/EU or requiring environmental assessment

1.2.5 Calls' Strategy

Through its calls for projects, the programme 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 Monitoring Committee is going to share a 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 the maritime border.

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, green and inclusive 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:

a. Strategic: operations of strategic importance - Article 17(3) Reg. (EU) 2021/1059 which rely on the top-down approach and are focused on topics of particular relevance for the Programme Cooperation area. The financial dimension of these projects aims at maximizing their impact on medium and long term within the targeted areas of the Programme

b. Standard: open call addressing the development needs of the Cooperation Programme, in the framework of objectives, results and outputs identified by the Programme strategy.

c. Small-scale projects (SSP): open calls addressing the development needs of the Programme area, also for capitalization of project results, within the programme strategy framework, using only the simplified cost options.

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

1.3 HOW TO BUILD THE PROJECT INTERVENTION LOGIC – PROJECT WORK PLANNING

1. The **project overall objective** has to be linked to one Programme S.O. The project objective should have a clear causal link with the RESULT/challenge tackled by the project and the change the project is going to achieve. It is important to secure consistency between the project objective(s) and the programme priority objective, as this will help focus the reach of the project and underline what impact the project will make. Describe the concrete changes, of a given starting situation, you want to achieve by the end of the project.

Example

Programme priority specific objective *automatically inserted once it is selected*	C.1 Project overall objective	C.2.1 What are the common territorial challenge(s) that will be tackled by the project?
S.O. 1.1 SMEs	Improving framework conditions for growth of creative SMEs in the audio-visual sector in the cross-border area.	Currently audio-visual MSMEs of the cross-border area are working in isolation and because of their limited size, they struggle in participating in international productions. By the end of the project, they are going to have new opportunities to expand their markets through stronger cross-border partnerships, built around a new audio-visual cluster.

2. The project can define a number of **project-specific objectives**. Each project-specific objective will be supported by a work package. The project-specific objectives need to show a direct contribution to the project overall objective. Each project specific objective has to be associated to none, one or more COMMUNICATION objectives (it depends on the project).

Example

C.1 Project overall objective	C.4.1 Project specific objectives	WP	C.4.1. Communication objective
Improving framework conditions for growth of creative SMEs in the audio-visual sector in the cross-border area.	Strengthening cross-border cooperation of audio-visual SMEs while creating a cross-border cluster	1	Increasing awareness of audio-visual SMEs of the new opportunities through the cross-border cluster
	Supporting the SMEs within the cluster in increasing their capacity to participating international audio-visual productions	2	--

- We recommend the identification of up to 3 WPs even if in some cases up to 5 WPs could be acceptable –
  Only for SSP: As a general rule, SSP should have only 1 specific objective and 1 WP, and deviations are allowed only if duly justified.
  The Communication objectives must be defined within the WP, are they are connected to the capitalization ones.

3. Each **work package**, created to support the delivery of the project specific objectives, outlines and describes which activities/actions and outputs support the achievement of this objective. It should be possible, at least to some extent, to measure the achievement of project-specific objectives by monitoring the delivery of project outputs.

For statistical purposes, we require partners **to select a typology of activity/action out of the programme types of actions (see definitions above)**, and insert the following codes in the title of the activity:

Action / Activities	Code:
1) Public services	(PSe)
2) Digital services	(DSe)
3) Small investments	(SIn)
4) Innovative experimental applications	(IeA)
5) Agreements	(Agr)
6) Joint models / processes	(JMP)
7) Capacity building / trainings	(CBT)

Example

WP	Activity title	Activity description	Deliverable
1	**Analysis** (JMP)	Contextual analysis and partners analysis, to identify the MSMEs potentially interested in participating in the cluster	Contextual analysis document
1	**B2B events** (CBT)	B2Bs events are going to be organised by the chambers of commerce involving all audio-visual SMEs of the cross-border area, to present the idea of the cluster and explore promising cooperation models. The webpage of the event will be created and after the event will become the initial cluster webpage	B2B short promotional videos, published in the cluster webpage
1	**Cluster rules of procedure** (JMP)	SMEs willing to be part of the cluster shall agree on a joint rules of procedure, highlighting the functioning and management method of the cluster itself	Cluster rules of procedure document

Unlike in 2014-2020, WP Management and WP communication will not be used any more. The management has to be described in a specific section of the AF, whilst any communication activity has to be filled in each WP.

SSPs should not list separate communication activities, but they should be described within the project activities (which are built according to the SC-outputs).

The SCO-typical "outputs", which are described to calculate the SCO and entitle the beneficiary to receive the reimbursement, may be understood as a single or a number of project activities, e.g. a workshop as one activity, which lead to several deliverables (analysis paper, workshop documentation, scientific paper, etc.), or as a number of activities, which result in different deliverables, e.g. a single Joint Action Plan or Model, contains several activities, which lead to several deliverables such as gap-analysis, a pilot application-report, a signed agreement (see annex 2 examples).

4. Project **outputs** are specific elements that can be quantified and that directly contribute to the achievement of one programme output indicator. Project outputs need to contribute to the achievement of programme output indicators with the same measurement unit to be able to aggregate them and monitor progress at programme level.

An aggregation of project outputs based on programme output indicators is essential for the achievement of output targets set at programme level. Project output indicators, being incompatible with the nature of the programme output indicators, are not allowed, because they fall out of programme intervention logic and therefore may not contribute to the achievement of programme objectives and indicators. Unlike in 2014-2020 period, in 2021-2027 the contribution of the project to achieving the programme output indicators must be measured, aggregated and regularly monitored at programme level, i.e. the achieved project outputs is counted also as achieved programme outputs. This data must be automatically extracted from the system and transmitted to the EU Commission every quarter (art. 32 CTE Reg.).

In the methodology set by the 2021-2027 programme to calculate the target values of each indicator per S.O., each project is assumed to achieve only one programme indicator. For this reason, the value resulting from summing up all single project output indicators contributing to the same **programme output indicator selected should be 1** and only in duly justified cases a different, but low value (except for the indicator of S.O. 4.1 related to no. of trainees and for the indicator of S.O. 5.1 related to no. of project partners).

Therefore, once the project has set its own output indicators and has selected to which of the two programme indicators it contributes, or to both, it needs to estimate how far in percentage (expressed in figures after the comma e.g. 50% = 0.5) each project output contributes to each of the selected programme indicators across all WPs. For example, if the project has 2 output indicators (e.g. A. identification of SMEs, B. SMEs cluster establishment), both contributing to the same programme output (Joint Solutions), it has to estimate if both equally (e.g. 0.5 for A and 0.5 for B) or with a different indicative percentages (e.g. 0.3 for A and 0.7 for B) contribute to each of the two programme output indicators. In duly justified cases, the programme might allow more than one as a value of one programme output indicators (e.g. 2 or 3), therefore the project partners may have to estimate how a single project output contributes to reach the programme outputs (e.g. 2) across all WPs, like this e.g.:

Example tools, actions, processes, procedures

WP No.	Programme output indicator	Project output title	Project output description	Value
1	Joint Solutions	Cross border MSMEs group	Identification and involvement of one group of audio-visual MSMEs of the three countries willing to cooperate in the long-term perspective	0,5
1	Joint Solutions	Cluster establishment	Establishment of a cross-border audio-visual cluster of MSMEs, which commit to participate in the future cluster activities	1
2	Joint Solutions	Annual meeting	Organisation of first annual meetings of the audio-visual cluster, where concrete cooperation is proposed and	0,5

			agreed on	
2	Joint Strategies	Joint multi-annual plan	Multi-annual work plan for the cluster, identifying the strategy and the actions, which the cluster intends to implement	0,5
3	Joint Strategies	MoU	MoU signed by the chambers of commerce of the cross-border area, related to support to the audio-visual MSMEs united in the cluster created	0,5

Therefore, it is required to have at maximum 2 project outputs per each WP, linked to one or both programme output indicators.

In case of SSP the SCO-output, which is linked to the simplified cost option (SCO), differs from the output of the project measured through these indicators, i.e. the output to be verified to release the reimbursement of the SCO (e.g. existence of the workshop, of the B2B, of the joint model) is to be understood as "activities – actions or deliverables", while the project output is a global outcome of the activities and it must be directly related to the programme outputs' indicator, depending on the selected S.O. (see annex 2 examples).

5. Indicate to which programme **result indicator**, corresponding to the chosen programme priority specific objective, the project will contribute to. Remember that each Programme output indicator have only one fixed corresponding result indicator. In the methodology to calculate the target values, it was assumed that at least half of all outputs will lead to a result. This means that each project shall also estimate, during project planning, that **at least half of the aforementioned outputs shall become a result**. If the project has selected only one programme output indicator and the target value was one, it shall also assume that this will lead to one result at the end of the project (e.g. the identification of SMEs and the cluster established, which contribute to one joint solution, leads to 1 cluster adopted/endorsed by the SMEs, i.e. one solution taken up at the end of the project). Therefore, **maximum 1 result is allowed per programme result indicator**. If the project intends to declare more results, it needs to estimate how much in percentage each contributes to the one programme indicator (e.g. 1 solutions taken up made of 0.5 adopted SMEs cluster, 0.5 stronger cooperation of SMEs in participating international productions).

Example

| Programme Result Indicator	C.5. Result description	C.5. Result indicator target value
Solution taken up	Currently, there is no structured and stable cooperation platform for audio-visual SMEs in the cross-border area (problem). By the end of the project, the identified SMEs are going to have new opportunities to expand their markets through a new audio-visual cross-border cluster (solution), which will be taken up through a formal commitment to participate and contribute to the cluster activities.	1

6. Project objectives, results, outputs and the timeline to achieve these have to be logically explained in **project work plan** (work packages, activities /actions, time plan). The project work plan must explain what needs to be done and when to deliver project outputs and results, in order to achieve project specific objectives.

The work plan is divided into a number of work packages, which are further broken down into activities / actions. The list of activities / actions is necessary for the delivery of outputs foreseen in a specific WP. An activity / action can have none, one or more deliverables. Deliverables are not a part of the intervention logic, as not necessarily there is a direct causal link between them and project outputs.

The project intervention logic should present a coherent and logically-correct progression from activities / actions, work packages, outputs and all the way to results. To sum up, projects must provide, already at application stage, the necessary information for programmes to assess their contribution to the achievement of the programme-specific objectives by contributing to the achievement of programme output and result indicators

More specifically, each work package is composed of defined **project specific objective**, **communication objective and target audience**, **activities/actions**, related deliverables and expected **outputs** directly linked to the programme output indicator:

This visualised in the chart below
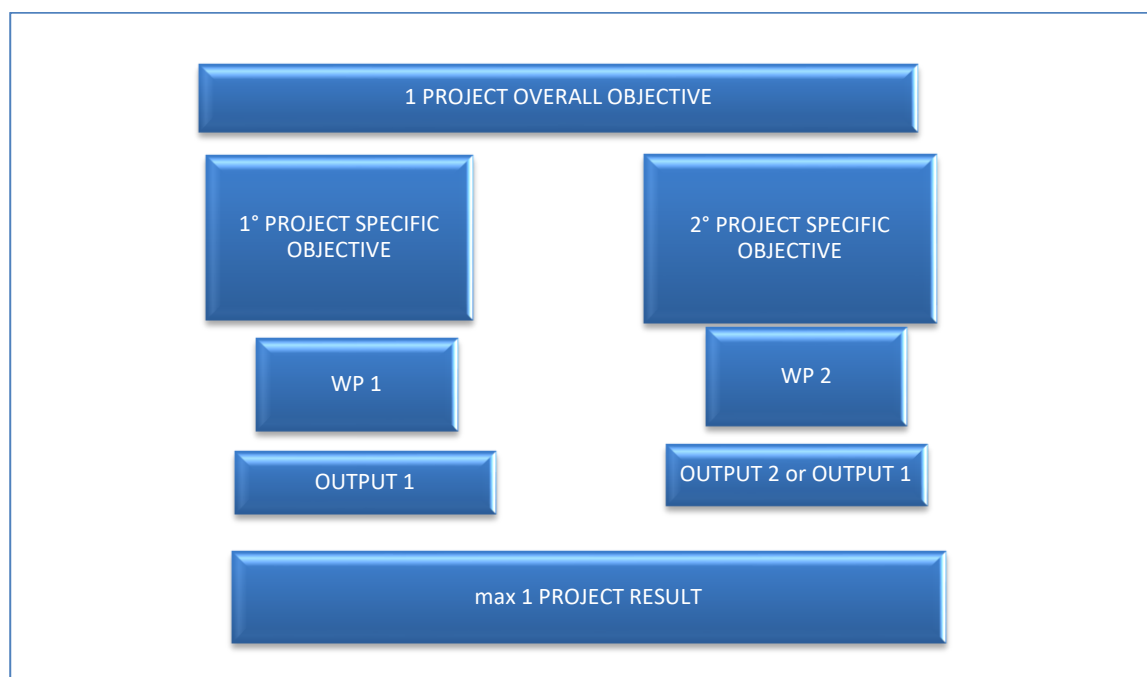
- Outputs directly measured linking them to a programme outputs (same measurement unit),i.e. only 1 per project (unless duly justified)
- Max 1 project result per project aligned with programme results (same measurement unit), except for the strategic projects.

Causal linkages in the application form
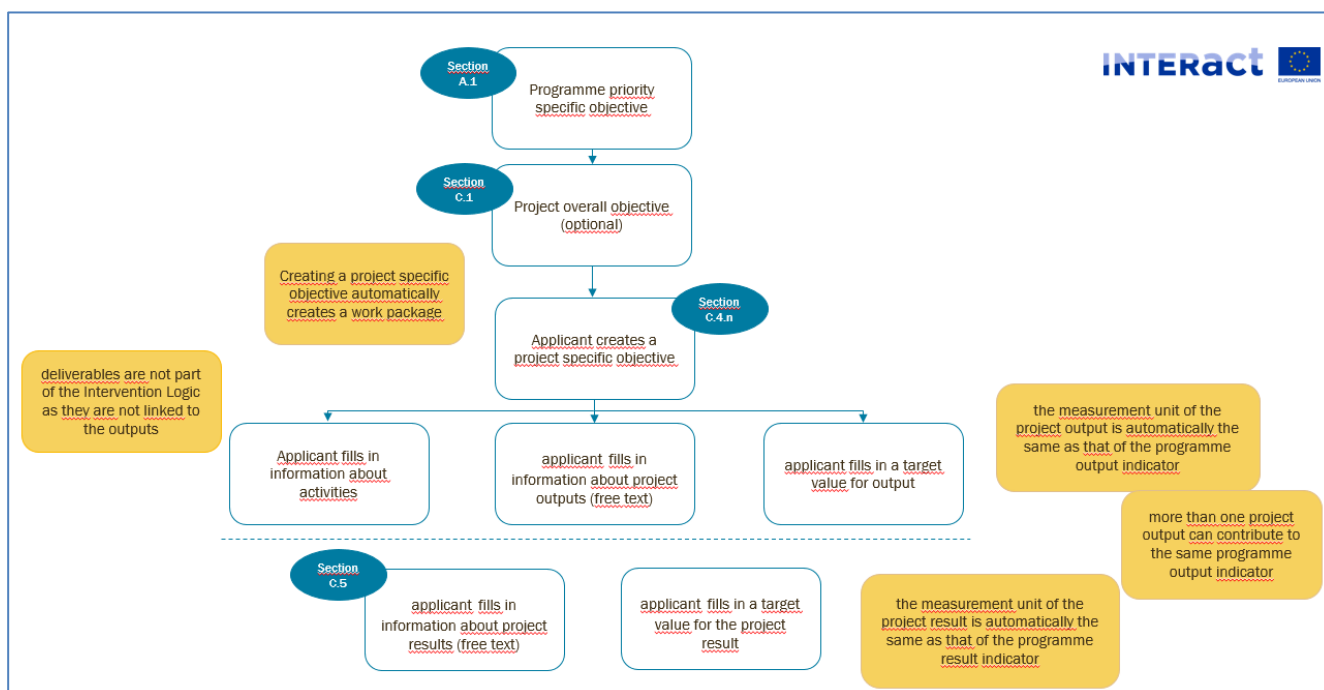
1.4 CAPITALIZATION DEFINITION AND APPROACH

One of the meanings of the verb "to capitalize" in English is to "take advantage of/to benefit from something". This meaning should be translated into an underlying principle and approach and guide all the relevant steps of the programme and project management involving all concerned actors.

That means that all actions, activities, outputs, and products of the projects should aim at achieving long term results and impacts for the benefit of the territories, mainstreaming and target groups thus, producing a concrete return of the investment of EU funds

What the Programme should pursue is mainly to avoid that the results of the projects end up in a drawer and are forgotten at the end of the project life, just because not sufficiently promoted, nor re-used, nor adapted for other purposed and not transferred to other interested organisations.

Capitalization efforts should not be an additional management burden, but be embedded in all management activities of the programmes and thus of its projects. This means that programme bodies should strive to avoid administrative burdens and reporting obligations from beneficiaries, but use existing tools, such as e.g. calls, application forms, assessment criteria, reporting forms, programme evaluation questions, communication events, in **a 'capitalisation driven' approach**. At the same time project partners, duly supported by the Programme, should shift their ongoing activities, such as communication events , project meetings, planned studies, analyses towards the capitalization effort.

Key objectives to be pursued in this capitalisation process are essentially to:

1) **REUSE**: make sure that Programme results are reused, as far as they are suitable to be adjusted and re-used, e.g. train/ advice/ support target groups, to use the project results;

2) **TRANSFER**: make sure that results are transferred, i.e. promoting and testing the transfer of the project results to new target groups (so called "Takers") adapting them according to the 'Takers needs';

3) **FOLLOW-UP**: make sure that results lead to new and follow-up initiatives (e.g. gathering partners and target groups to agree on new activities, within a specific strategy, aimed at initiating new projects, new initiatives, new investments, building up on the project results).

For further reference on capitalisation topic check
- https://www.interact-eu.net/download/file/fid/21102 - Interact Capitalization guide
- https://www.agenziacoesione.gov.it/lacoesione/le-politiche-di-coesione-in-italia-2014-2020/la-cooperazione-territoriale-europea/la-capitalizzazione/ - capitalization plan issues by the Italian Agency for Territorial Cohesion
- https://www.agenziacoesione.gov.it/cte/smart-cte/   https://keep.eu/ - for Interreg projects data

1.4.1 Capitalisation operational activities

Capitalisation, adopted as a guiding principle of the programme and project management, is going to be translated into concrete actions/ activities/ tools in all programme and project lifecycles according with the following scheme:
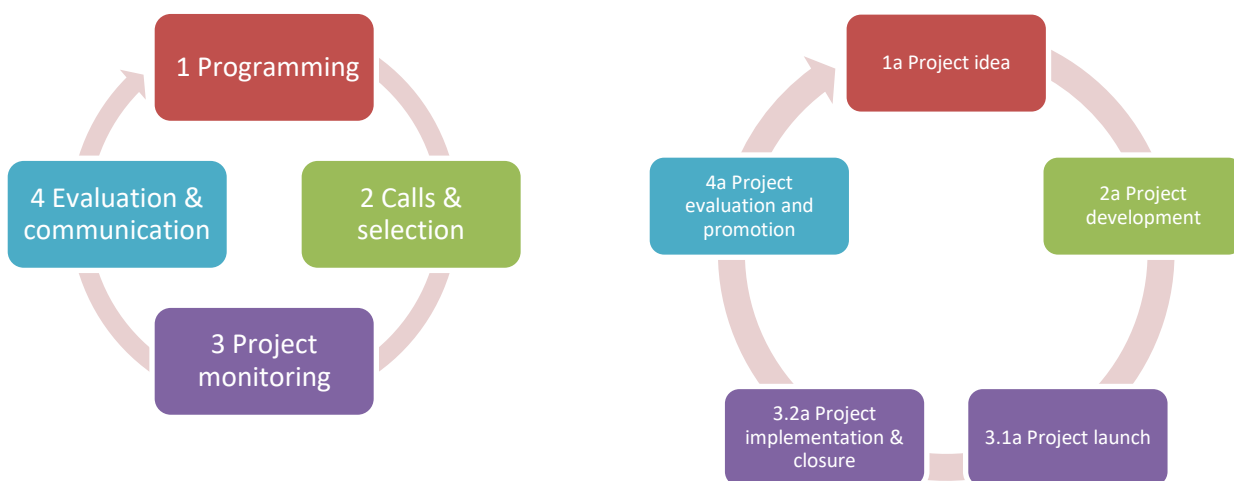
The Programme will adopt a very flexible approach in the programming of operational activities, since capitalization is a total innovation for the Programme, as such, to be gradually experimented and duly evaluated.

As mentioned within the final text of the approved 2021-2027 programme, building up and capitalising on the lessons learnt in the 2014-20 period, Capitalization topic should be carried out in several ways, such as:

- Potential shared activities at programme level (joint communication events by targeted theme / policy, capitalization activities across different programmes, such as with ADRION, alignment in the project selection criteria and guidance towards capitalisation and EUSAIR to project applicants);

- Empower for the 2021-27 capitalisation, some recurring Topics developed into 2014-2020 programming period, such as the agricultural-food industries sector and blue economy; the digitalisation of services for SMEs and citizens; the risk management; the marine litter and circular economy; the maritime and multi-modal transport links;

- Promote the 2014-20 networks in tourism, creativity and cultural activities;

- Within Specific Objective 5.1. (Efficient administration), includes Capitalisation & mainstreaming interventions linked to National, Regional, transnational Programmes & macro-regions.

In accordance to the **Interreg IPA CBC South Adriatic (Italy-Albania-Montenegro) ROADMAP TO CAPITALIZATION 2021-27,** the MA/JS has foreseen some possible actions such as:

CALLS & SELECTION

- 2014-2020 capitalisation preparatory actions with closed projects, to test and validate results "good to be capitalised" focusing the attention on identification of   and   to identify actors as 'potential' as re-users/takers of the results.

- Issuing a capitalisation call for small-scale projects capitalising on 2014-2020 project results gained by potential beneficiaries ready to be transferred and re-used (for all 2021-2027 P.A.s), also focusing on overcoming legal/administrative obstacles (ie. P.A. 5).

- Coordinating with INTERREG ADRION about the specific contents and objectives of the calls

PROJECTS MONITORING

- Setting up and updating a project catalogue, highlighting the best results, which may be capitalized on
- Organize capitalization thematic workshops / B2B with beneficiaries to identify / cluster outputs
- Coordinate with INTERREG ADRION to integrate its thematic clusters with IT-Al-ME projects
- Agree methodology to detect-collect results of on-going projects

EVALUATION & COMMUNICATION

- Organise a communication event
- Organize events/meetings/seminars with beneficiaries to highlight 2014-2020 evaluation results and launch 2021-2027 capitalisation tentative roadmap, as well as to support them in producing and promoting outputs good to be capitalised towards the decision-makers, through an evaluation exercise addressed to identify results which may be capitalised

1.4.2 Operational guide for beneficiaries

Basically, for each Specific Objective, there are different kind of capitalisation actions to be promoted by beneficiaries such as e.g.:
- implementation of thematic masterclasses,
- peer reviews,
- demonstration activities,
- solution-testing activities,
- live exercise activities,
- development of "Papers", describing e.g. the update of the plans/ solutions of the project, or the thematic contribution that the project could give to the EUSAIR Flagships,
- updates of platforms data and operability produced within the project,
- implementation of study visits to showcase best practices identified and to raise awareness on the topics addressed,
- implementation of dedicated actions to engage stakeholders and cluster demonstration activities, etc.

In order to guide the applicants in the selection of actions to be carried out for capitalization purposes, in accordance to the lessons learnt by other Interreg programmes with increased experience on this matter, the following approach could be provided for your convenience.

1. DEMAND DRIVEN CAPITALISATION APPROACH

In order to reach demand-driven approach (find takers and givers) it is firstly necessary to set up
- the capitalization enablers (programme actors, which make sure that capitalisation happens, while providing guidance to the capitalisation drivers, in all steps of programme management)
- the capitalization drivers (Those project actors, which make capitalisation happens with concrete actions, to promote, transfer project results, which are used even after the project end, in all steps of project management). By this way it will be possible to work on
  - identify potential re-users
  - motivate re-users collecting their needs
  - select results for reuse according to takers' needs
  - set up/integrate thematic/learning communities with takers
  - try to work with other programmes and EUSAIR for capitalization strategy
  - promote scouting actions to find out takers

Step 1 — *Identification of potential importers/receivers based on a mapping of competences and priorities.*

Step 2 — *Identification of relevant and valuable project results.*

Step 3 — *Bringing together "exporters/givers" and "importers/ receivers" and delivering an action plan for the transfer process.*

1.a FOCUS ON TAKERS

In the demand driven capitalization approach we have to distinguish to kinds of main actors:

- **GIVERS:** organisations /actors that transfer and adapt for reuse (if needed) outputs towards other contexts (mainly mainstreaming)
- **TAKERS**: organisations/institutions/ actors aiming at improving a practice or a policy reusing outputs produced by ETC projects

And then Investigate on the **outputs** produced and identified 'good' to be capitalized

1.b   FOCUS ON OUTPUTS

Be aware that **NOT ALL**   ouputs are useful for capitalising! To be capitalized they could be alternatively

- ✓ **Replicable** = being directly transferable in another context
- ✓ **Reusable**=having   potential to be adapted to others'needs

We can distinguish on two main types of transfer:

- **Operational transfer: towards other projects/actions** transfer of a replicable tool (eg. a calculator of footprints for tourist destinations).
- **Strategic transfer : towards mainstreaming** Transfer of a practice/group of procedures to improve a public policy (eg. a monitoring systems for safety and security at sea). In this case the involvement of public institutions is essential!

Examples on outputs to be capitalized

URBACT	Maritime IT/FR
• Relevants for the territories/local actors • Evidence based (documented in terms of effectiveness • Transferables (also in terms of costs) • Coming from projects that are : willing to exploit their results in coordination with other programmes; Reaching out to weaker regions and contributing to reduce disparities	• Specific approaches to solve problems • Specific typologies of actions • Efficient procedures • Innovative contents • Coming from projects that have an interest for transfer/reuse

Therefore, starting from the project results/outputs/deliverables achieved during its life time, in order to select the correct output to be capitalized it is necessary to analyse and understand its potential for transfer/reuse. Then each project has to look for:

1. The coherence of the outputs with territorial needs and ongoing public policies
2. The operational dimension of the output (capacity to be re-used, developed by other stakeholders)
3. The innovation dimension / added value of the project and output as compared to existing deliverables (knowledge management…)
4. The capacity to produce durable effects
5. **Being a tested solution (VALIDATED)**
6. The availability of technical documents, methodology, detailed description of processes (not only reporting)
7. The willingness of partners to share their results (patents, confidentiality, competition between projects…)

8. The availability of resources for the capitalisation process (time, human resources, budget…)
9. Ready for reuse (es. translation) or easy to be adapted with limited costs

Be aware that the real transfer of an output depends on the following pre-conditions:
a. it is suitable and ready to be **tested or validated** in a specific context (*validation*);
b. it is suitable to be **transferred** to potential users, who need to be identified (*identification*).

According to a methodology previously applied to Small-Scale projects and extended to all Projects with the INTERREG CBC IPA Italy-Albania Montenegro programme 2014-2020, SCOs chosen for the Small Scale Projects may be financed as typical SCO-outputs to implement the capitalization actions. Accordingly, through the chosen SCO for SSP and all ancillary activities necessary for these outputs, partners may efficiently capitalise on their results, while:

a) train/advice/support target groups, to **test and validate** these results;

b) promoting/displaying/applying these results with the target groups, who may decide to adapt and re-use them, therefore aiming **at identifying potential re-users**.

All capitalization actions / activities described in the AF must be covered by the SCO-typical "outputs", i.e. they are included within the defined "output", in the dedicated calls for proposals for Small Scale Projects (SSP).

1.5 PROJECT INTERVENTION LOGIC - GLOSSARY

TERM	DEFINITION
ACTIVITY/ ACTION	Specific task performed for which resources are used; It's a work package component which may or may not achieve a deliverable or an output. The proposed activities /actions shall have a logical sequence and for the direct benefit of the area concerned by the beneficiaries involved in the project. An activity / action can have none, one or more deliverables. For SSPs, the SCO-defined "output" may coincide with the activity-action.
CAPITALIZATION	Capitalisation objectives (ie. to "take advantage of/ to benefit from something") are embedded in all management activities of the programme and thus of its projects. Therefore, the actions, activities, outputs, and products of the projects should aim at an added value, i.e. **long term results and impacts** for the benefit of the programme territories, thus on getting a real benefit from the investment of EU funds the **key objectives** to be pursued in the capitalisation process are essentially: 1) **USE**: make sure that results are <u>used</u>, as far as they are suitable to be adjusted and re-used, e.g. train/ advice/ support target groups, to use the project results; 2) **TRANSFER**: make sure that results are <u>transferred</u>, i.e. promoting and testing the transfer of the project results to new target groups (so called "Takers" or territories, while adapting them; 3) **FOLLOW-UP**: make sure that results lead to new and <u>follow-up initiatives</u>, e.g. gathering partners and target groups to agree on new activities, within a specific strategy, aimed at initiating new projects, new initiatives, new investments, building up on the project results.
DELIVERABLE	Tangible or intangible item produced as a side-product or item of the project activities/actions, that contributes to the development of a project output. More than one deliverable can be necessary to produce one output. A deliverable must be either contained or be described in texts, audio/visual or visual items, which must be uploaded in the system – webpage of the project.
IMPACT	The effect and territorial change in a medium-long term perspective for the benefit of the territories, mainstreaming and target groups thus producing a concrete return of the investment of EU funds. This occurs by usually after the project end, but already from project results, an indication of the impacts may be possible. *Evaluation of impact and/or evaluation of the implementation should be conceived in a strong connection with the capitalization approach.*

	The assessment of impact is the attempt to establish to what degree an action affects certain changes in the society: the impact of an intervention is defined as the difference between what has changed thanks to that intervention, and what would have happened anyway. One of the aims of impact assessment is to gain a sounder knowledge of the relationship between actions and effects, but it can also be used for process oriented evaluations. Defining the purpose of the assessment, Impact assessment is based on a pre-defined "intervention logic" related to a presumption that an intervention will generate a sequence of desired effects (in a "theory of change" approach). The produced impacts of an intervention can be positive and negative, intended and unintended, direct and indirect. This means that an impact evaluation must establish what has been the cause of observed changes (called 'impacts') referred to as causal attribution (causal inference).
MODEL	The term model is used in two different contexts: In the SCOs, for the lumpsum for Action Plans, Models, Methods (ApMM), which is a defined SCO-output to be verified as basis for reimbursement (see factsheet SCO), as well as for the activity typology "Joint Model Processes" (code JPM), which needs to be described in the activities section of the application form. Even though the concept is similar, the number of units to be counted may vary according to the different rules to be applied.
OUTPUT	A direct and concrete outcome from the implementation of project activities/actions. Project outputs are directly linked to the following programme output types: solutions, strategies and action plans; participation in joint training schemes, partnerships (see above). A project output needs to be clearly consistent with and contribute to the achievement of one project specific objectives. The targets of the programme performance framework for the output indicators "solutions" and "strategies" was calculated on the basis of 1 output per project, therefore higher targets for projects must be duly justified.

The concept of project output differs from the SCO-defined "output", see the rules set out in the factsheet on SCOs. |
PROJECT OVERALL OBJECTIVE	Provides the overall context for what the project is trying to achieve, and aligns to the programme priority specific objective. It relates to the strategic aspects of the project.
PROJECT SPECIFIC OBJECTIVE	A statement describing what the project is trying to achieve. It refers to the project's main outputs. It can be evaluated at the conclusion of a project, to see whether it was achieved or not.
PROJECT WORK PACKAGE (WP)	A group of related project activities / actions required to produce the project's main output.
RESULT	The advantage of carrying out the project, which becomes evident at the end of the project, highlighting the benefits of using the project's outputs. It should indicate the change and the territorial change the project is aiming

|	
	for.
	Basically, it is strong connected with the project impact which indeed should be the effect and territorial change in a medium-long term perspective.
	In the programme performance framework it is calculated that at least 50% of the solutions and strategies are taken-up, therefore for projects maximum 1 result of these indicators may be achieved.
TRAINING	The concept of "training" entails always a series of actions necessary to increase the skills of individuals, and consequently the overall capacity of an organisation, the individuals belong to. However, for the programme this is used in three different contexts: 1) in relation to the activities within the work packages (which need to be described and codify with the code CBT in the activities section of the application form); 2) in relation to the simplified cost options (SSUC targeted trainings), which are verified as basis for a reimbursement to partners - see factsheet on SCOs); 3) in relation to the RCO 85 "training schemes" (as a final output of a concluded project and corresponding result indicator). Even though the content of the training activities is the same and the no. of trainees is at the end the same, the unit counting may vary according to the different concepts, rules and objectives of counting, such as e.g. in the second case of SCO-output the students must complete at least 75% of the training to release the right to reimbursement.

Annex 1 – Summary table indicators targets

PROGRAMME INTERVENTION LOGIC - INTERREG IPA SOUTH ADRIATIC 2021-2027							
Priority Axis	Specific Objective	OUTPUT indicator	RCO Milestone 2024	RCO target value 2029	RESULT indicator	RCR base value 2021	RCR target value 2029
PA 1. A smarter South Adriatic programme area, by promoting innovative and smart economic transformation (SMART)	S.O. 1.1 enhancing growth and competitiveness of SMEs, through joint cross-border actions	RCO116 Jointly developed solutions	1	20	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	40	72
		RCO83 Strategies and action plans jointly developed	1	20	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	12	24
PA 2. A greener South Adriatic programme area, by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and risk management (GREEN)	S.O.2.1 Promoting climate change adaptation, risk prevention and disaster resilience with joint cross-border actions (Risks)	RCO116 Jointly developed solutions	1	11	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	22	29
		RCO83 Strategies and action plans jointly developed	1	11	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	7	13
	S.O.2.2 Enhancing biodiversity, green infrastructure in the urban environment, and reducing pollution with joint crossborder actions (Biodiversity)	RCO116 Jointly developed solutions	1	11	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	22	29
		RCO83 Strategies and action plans jointly developed	1	11	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	7	13
	S.O.2.3 Promoting energy efficiency with joint cross-border actions (Energy)	RCO116 Jointly developed solutions	0	6	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	12	15
		RCO83 Strategies and action plans jointly developed	1	11	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	4	7
PA 3. A more connected South Adriatic programme area by enhancing mobility and regional connectivity (CONNECTED)	S.O. 3.1 Developing sustainable, climate resilient, intelligent and intermodal national, regional and local mobility, including improved access to TEN-T and cross-border mobility, through joint cross-border actions (Connectivity)	RCO116 Jointly developed solutions	1	15	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	31	40
		RCO83 Strategies and action plans jointly developed	1	15	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	9	18
PA 4. A more social South Adriatic programme area (SOCIAL)	S.O. 4.1 Improving access to inclusive and quality services in education, training and life long learning through developing infrastructure, and cross-border actions (Skills)	RCO85 Participations in joint training schemes	4	70	RCR81: number of participants completing the joint trainings schemes organised by projects	42	84
		RCO83 Strategies and action plans jointly developed	1	9	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	5	11
	S.O. 4.2 Enhancing the role of culture and tourism in economic development, social inclusion and social innovation, through cross-border actions (Tourism)	RCO116 Jointly developed solutions	1	9	RCR 104: solutions, other than legal or administrative solutions, developed and taken up or upscaled by organizations	18	24
		RCO83 Strategies and action plans jointly developed	1	9	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	6	11
PA 5. A better governance in the South Adriatic programme area (GOVERNANCE)	S.O. 5.1 Enhance efficient public administration by promoting legal and administrative cooperation and cooperation between citizens and institutions, in particular, with a view to solving legal and other obstacles in border regions (Governance)	RCO87 Organisations cooperating across borders	1	18	RCR 84: number of organisations cooperating across borders after the completion of the supported projects	11	21
		RCO83 Strategies and action plans jointly developed	1	9	RCR79: joint strategies and action plans (not individual actions) adopted and implemented by organisations	5	11

Annex 2 –Small-Scale projects SCOs VERSUS Activities/actions, Deliverables

SCO = simplified cost option

SCO TYPES FOR SMALL-SCALE PROJECTS	SCO – Output *(if output is reached and verified, SCO is paid)*	Examples of activities / actions *(to be described in AF in the project single WP + code to be used) – See Factsheet on SCOs for additional examples of activities covered by the SCO*	Examples of deliverable *(for the activities described)*
1. Lump Sum for Preparation cost	AF completely filled in	- Preparing A.F. (Agr) - Meeting partners (CBT)	- A.F. - Signed declarations
2. Lump Sum for Workshop, seminars and conferences	workshop implemented for 40 p. 1 day	- Preparing analyses – content (JMP) - Implementing workshop (CBT) - Developing follow-up documentation (Agr) - Promotion / communication activities (PSe)	- Workshop documents – Videos - Signature lists - Joint Agreement - Web-campaign docs
3. Lump Sum for Incoming missions & B2B meetings	B2B meeting delivered for 10 operators	- Preparing – content (PSe) - Implementing B2B (CBT) - Developing follow-up agreements (Agr) - Promotion / communication activities (PSe)	-Workshop documents – videos - Signature lists - Joint Agreement - Web-campaign docs
4. Lump Sum for Action plan/Model/ Methods ApMM	Joint plan tested and agreed	- Analysing context (JMP) - Developing joint Model (JMP) - Pilot testing of model (IeA) - Agreeing joint use (Agr) - Promotion / communication activities (PSe)	- Analysis document - Model doc - Test report - Signed agreement - Promotion campaign doc
5. Std Scale Unit Cost Accompanying actions	Planned accompanying actions completely delivered for a class of trainees	- Planning joint accompanying actions for class of trainees (CBT) - Implementing them - Following-up (CBT)	- Signature lists / register of presence - Teachers' curricula - Actions reports
6.1 SSUCs for Targeted Training	Students trained for a no. of hours	- Planning trainings for no. of hours and students (CBT) - Implementing them (CBT) - Following-up (CBT)	- Signature lists / register of presence - Training pack
7. SSUC for Travel & Accomodation	Trainees participated in trainings abroad	- Traveling (CBT) - Staying (CBT)	- Transport bookings / tickets /boarding
8. 2% Flat Rate for Italian FLCs cost	SCOs certificated	- Controlling (PSe)	- FLC certificate, report & check-list

Activities/actions VERSUS output indicators and targets
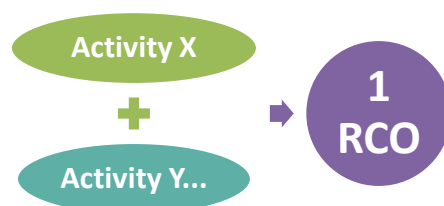
*In specific objectives 1.1 SMEs, 2.1 Risks, 2.2 Biodiversity, 2.3 Energy, 3.1 Intermodality, 4.2 Inclusive tourism **ALL activities /actions** described above lead to one (max. two) output, being either a solution (RCO 116) or a strategy (RCO 83, which may be used also in 4.1 Skills, 5.1 Governance).*

For 4.1 Skills, instead of RCO 83, RCO 85 training schemes may be use, to count the number of trainees, which may be also the same unit no. used to calculate the SSUC.

For 5.1 Governance, instead of RCO 83, RCO 87 partners may be used to count number of project partners cooperating in the project, who signed the partnership agreement.

Because at programme level, at least 60% of the RCOs reached should lead to the a corresponding RCR result, at project level, the partners should plan that one single RCO leads to its corresponding RCR, and only at project completion it should be assessed if the RCR was reached, at least partially.