



Good Practice INTERREG III Quality Project Generation

A TOOL for better use of the European Regional
Development Fund



Generalitat Valenciana
Conselleria de Economía, Hacienda y Empleo
Dirección General de Economía
C/Cronista Carreres, 11. 4a, ES - 46003 Valencia
t: (+34) 96 315 35 93, f: (+34) 96 391 19 23

Stichting Euregio Maas-Rijn
Postbus 5700, NL - 6202 MA Maastricht
t: (+31) 43 389 73 02, f: (+31) 43 389 72 87

ip.tb@interact-eu.net
www.interact-eu.net

ACKNOWLEDGEMENTS

This tool has been elaborated by INTERACT Point Tool Box in Valencia and Maastricht in collaboration with ECOTEC, and is supported by the Community Initiative INTERACT.

The authors are grateful for the extremely valuable and prompt advice received from INTERREG III stakeholders and would like to thank INTERREG III Programmes for allowing us to share their Good Practices, knowledge and ideas. We also thank the INTERACT Secretariat and the other INTERACT Points for the help given to us all along the way.

INTERACT hopes this tool will contribute to spreading 'INTERREG know-how' and encouraging other Community Initiative Programmes to share their skills and knowledge with INTERREG stakeholders through INTERACT.

INTERACT Point Tool Box
February 2006

TABLE OF CONTENTS

1. SCOPE OF THE STUDY	1
2. METHODOLOGICAL APPROACH	1
3. GOOD PRACTICE IN PROJECT GENERATION: MAIN FINDINGS	6
3.1 Comparative analysis of existing INTERREG III programme activities and practices for quality project generation	6
A. Project generation and development phase	6
B. Project instruction phase	18
C. Project implementation phase	22
3.2 Analysis of current rates of projects submitted, approved and successfully implemented under INTERREG III programmes during the current programming period (2000-2006)	26
3.3 Timing / stages of project generation	29
4. SELECTED CASE STUDIES	34
CASE STUDY 1 – INTERREG IIIA SI/HU/HR Slovenia-Hungary-Croatia	34
CASE STUDY 2 – INTERREG IIIB North Sea Programme	36
CASE STUDY 3 – INTERREG IIIB North West Europe	38
CASE STUDY 4 – INTERREG IIIB Northern Periphery Programme	39
CASE STUDY 5 – INTERREG IIIB Baltic Sea Region NP	41
CASE STUDY 6 – INTERREG IIIB Atlantic Area	43
CASE STUDY 7 – INTERREG IIIC	44
5. CONCLUSIONS AND RECOMMENDATIONS	46
ANNEXES	50
ANNEX 1 – Analytical matrix used for identifying good practice in project generation in INTERREG programmes	50
ANNEX 2 – STRUCTURE OF TELEPHONE INTERVIEWS	53
ANNEX 3 - LIST OF PROGRAMMES CONTACTED	54
BIBLIOGRAPHY	56

1. SCOPE OF THE STUDY

The main objective of this study is to identify those INTERREG programmes with a good record in generating quality projects and whose implementation has been successful.

2. METHODOLOGICAL APPROACH

To satisfy the objective stated above, the following tasks have been carried out:

1. Comparative analysis of existing INTERREG III programme activities and practices for quality project generation.
2. Implicit and thorough analysis of current rates of projects submitted, approved and successfully implemented under INTERREG III programmes during the current programming period (2000-2006).
3. Assessment of the timing and stages when programmes face the need for project generation in order to answer key questions such as: When do programmes generate projects? Why? What measures do they undertake? How do they manage quantity versus quality of projects?
4. Drawing up of recommendations in order to make a smooth transition to the new programming period (2007-2013) and to ensure quality projects are generated in the future.

This report presents the findings of activities 1 through 3 and recommendations for quality project generation in the future.

In order to carry out the activities stated above, INTERREG programmes in the current programming period (2000-2006) have been analysed. As shown in *Table 1*, there are a total of 78 programmes under INTERREG III and are divided into the three INTERREG Strands.

Programme	Participating Countries	Main priorities
Strand A (cross border) (64 programmes)	Member states (NUTS III level territorial unit)	To promote integrated regional development between neighbouring border regions, including external borders and certain maritime borders
Strand B (transnational) (13 programmes)	Macroregions: INTERREG IIIB ARCHIMED Programme, INTERREG IIIB Baltic Sea Region Programme, INTERREG IIIB Alpine Space Programme, INTERREG IIIB CADSES Programme, INTERREG IIIB Atlantic Area Programme, INTERREG IIIB Northern Periphery Programme, INTERREG IIIB North Sea Region Programme, INTERREG IIIB South West Europe (SUDOE) Programme, INTERREG IIIB North West Europe (NWE) Programme, INTERREG IIIB Western Mediterranean (MEDOCC) Programme, INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme, INTERREG IIIB Caribbean Space Programme, INTERREG IIIB Indian Ocean / Réunion Island Programme	To contribute to harmonious territorial integration across the European Union (spatial development / transportation / information society / environment / natural and cultural resources)
Strand C (interregional)	Entire territory of the European Union (regions lagging behind and those undergoing conversion)	To improve regional development and cohesion policies and techniques through transnational / interregional cooperation

Source: INTERREG III guidelines

For the purposes of the current study, a **representative sample of 10 INTERREG IIIA programmes** has been chosen using as criteria the combination of countries (ensuring good representation of old and new EU Member States as well as third countries) and the geographic division (ensuring good representation of North, South, West, East and Central Europe). All **13 INTERREG IIIB programmes** have been analysed as have **all INTERREG IIIC zones**. *Table 2* presents the list of the programmes analysed in order to identify Good Practice in project generation.

Table 2 – List of INTERREG III programmes studied		
Programme	Criteria	
INTERREG IIIA	Participating countries	Geographic division
IE/UK Ireland– Wales	Ireland and the UK (Wales)	West
FI/SE Kvarken – Mittskandia	Sweden-Norway-Finland	North
SI/HU/HR Slovenia– Hungary– Croatia	Slovenia-Hungary-Croatia	Central-East
IT/AL Italy– Albania	Italy and Albania	South
IT/SI Italy– Slovenia	Italy and Slovenia	Centre-South
LV/LT/BY Latvia– Lithuania– Belarus	Latvia, Lithuania and Belarus	North-East
ES/PT Spain– Portugal	Spain – Portugal	South
BE/DE/NL Euregio Meuse-Rhine	Belgium – Netherlands – Germany	Central
FR/DE PAMINA	France – Germany	Central
AT/CZ Austria– Czech Republic	Austria – Czech Republic	Central-East
INTERREG IIIB		
INTERREG IIIB CADSES Programme	Albania, Austria, Bosnia Herzegovina, Bulgaria, Croatia, Czech Republic, Serbia and Montenegro, FYRM, Germany, Poland, Republic of Moldova, Romania, Slovak Republic, Slovenia, Ukraine	Central-South-East
INTERREG IIIB Indian Ocean/Réunion Islands Programme	France	Outermost regions
INTERREG IIIB Alpine Space Programme	Austria, France, Germany, Italy, Slovenia, Liechtenstein, Switzerland	Central
INTERREG IIIB Northern Periphery Programme	Finland, UK, Sweden, Norway, Iceland, Faroe Islands, Russia, Denmark	North
INTERREG IIIB Madeira-Azores-Canary Islands Programme	Spain, Portugal	Outermost regions
INTERREG IIIB ARCHIMED Programme	Cyprus, Greece, Italy, Malta, Turkey, Lebanon, Syria, Palestinian Authority, Israel, Jordan, Egypt, Libya	South-East
INTERREG IIIB North Sea Programme	Denmark, Belgium (the Flemish Region), Germany, Netherlands, Norway, Sweden, United Kingdom	North
INTERREG IIIB Atlantic Area Programme	Spain, Portugal, Ireland, France, United Kingdom	West-North-South
INTERREG IIIB Baltic Sea Programme	Denmark, Estonia, Finland, Latvia, Lithuania, Poland, Sweden, Germany, Norway; Northwest Russia and Belarus	North- East
INTERREG IIIB South West Europe (SUDOE) Programme	Spain, Portugal, and the Southern part of France	South West
INTERREG IIIB Western Mediterranean (MEDOCC) Programme	Spain, France, Greece, Italy, Malta, Portugal, United Kingdom, Switzerland	West-South
INTERREG IIIB North West Europe (NWE) Programme	France, Germany, Belgium, Luxembourg, the Netherlands, United Kingdom, Ireland	North-West
INTERREG IIIB Caribbean Space Programme	44 countries from Caribbean, Central, South and North America, and Europe	Outermost, international
INTERREG IIIC		
All four zones	All	North, South, East, West, as represented by the four programme zones

The research work into the above INTERREG programmes has been carried out on the basis of the following methodological tools:

- First, a combination of research methods for assessing existing INTERREG III programme activities and practices for quality project generation, including desk research for all available information, comparative analysis, and telephone contact with a selection of INTERREG III programme management structures.
- Second, a combination of information sources to ensure comprehensive coverage of all INTERREG programmes. This implies access to documentation related to programming documents, programme management tools, programme guidelines and other official documents, project databases, mid-term evaluations as well as any available updates of mid-term evaluations.
- Third, the establishment of an analytical framework that has been used as a basis for effective analysis of Good Practice in generating quality project applications and subsequent successful project implementation. This framework comprises the development of a set of criteria for drawing up Good Practices.

During the first phase, the work was focused on desk research of all available documentation, followed by a subsequent phase which included direct contact with INTERREG management structures in order to cover any information gaps.

Table 3 – Key sources of information per programme						
Programme	INTERACT Summaries	MTE and/or Update of MTE	Application forms, manuals and guidelines	CIPs / PCs	Contact with management structures	Other (specify)
INTERREG IIIA						
INTERREG IIIA SI/HU/HR Slovenia–Hungary–Croatia				√	√	Press release Neighbourhood programme 2004-2006 paper from the Commission
INTERREG IIIA FI/SE Kvarken – Mittskandia	√	√			√	WEB
INTERREG IIIA IE/UK Ireland–Wales	√	√	√	√	√	WEB
INTERREG IIIA IT/AL Italy–Albania	√	√	√		√	WEB
INTERREG IIIA IT/SI Italy–Slovenia	√	√	√		√	WEB
INTERREG IIIA LV/LT/BY Latvia–Lithuania–Belarus		√			√	Little information on WEB
INTERREG IIIA ES/PT Spain–Portugal			√	√		
INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine		√	√		√	WEB
INTERREG IIIA FR/DE PAMINA	√		√			WEB
INTERREG IIIA AT/CZ Austria–Czech Republic	√	√	√	√	√	Website plus 2003 annual report

INTERREG IIIB						
INTERREG IIIB CADSES Programme	√	√	√		√	Website
INTERREG IIIB Alpine Space Programme	√	√	√	√	√	Website and Alpine Prospective Study
INTERREG IIIB Northern Periphery Programme	√	√	√	√	√	Website and Annual reports
INTERREG IIIB Madeira-Azores- Canary Islands (MAC) Programme	√	√	√	√	√	Website
INTERREG IIIB Indian Ocean/Réunion Island Programme	√		√	√	√	Website
INTERREG IIIB ARCHIMED Programme	√	√	√	√	√	Website
INTERREG IIIB Atlantic Area Programme	√	√	√	√	√	WEB (ECOTEC carried out the update of the mid-term evaluation)
INTERREG IIIB North Sea Programme	√	√		√	√	WEB
INTERREG IIIB Baltic Sea Region Programme	√				√	WEB
INTERREG IIIB South West Europe (SUDOE) Programme	√	√	√	√	√	WEB
INTERREG IIIB Western Mediterranean (MEDOCC) programme	√	√	√		√	WEB
INTERREG IIIB North West Europe (NWE)programme	√	√	√		√	WEB
INTERREG IIIB Caribbean Space Programme	√	√	√			WEB
INTERREG IIIC						
All zones	√	√	√	√	√	WEB, contact with RFO projects

The remaining chapters of this document are structured in the following way:

- The **main findings of good practice** in project generation are presented in [Chapter 3](#), which comprises **the bulk of the report**. The approach for presenting the findings consists of:
 - Structuring the findings into three main sections, one for each of the activities carried out, namely:
 - [section 3.1](#) Comparative analysis of existing INTERREG III programme activities and practices for quality project generation.

section 3.2 Analysis of current rates of projects submitted, approved and successfully implemented.

section 3.3 Timing/stages of project generation.

- Each section of chapter 3 is introduced with a **set of questions which guide the analysis**, and the information provided in each section aims to answer these questions.
- The analysis in chapter 3 is structured around the **three main project cycle phases**, namely:
 - A. Project generation and development phase
 - B. Instruction phase
 - C. Implementation phase
- The analysis of each project cycle phase is introduced with a **box summarising the key elements of good practice** related to that phase.
- **Summary graphs** are provided throughout the chapter, mainly at the end of each section, and aim to depict the key factors for success or the elements of good practice in a concise manner.
- A **selected number of case studies** are presented in Chapter 4, whose aim is to provide concrete examples of good practice found in INTERREG programmes. Case studies follow a common presentation 'fiche' comprised of three main headings:
 - What makes this programme a good practice for project generation?
 - Description of good practice elements of the programme.
 - What impact have programme activities and practices had on quality project generation?
- Specific **recommendations** stemming from the findings of this work are presented in Chapter 5. Particular emphasis is given to recommendations that may be relevant in view of the forthcoming programming period (2007-2013).
- A **glossary** is offered at the end of the report with key terms used throughout the report.
- Finally, annexes provide information on the **documentation / tools** developed for analysing good practice and for conducting the phone interviews with programme management structures as well a **bibliography** of all documentation used.

3. GOOD PRACTICE IN PROJECT GENERATION: MAIN FINDINGS

3.1 Comparative analysis of existing INTERREG III programme activities and practices for quality project generation

The information provided in this section aims to answer the following questions:

- *What activities and practices does each INTERREG programme undertake in order to produce good quality project applications?*
- *What is the type and level of support provided to project applicants during the project generation and development phase?*
- *How is the selection procedure organised in each programme and how does this lead to the approval of quality projects?*
- *What is the type and level of support provided to successful project applicants during the instruction and implementation phases?*
- *Are there mechanisms for assessing the actual quality of projects implemented (through, for example, cooperation observatories) ?*

In order to carry out the comparative analysis of the 24 INTERREG III programmes listed in *Table 3*, **three basic phases of project development and implementation have been analysed** on the basis of a set of criteria for each phase (see *Annex 1* for the list of criteria). The analysis of this 'path' from development through to implementation offers a comprehensive approach for determining aspects that contribute to quality projects.

Project cycle phases analysed in this document

- A. **Project generation and development phase.** *This is the phase in which project partners develop their project ideas and translate them into specific objectives and activities for the preparation of their project proposal. This phase leads to the presentation of the project to the relevant selection Committee for approval.*
- B. **Instruction phase.** *This phase refers to the work carried out after project approval and may include provision of information to project leaders and partners on programme procedures for implementation, monitoring and management, accompaniment support for project start-up and consolidation of partnerships.*
- C. **Implementation phase.** *This phase is crucial in demonstrating the quality of projects, which is reflected in their successful implementation. Accompaniment support provided by the programme management structures (especially through the Secretariats) in the form of, for example, providing information, clearing up questions, close monitoring of project activities, etc., can be crucial for determining the success of the project.*

A. Project generation and development phase

One key to successful project generation and development is the active contribution of project partners to prevent unilateral behaviour and projects from being developed by the Lead Partner alone or someone external to the project altogether. A **bottom-up approach** in project generation is therefore important, coupled with adequate support / provision of quality information from higher levels (i.e. programme level structures). Partners with **previous experience** in the subject matter of the project as well as **previous cooperation experience** can add value to the development of a sound project. A conceptually 'good' project should also contain **sound financial planning** that will carry the project through to implementation. To this end, the **financial capacity** of partners is another key criterion for successful project generation. In addition to the above, programmes including new Member States need to effectively manage the transition from previous

cooperation instruments to **INTERREG III**. The following **sections 1-9** provide **detail on the main elements of good practice** identified for the project generation and development phase. The table below summarises those elements.

Summary of KEY ELEMENTS OF GOOD PRACTICE related to the project generation and development phase
<ol style="list-style-type: none"> 1. Finding relevant partners from the start of the project generation phase. 2. Exploiting synergies in transition programmes. 3. The Lead Partner Principle. 4. Combination of top-down and bottom-up approaches in project generation. 5. Quality support from programme structures. 6. Well defined, transparent and well communicated admissibility and selection criteria. 7. Accessibility to quality information on the programme. 8. Adequate financial capacity of partners. 9. Innovation in project generation.

1. Finding relevant partners from the start of the project generation phase

Finding partners is not the main difficulty for INTERREG III projects. Finding the **right** partners is the main challenge. This may involve two different approaches:

- Cooperating with **new partners with experience** in INTERREG or experience on the subject matter or strong interest in the project/programme.
- Cooperating with **existing partners**.

For instance, some of the INTERREG IIIB projects have been developed on the basis of previous cooperation experience, especially as a **continuation of the INTERREG II** programme (e.g. INTERREG IIIB ARCHIMED Programme, INTERREG IIIB North Sea Programme, INTERREG IIIA IT/SI Italy– Slovenia Programme – see *example 1*) or traditional cooperation in the area not necessarily linked to INTERREG (e.g. a very strong factor in INTERREG IIIA FI/SE Kvarken – Mittskandia, INTERREG IIIA IE/UK Ireland– Wales and INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine, where the Euroregio has existed since 1976). Others have introduced **innovative ways** for **encouraging partner contacts** and facilitating the development of project ideas prior to the application stage (e.g. INTERREG IIIB Northern Periphery Programme– see *example 2*).

Example 1 <u>INTERREG IIIA IT/SI Italy-Slovenia Programme: building on past experience</u>
<p>Despite the newness of the programme, very strong and fruitful cooperation during the previous programming period (1995-99) as well as prior to accession (2000-2004) is a good basis for the future generation of quality projects. Italy and Slovenia participated in the INTERREG IIA / Phare CBC Programmes 1995-1999 which helped to improve and intensify cross-border cooperation in the joint border regions. The Joint Programming Document INTERREG III A / Phare CBC Italy– Slovenia 2000-2006 was prepared in 2001 and defined a common strategy for the development of the Italian-Slovenian cross-border area, even though its management and implementation rules and procedures were still based on two regulations, respectively Phare and INTERREG. In the period 2000-2003 several projects of a cross-border nature were designed and implemented jointly. Upon accession of Slovenia to the European Union in 2004, both participating countries have co-operated within the framework of INTERREG III (through transition from Phare to INTERREG).</p>

Example 2**INTERREG IIIA Northern Periphery Programme:
Innovation in partner contacts and project idea generation**

This programme has devised a tool available in the form of Micro & Preparatory project funding for encouraging and facilitating the development of good project ideas ahead of a main application for programme support. Micro projects are intended to establish first contact and help find potential partners.

- ❑ Micro projects are particularly intended to cover the costs of travel to the new parts of the programme area (Iceland, Greenland and the Faroe Islands). Only one partner is required to make an application, and there is a simplified application form and reporting procedure.
- ❑ Preparatory projects facilitate the drawing up of joint project plans that fulfil the criteria for an NPP project application. These projects also have a simplified application and reporting procedure and are intended to mobilise a broader, well-balanced partnership. A minimum of two partners is required.

Some programmes have developed more specific **methods for assessing the relevance and capacity of partners**, for instance through a formal assessment of the competences of the project owner during the preparation phase in order to determine whether the project owner is capable of carrying out the project efficiently, correctly and with good quality (the case of INTERREG IIIA FI/SE Kvarken – Mittskandia or INTERREG IIIB North Sea Programme – *see example 3*). Others have gone further to develop mechanisms that offer **incentives** to potential project partners **to network and develop project ideas** (e.g. INTERREG IIIA IE/UK Ireland– Wales – *see example 4*).

Example 3**INTERREG IIIB North Sea Programme: Pre-assessment**

One pre-assessment was evaluated very positively because it helped in choosing the right project partners and defining the financial application eligibility criteria. Good applications need to address a wide range of issues and the pre-assessment gives the opportunity for receiving comments on the strengths and weaknesses of the project ideas at an early stage. The sooner this can be done, the longer partners have to work on developing the idea before the actual deadline. Pre-assessment can never provide a guarantee that the project will be approved, but it can greatly improve chances. (*More detail in the case study*).

Example 4**INTERREG IIIA IE/UK Ireland-Wales Programme: WIN SCHEME**

A new scheme (Networking Scheme) was introduced in 2004 to assist potential applicants through the provision of an initial 50% of assistance to cover travel and subsistence costs for potential partners to meet and develop their project ideas. In certain circumstances, applicants might be entitled to receive up to 75% of the assistance.

The **INTERREG IIIC Programme** has gone even further by making **previous experience** in the areas covered by the programme **a requirement** for participating in the programme. Experience of project leaders and in many cases project partners as well is therefore guaranteed / inherent in the design of the programme.

2. Exploiting synergies in transition programmes

In transition programmes (the case of INTERREG IIIA programmes that include new Member States and therefore a transition from Phare CBC to INTERREG) the **biggest challenge** in the context of INTERREG III has been **to manage the transition process effectively**. Good examples include **building on cooperation previously developed in the context of people-to-people projects** aimed at bringing populations of border regions closer together. This is the case for the **INTERREG IIIA SI/HU/HR Slovenia– Hungary– Croatia**

Programme and the *INTERREG IIIA AT/CZ Austria– Czech Republic Programme*, where border regions benefit from experience acquired in the context of the Small Projects Fund (SPF) facility of the Phare programme.

Another good example in transition programmes is the use made of existing experiences in *INTERREG IIIA AT/CZ Austria – Czech Republic* (see example 5), where a common strategy was developed in close cooperation with the neighbouring *INTERREG IIIA Austria // Slovakia-Hungary-Slovenia* in order to ease the transition from INTERREG/Phare to an integrated INTERREG IIIA.

Example 5

INTERREG IIIA AT/CZ Austria-Czech Republic Programme: exploiting synergies for project generation

A seminar on strategy was organised for representatives and experts at Lander and national level in order to discuss and exchange experiences in the development of cross-border transport projects as well as to set up a priority list of projects for the four external border programmes (including the other borders of Austria).

The **promotion of visibility** is particularly relevant in transition programmes, where potential partners need to become aware of the new opportunities offered by INTERREG. Such is the case of *INTERREG IIIA IT/SI Italy– Slovenia* where various Info-days in both Italy and Slovenia with cross-border participation were organised during the 2004 and 2005 calls for proposals. Such info-days also offer the means for exploiting synergies for effective project generation.

A **key conclusion for the future** concerning the participation of new Member States is to **support the generation of projects that build on prior ‘soft’ cooperation** (as a starting point for ‘hard’ cooperation to follow) and to exploit synergies with regions/countries that have similar transition experiences.

3. The Lead Partner Principle

The Lead Partner Principle gives responsibility and ownership of the project to the project leader. Strong Lead Partners with adequate experience and capacity (human resources and financial capacity) is particularly important in more experimental programmes, like INTERREG IIIC. Although having a strong Lead Partner bears the risk of dominance of that partner over the others, having **Lead Partners that are ‘true specialists’** in the topics covered by the project is **essential** for the **effective steering of project activities**. This can be found in the *INTERREG IIIB South West Europe (SUDOE) Programme* and the *INTERREG IIIB Atlantic Area Programme* and is also essential for good projects in the case of RFOs in *INTERREG IIIC*.

Some programmes effectively combine the Lead Partner Principle with shared responsibility of partners. This is the case of the *INTERREG IIIA FR/DE PAMINA Programme*, where the Lead Partner Principle applies, with strong emphasis on the **need for active involvement of all partners**. In addition, there is the possibility of funding horizontal projects in a specific area of the programme, with funding coming from the two programmes that cover this area (Pamina and Oberrhein Mitte Süd).

In programmes that do not use the Lead Partner Principle, other methods are used to provide support to project applicants in order to ensure quality project generation. In *INTERREG IIIA IT/SI Italy– Slovenia* for instance, intermediate bodies issue calls for proposals in each participating region and provide hands-on support to applicants as well as ensure that the cross-border cooperation principle is respected. This has led to the **development of truly joint initiatives** between the two border regions.

4. Combination of top-down and bottom-up approaches in project generation

The philosophy of INTERREG in the current programming period is driven by the pursuit of economic and social cohesion and spatial development through transnational cooperation. In this context, the **strengthening of local and regional bodies** in the process of decision making and implementation of programmes is one of the main activities foreseen for INTERREG III¹. The structure that combines the two approaches can be found

¹ Source : European Development Scheme, Potsdam, 10/11 May 1999.

in several programmes, for instance through the establishment of **national contact points** (e.g. INTERREG IIIB CADSES Programme, INTERREG IIIB Atlantic Area Programme – *see example 6*, INTERREG IIIB Alpine Space Programme, INTERREG IIIB North Sea Programme) or **regional contact points** (e.g. INTERREG IIIB Northern Periphery, INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine (*see example 7*), INTERREG IIIA AT/CZ Austria–Czech Republic- *see example 8*), which have, among other tasks, an accompaniment and support role for project applicants and potential partners. Contact points (national or regional) both ensure **consistency of projects with the programme objectives** and **encourage the participation of potential partners**.

Example 6

INTERREG IIB Atlantic Area Programme: Combination of top-down and bottom-up

A special feature of this programme has been the bottom-up approach in the local/regional level involvement. This has led to the development of high impact, **low budget bottom-up projects**, such as Red Telecem, which was aimed at disabled people at local level. In addition, the need to address strategic issues for the AA, such as marine pollution and risk prevention, has led to the active involvement of regional authorities, has generated interest at European level and has led to the development of **high budget top-down projects**, such as Prestige, which was aimed at addressing the negative impacts of the PRESTIGE disaster.

Example 7

INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine Programme: Regional project managers

Regional project managers have been set up to be in **continuous contact with project promoters**. They play a primary role in proactively searching for potential projects compatible with the measures and objectives of the programme. One person has been designated for each measure, with the aim of collecting all the ideas that projects have put into place.

Example 8

INTERREG IIIA AT/CZ Austria-Czech Republic Programme: Combination of top-down and bottom-up


A combination of top-down and bottom-up but separate in each country. The **Czech Centre for Regional Development** in Prague and **six Intermediary Bodies (IBs)**, situated within the regional administration structures and **involving regional experts**, are responsible for project preparation, assessment, technical and financial follow-up. They also sign the subsidy contract. Specific 'small projects' are managed by regional structures (e.g. Euroregions) located within the programme area. The decentralised and bottom-up nature of the **Small Project Funds (SPF)** facility allows many people and institutions (that might otherwise not participate) from border regions to be involved in cross-border activities.

Another way to encourage a **bottom-up** approach in project development is by 'forcing' applicants to think about the real problems when facing the geographical area covered by the project. A good example of this **proactive approach** is **INTERREG IIIA ES/PT Spain– Portugal** where the guide for promoters requires project applicants to submit a description of the geographical zone, the actions to be undertaken that respond to the problems of the area, etc.

5. Quality support provided by programme structures

Directly related to the previous factor of combination of bottom-up and top-down approaches in project generation, the **quality of support offered to potential applicants** by the programme management structures (Secretariats, Management Authorities, National Correspondents / Contact Points, etc) is another **key factor for the success** of quality project generation. Some programmes offer good examples of how to

organise structures in such a way so that project applicants can easily access the support they need during the project preparation phase. For instance:

- **INTERREG IIIB CADSES Programme** includes a **mix between a centralised and decentralised system**, where some central managing structures are underneath its main managing structures and are composed of members from all the countries involved, but also with structures such as a national committee aimed at involving regional and local authorities, which has a largely proactive role in project generation, development and assessment (decentralised body). CADSES NP contact points (CCPs) in every country act as connection points to project applicants (a body that is close to final users and beneficiaries) and trans-national CCPs in Thessaloniki and Vienna, which assist the CCPs of the participating countries on project development by facilitating cooperation with other programmes (PHARE, CARDS). The only **possible problems** for this kind of organisation are related to the **lack of independence of decentralised bodies** (in INTERREG IIIB CADSES NP they are composed of national or regional representatives), so national interest can sometimes prevail over programme interests.
- **INTERREG IIIB Alpine Space Programme** includes the Conference of Regions (CR) which ensures cooperation and **raises regional awareness** and **political commitment**. There are also transnational working groups (TWGs) which are composed of the respective ct Lead Partners and are the perfect forum for producing **synergy effects** and supporting project implementation. Finally, National Committees contribute to unifying regional and local issues for those involved economically, socially and civilly.
- **INTERREG IIIB North Sea Programme** includes national contact points in each programme country and are in charge of programme promotion, project development and project monitoring. They also assist the Secretariat if a project is having difficulties and local support is needed.
- **INTERREG IIIB ARCHIMED Programme** foresees the creation of a transnational working group (TWG) which would be in charge of project eligibility and selection criteria, project application forms, financial flows and management information system.

The provision of regional level support is picked up by several programmes:

- In **INTERREG IIIB Northern Periphery Programme**, the different bodies are the regional contact points (which have a substantial role in informing and promoting the programme); the regional advisory groups (which act as the national contact points for the CADSES Programme and the Alpine Space Programme); and the Programme management group (a body consisting of representatives of the national authorities which assists the MA, the PA and the Secretariat).
- **INTERREG IIIA AT/CZ Austria– Czech Republic**, several regional level structures (IBs, regional authorities, regional development agencies) offer information and support to potential applicants. This makes it possible to **reduce the workload of the MA** and to **ensure an optimal use of existing expert knowledge** in the field of grants and funding.
- **INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine**, regional project managers play a primary role in supporting the development and follow-up of projects. The nature of the support offered includes support in defining activities, support in the drafting of the project application and financial plan, support in partner search, support in researching other co-funding. These regional project managers also play a primary role in proactively searching for potential projects compatible with the measures and objectives of the programme. Regional managers also help promoters to direct their ideas so as to make a correct project proposition that would answer to the CIP.

The following boxes provide some more focused examples that stand out for their **innovative approach in providing quality measures/tools/mechanisms for project generation**.

Example 9

INTERREG IIIA IE/UK Ireland-Wales Programme: Innovative support figure (Development Officer)

Development Officers (DO) are responsible for running the programme on the ground (there are 3 in Ireland and 2 in Wales). The creation of this figure was a result of the previous INTERREG II. DO are the ones who can give support to the applicants when drafting their proposals as well as finding partners (project aftercare). Following recommendations from the mid-term evaluation, their role will shift from simply giving support in putting together the application to giving support by developing ideas. This shift will also include a more supportive role for project implementation and the close monitoring of the N+2 targets.

Example 10

INTERREG IIIB North West Europe Programme: Innovative network (Project Development Network)

The programme has created a **Project Development Network (PDN)** which has played a pivotal role in proactive project development and strategy and has facilitated the international partner search. This PDN comprises two full time professional communications officers and a contact point established until the end of 2006 within each Member State.

Example 11

INTERREG IIIB Baltic Sea Region Programme: Variety of innovative support tools offered by the JTS

- The programme Joint Secretariat has developed a variety of support tools driven by a proactive approach towards project generation.
- **Partner Search Forums** for helping potential partners present project ideas and find partners are organised in 4 different regions. This is complemented with the Individual Project Consultations (IPC) offered to applicants by the JTS.
- A **Project Idea Database** has been set up to help applicants fill in on-line Project Idea forms and find relevant partners.
- Finally, the **Seed Money Facility** has been created in order to financially support projects in the project development phase.
- All of the above are complemented with **other common support mechanisms** such as daily consultations and advice, organisation of seminars, workshops and other international events. The response from the Secretariat to project applicants is fairly swift, as can be seen for instance by the fact that within 2 days of the arrival of an application, the Lead partner receives an appropriate notification.

6. Well defined, transparent and well communicated admissibility and selection criteria

The clarity of admissibility and selection criteria has been consistently stressed in the mid-term evaluations of INTERREG III programmes and more recently in the updates of the mid-term evaluations. Programmes have generally made progress with the definition and clarity of these criteria. The **key** in most programmes is the **effective communication of these criteria to the potential project applicants and partners**. A number of activities have been undertaken to this end:

- Awareness raising campaigns and events addressed to all potential programme participants (good examples include INTERREG IIIB CADSES Programme, INTERREG IIIB Atlantic Area Programme, INTERREG IIIB ARCHIMED Programme, INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine) Programme. **INTERREG IIIB Caribbean Space Programme** combines the publicity and the provision of information at central level (through the JTS) and at regional level (through the Regional Contact Points) in order to inform project applicants.
- Development of detailed programme manuals, guides and instructions related to the application form (good examples found in, for e.g. the INTERREG IIIB Alpine Space Programme – see *example 12*, the INTERREG IIIB Atlantic Area Programme – see *example 13*, the INTERREG IIIB ARCHIMED Programme, the INTERREG IIIA FR/DE PAMINA, the INTERREG IIIB Baltic Sea Region Programme, fact sheets in the INTERREG IIIB North Sea). The **INTERREG IIIB ARCHIMED Programme** manual for applicants, for instance, is very well explained and offers a step-by-step guide on successfully filling in the

application. Also, the **INTERREG IIIB Baltic Sea Region Programme** package for applicants is very complete and includes a practical guide for filling in the application form, a programme manual, notes, and practical information, while **the INTERREG IIIA AT/CZ Austria– Czech Republic Programme** (see *example 14*) includes a comprehensive set of selection criteria with specific cross-border cooperation indicators.

- Development of information tools (e.g. the Information Action Plan in the INTERREG IIIB Northern Periphery Programme).
- Websites in practically all programmes, although some websites are better developed and more user friendly than others (the INTERREG IIIB CADSES Programme, the INTERREG IIIB Northern Periphery Programme and IIIC have quite good / detailed / user friendly web sites).
- Direct guidance, pre-assessment services offered (e.g. the INTERREG IIIA FI/SE Kvarken – Mittskandia, INTERREG IIIB North Sea Programme where a pre-assessment service that dedicates 20 minutes for discussing individual project ideas allows the Secretariat to provide guidance on projects).

Example 12

INTERREG IIIB Alpine Space Programme: Well explained criteria, good quality manual

Admissibility and selection criteria are quite clear and with the **added value** of distinguishing between compulsory and priority criteria of programmes and measures. These criteria are included in the **applicant manual** and they have included not only a list but also explanatory examples. The detailed explanation of criteria and their subdivision between programme and measure criteria are Good Practice for generating quality projects.

Example 13

INTERREG IIIB Atlantic Area Programme: Good progress in content of application form

This is a programme that experienced considerable progress in the content and quality of the application form following the recommendations of the mid-term evaluation. The update to the mid-term evaluation reveals a **progressive improvement in the application form**, including a better explanation of partner characteristics, a clear distinction between project preparation and start-up time and costs, clarifications on expenditure related to human resources. In addition, **the information in the application form** has been made **consistent with that of the programme monitoring tool** (PRESAGE), which facilitates the collection of monitoring data on the programme.

Example 14

INTERREG IIIA AT/CZ Austria– Czech Republic Programme: Comprehensive selection criteria focusing on cross-border cooperation indicators

The selection process involves IBs and includes an assessment of cross-border cooperation intensity in the creation and implementation of projects, which is captured by so-called cooperation indicators by project phase. The IBs evaluate both types of indicators for each project based on the project applications and are summarised in a project sheet. The assessment allows for a classification of quality according to AA (2 or more impact indicators, 2 or more phases of project coordination), AB (only one cooperation phase), BA (only one impact) to BB (one impact, one cooperation phase). Moreover, in order to obtain a more detailed selection within this quality classification, a supplementary rating was proposed for the subsequent selection step by using so-called priority criteria:

- a) Additional impact/added value: Positive effects in other areas which are also covered by the project goals, synergy effects with other projects and/or measures of the programme.
- b) Assessment as a key project: A main project goal is to motivate further projects in areas which meet the programme goals.
- c) Special impacts relating to the implementation of EU policies.

Compliance with the criteria mentioned above in selecting projects is designed to attain greater overall impact for the INTERREG IIIA Programme than otherwise possible. This is encouraged by stressing the interaction with other programme areas and projects, thus using and enhancing potential synergy effects.

Example 15
INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine Programme: Comprehensive information prior to submission

The **ex ante information system**, i.e. prior to submission when the application is fairly complete, including:

- Documents:** guide for applicants, single (trilingual) application form and brochure of INTERREG III (presentation of the programme, eligibility rules, etc. plus one presentation sheet for each approved project).
- Information events:** information meetings organised by the regional project managers and promotion of the programme by the regional managers.
- Partner search forums:** regional managers organised thematic information days in order to sensitize potential applicants in the relevant fields.
- Thematic workshops:** to improve efficiency.
- Good quality website.**

7. Accessibility to quality information on the programme

Information on a programme can be obtained via programme specific websites, awareness raising events/campaigns, the programme structures and the documentation available on the programme.

The **creation of tools providing information on the programme**, including information on previous projects, best practices, etc., is fairly frequent in **INTERREG programme websites** and can be useful as input for the generation of quality applications for potential partners. However, it was found that it is not the **mere existence** of these tools that offers quality input for project generation. There are **other factors** that make these **tools useful**, for instance, the **awareness of potential partners** on the existence of these tools, the **quality and depth of the information** provided through these tools, and the **actual access** to them (designing them to be user-friendly). Good examples of programmes that contain quality information tools on their websites include the INTERREG IIIB ARCHIMED Programme, the INTERREG IIIB Baltic Sea Region Programme, and the INTERREG IIIA IT/SI Italy-Slovenia Programme.

- **INTERREG IIIB ARCHIMED Programme:** very good website tool devoted to searching for partners and project ideas. Includes different search options such as keywords, programme, priority, Lead Partner country, etc (see example 16).
- **INTERREG IIIB CADSES Programme:** website well-structured, contains a search bourse for project ideas and partner.
- **INTERREG IIIB Baltic Sea Region Programme:** web-based database of 'project ideas' in which participants can share project ideas and search for other ideas. The web also provides a comprehensive applicant package consisting of a practical guide, selection criteria, programme manual, programme specific glossary, co-financing statements and subsidy contract.
- **INTERREG IIIA IT/SI Italy-Slovenia Programme:** very user-friendly and well-constructed website, with access to information on programme structure, programme documentation, database of approved projects, information on the content of Info-days, etc. In addition, a 'Euroregio Magazine' is an innovative output from one of the projects and will be edited by the MA and dedicated to the diffusion of information on implemented projects.
- **INTERREG IIIB Caribbean Space Programme:** website well-structured, offers examples of approved projects that contain 'good project ideas' to help new promoters.
- **INTERREG IIIC:** the website provides information on running operations in the four programme zones, including a joint publication of the four JTS on 97 ongoing operations from the first two application rounds.

Information related to project ideas is also provided through events and awareness raising campaigns. The **INTERREG IIIA AT/CZ Austria– Czech Republic** programme has planned, apart from the regular information exchange between regional level bodies, the organisation of Info days and joint forums on project ideas for the whole of its programming period (2004-2006).

Awareness raising Campaigns constitute a **key instrument** for providing information on the programme to potential applicants. The number, scope and coverage of awareness raising campaigns and events determine the quality of the information provided. Having well-designed information and/or communication action plans is a good basis for ensuring adequate and quality awareness raising is taking place. Good examples include **INTERREG IIIB CADSES NP** (see example 17), **INTERREG IIIB Northern Periphery** (see example 18) and **INTERREG IIIB North West Europe** (see example 19).

Example 16

INTERREG IIIB ARCHIMED Programme : Communication Plan

The communication plan is **well structured** and distinguishes different actions depending on the targeted public. A **high number of events** are envisaged including conferences, meetings, newsletters, multimedia products, the use of mass media, etc. and they take into account the different targeted stakeholders (including socio economic groups, potential beneficiaries - universities, employees, prefect authorities, NGO's - or public in general). In addition, the communication plan **combines a centralised and decentralised approach**, where the Managing Authority (MA) is responsible for the communication of the programme in general and the locally involved administrative authorities respond to the more special spatial requirements.

Example 17

INTERREG IIIB CADSES Programme: Communication Plan

They have a **communication plan** implemented by the **Secretariat** (general coordination) and the **CADSES Programme Contact Points** (national focus: translations and/or nationally-focused flyers or brochures). Both bodies coordinate their work. The products they develop range from flyers to a programme database, and have assigned 12.5% of the Technical Assistance (TA) budget. Their ex-ante information system includes participation in external events (conferences, seminars, exhibitions and fairs focused on giving info about funding opportunities and application procedures). Additionally, they are undertaking some complementary activities such as political conferences (aimed at involving governments, large donors, etc.), publications (videos and road shows) for a wider audience and specific publications (to inform on specific results).

Example 18

INTERREG IIIB Northern Periphery Programme: Information Action Plan and "Partenariats"

The Secretariat has designed an Information Action Plan which is **focused on start-up projects** in need of guidance and target information to specific groups as the general public. This represents a **good example of a formal tool for developing awareness raising campaigns**, which is **also used to monitor their information activities**. Furthermore, their system is organised in such a way that the Secretariat is in charge of publicity at transnational level and the regional contact points at national level. The Information Action Plan is also used as an instrument for the Secretariat to **monitor, coordinate and evaluate** the information activities in the entire programme on an annual basis. It contains all information activities of different actors (such as Managing Authorities (MA) Paying Authorities (PA), Secretariat, Regional contact points, etc.), which makes it possible for the Secretariat to coordinate all information activities for the benefit of the Programme. Another good example is the **organisation of 'Partenariats'**, which have functioned as programme conventions where the primary aim is to present and **develop project ideas**, including a **wide range of participants** (from local representatives to research and educational institutions).

Example 19**INTERREG IIIB North West Europe (NWE) Programme: Successful large-scale publicity events**

Various events, such as the mid-term event organised in Lille with some 700 participants (including policy makers) and thematic workshops, have contributed to **successful programme promotion and reaching publicity targets** by generating a large number of project ideas.

Another way for accessing quality information on the programme is through the programme contact points (national or regional). A **key condition** for this to be effective is **adequate capacity of contact points**, especially in terms of well-trained human resources.

Some programmes effectively combine the abovementioned sources of information, such as the **INTERREG IIIB North Sea Programme** (see example 20).

Example 20**INTERREG IIIB North Sea Programme: Comprehensive provision of information**

Website: user-friendly, well-structured with updated information, includes sections with very interesting and useful project ideas for future proposals. The FAQ section is simple but clear and all key issues are dealt with. The website also has direct links to all key documents as well as to papers and reports on previous INTERREG II projects. Fact Sheets also comprise a set of guidance notes with concise information for project partners.

Events: an annual fair organised in conjunction with the Annual General Assembly, which facilitates the search for partners. These annual fairs or Directoria are an opportunity for holding specific meetings. There are also events organised with the National Contact Points, which act as information forums to promote the activities of the programme.

Publications: a Project Ideas Book will be published prior to the annual fair.

Publicity Centre: Very **innovative, comprehensive** tool. They provide the most important channels through which to broadcast stories about projects to a wide range of media, representatives from all levels of government, and other related stakeholders.

The aim of the publicity centre is to provide projects with further support and guidance on how they can set up their communication strategies, which are the backbone for effective and efficient publicity and dissemination of information about the projects.

It also enables the promotion of important results and outcomes, and provides information on what the other projects funded through the programme are doing.

Finally, specialised programme documentation can be a useful source of information, especially for new Member States, as for instance in **INTERREG IIIA SI/HU/HR Slovenia– Hungary– Croatia** (see example 21).

Example 21**INTERREG IIIA SI/HU/HR Slovenia– Hungary– Croatia Programme: Comprehensive INTERREG manual**

The Manual is particularly useful for potential applicants with previous experience under PHARE. A comparative table PHARE versus INTERREG is provided. The manual also gives a good explanation of the new neighbourhood programmes within INTERREG, which is quite useful for new applicants (*more detail in case study*).

8. Adequate financial capacity of partners

The financial capacity of partners is a **key condition** that contributes to the **quality of a project**. Programmes undertake actions to ensure there is adequate financial capacity from the beginning by addressing the

application or the instruction phase and making this a key selection criterion. Concerning the application and selection phase, some programmes use the **national contact points** (e.g. INTERREG IIIB CADSES Programme, INTERREG IIIB Alpine Space Programme) or **regional advisory groups** (in the case of INTERREG IIIB Northern Periphery) to **check the financial capacity of partners**. Others use more **rigorous systems**, such as disbursing funding on the condition that national match funding is paid first (e.g. INTERREG IIIB Northern Periphery Programme).

9. Innovation in project generation

The capacity to design innovative projects is an indication of quality in project generation. Innovation can be sought in the method of working, the themes/topics covered by the project, its monitoring and implementation methodologies, etc. Some programmes have been able to produce **innovation that goes beyond the mere subject matter of the programme** (its priorities or addressing the key problems in the region) to produce projects along thematic lines that constitute horizontal priorities of European policies, for instance projects concerning equal opportunities in the **INTERREG IIIB Western Mediterranean (MEDOCC) Programme** (see *example 22*) and the **INTERREG IIIA IE/UK Ireland– Wales**. In the latter, equal opportunities is a cross-cutting theme and key criterion for project selection.

Example 22

INTERREG IIIB Western Mediterranean (MEDOCC) Programme: Theme specific innovation

The project RuralMed, which is presently in its second round, has included **equal opportunities in rural development** as one of its thematic lines. This has been a very **positive** and **innovative** point due to the participation of MEDA countries in this partnership, which are extremely active.

There are also programmes that have introduced **innovative types of cooperation** that allow for more sophisticated project development following a **micro-programming approach**. A good example of this is **INTERREG IIIC** (see *example 23*), in particular a new type of cooperation introduced by this programme in the form of **Regional Framework Operations**.

Example 23

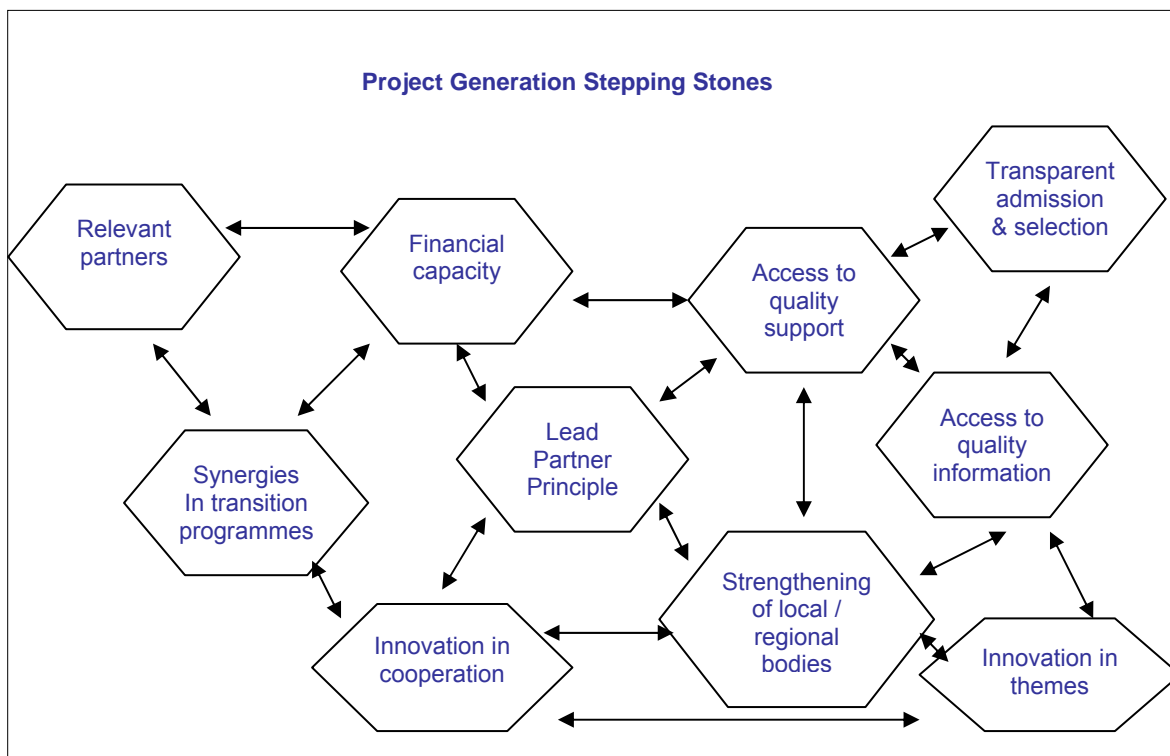
INTERREG IIIC Programme: Innovation in the type of cooperation

Regional Framework Operations (RFOs) is the **most intensive and integrated type of cooperation** and is generally **highly-valued by programme level stakeholders**. RFOs in almost all cases require partners to know each other before the partnership structure is set up; they are complex and administratively demanding. It takes on average 9-10 months to set up an RFO. Given the complexity and innovative character of RFOs, the first application rounds produced a small number of RFOs of average quality. There has however been **progress** (through more targeted support/advice to potential RFO partners) as seen in the latter application rounds, where more and better RFOs were presented and selected. This may lead to better managed operations with improved financial performance. In addition, management structures are aware of the need to provide close support to an RFO Lead Partner, which also increases the possibilities of improved management.

A **learning curve** can therefore be discerned, with JTS support gradually improving as RFOs also learn from each other. Therefore, there has been **significant progress in the quality of applications**.

Graph 1 summarises the **key elements of the good practice** described in this chapter that contributes to quality project generation during the **project development phase**. They can be envisaged as ‘**stepping stones**’, i.e. aspects of good practice that programmes can learn from and can rely on when drawing up their information and promotion strategies.

Graph 1 – Quality project generation depends on many inter-related factors



B. Project instruction phase

This phase is crucial for ensuring that approved projects are well informed and equipped in order to proceed to successful implementation. **This phase complements quality project generation** as it is an opportunity for approved projects to **correct any deviations** from programme objectives, adjust budgets if necessary to better reflect the activities envisaged (although budget changes should take place exceptionally) and re-assess any planned activities if necessary. Quality support during the instruction phase is therefore essential for projects to go through to the implementation phase with higher chances of success.

Key issues for which Good Practices are analysed include the set up of procedures for project implementation, any adjustments to the projects (objectives, activities), consolidation of partnerships, quality support from programme structures to project leaders and partners. The table below summarises these issues.

Summary of KEY ELEMENTS OF GOOD PRACTICE related to the project instruction phase
<ol style="list-style-type: none"> 1. <u>Organisation of quality events for project partners concerning the project start-up phase.</u> 2. <u>Consolidation of partnerships.</u> 3. <u>Provision of quality support from programme structures.</u> 4. <u>The time factor.</u>

1. Organisation of quality events for project partners concerning the project start-up phase

A combination of Info days, seminars and individual consultations for Lead Partners on project management issues (especially financial management) and for partners on general programme issues and for promoting networking establish a good basis for implementation. Good practices in this respect can be found in the **INTERREG IIIB South West Europe (SUDOE) Programme**, which combines transnational info days about project management, seminars for Lead Partners and individual consultations. The **INTERREG IIIB Baltic Sea Region Programme** organises Lead partner information seminars for approved projects and offer practical information on reporting and monitoring procedures, auditing, payment procedures and legal aspects. **INTERREG IIIC Programme** organises Info days for Lead Partners after approval and offers individual consultations through the programme's JTSs in the four programme zones. The **INTERREG IIIA FR/DE PAMINA Programme** (see *example 24*) offers a combination of events, documents, and meetings. **Lead partner seminars** providing information on monitoring and reporting standards and other legal and practical matters concerning project management are organised by various programmes (the INTERREG IIIB CADSES Programme, the INTERREG IIIB Alpine Space Programme, the INTERREG IIIB Northern Periphery Programme, the IIB Madeira-Azores-Canary Islands (MAC) Programme. The thematic focus of events is another element of good practice that stands out as applied in the events organised by the **INTERREG IIIB North Sea Programme** (see *example 25*).

Example 24

INTERREG IIIA FR/DE PAMINA Programme: Information system to prepare for project implementation

- Documents (guide for project implementation, project reporting, etc.).
- Info events with personal invitations.
- Personalised meetings / direct visits to projects.
- Other tools (website, brochures, etc.).

Example 25

INTERREG IIIB North Sea Programme– Focus on strategic spatial and risk prevention issues

The events organised by the INTERREG IIIB North Sea Programme for approved projects cover a **large number of themes**, of which **two stand out** for their strategic character on spatial development and risk prevention:

- A Spatial Agenda focusing on issues that have become more urgent or important in recent years or which have not been thoroughly addressed: Coastal Water Management Transport and Accessibility Facilitating innovation and the transfer of knowledge and technology, Energy, Demographic change.
- Maritime Safety: recent accidents have affected the communities, economies and environmental assets of many regions in different countries simultaneously. Regional and local organisations and authorities are acquiring expertise and developing projects under the INTERREG Programme to aid in their preparedness. Given the importance of maritime safety to coastal regions, a number of INTERREG IIIB programmes have been brought together under the Maritime Safety Umbrella. This provides a 'trans-programme' enhancement which links and focuses the work of the INTERREG IIIB projects addressing maritime safety issues and related projects.

For programmes using the **Lead Partner Principle**, it is **essential to offer a comprehensive explanation of how this works and the implications for programme implementation**. This is particularly relevant for programmes that include new Member States or other countries that do not have experience with the Lead Partner Principle. The **INTERREG IIIB Caribbean Space Programme**, for instance, organises seminars and conferences once projects have been approved on the Lead Partner Principle as well as thematic seminars. A good quality financial kit has also been elaborated by the JTS in the **INTERREG IIIB Caribbean Space Programme** and is easily accessible to projects through the web.

2. Consolidation of partnerships

Partnership or cooperation agreements are the norm for **consolidating project partnerships**. Good practice here is therefore related more to activities/measures undertaken to ensure continuous commitment of partners. One way to ensure this is applied by the **INTERREG IIIB CADSES Programme** in the form of ‘**joint conventions**’. These must be signed between the Lead Partner and project partners and establish legal relations between project partners. The joint convention is a condition for signing the subsidy contract with the MA.

3. Provision of quality support from programme structures

Where programmes have produced quality information in the form of manuals, publications, etc. (see above section A). These can also serve as guides during the start-up phase. More specific documentation is particularly relevant for setting up monitoring procedures at this phase. A good example is **INTERREG IIIA FR/DE PAMINA**, where a control procedure brochure helps project promoters in setting-up monitoring procedures and covers all the requirements and steps projects must follow in order to be implemented, including financial management procedures. Another example is the **INTERREG IIIB Northern Periphery Programme** where Lead Partners are given a practical guide for project management as well as the compulsory reporting system and the recommendation of self evaluation, and the **INTERREG IIIB CADSES Programme** (see *example 26*) where a customised reporting manual has been developed.

Example 26

INTERREG IIIB CADSES Programme: Customised reporting manual

The programme introduced a reporting manual in June 2004 to guide projects on how to make the compulsory 6 month reports. This tool is **customized for every project** and is sent to them by email. Availability of this customised manual helps guarantee **quality progress reports** are produced and is a good example of enabling projects to carry out effective monitoring.

Apart from documentation, the **role of programme managers** is also important for helping projects through the instruction phase. A good example is the regional project managers of the **INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine**, who have proven successful in providing instruction support and have helped projects proceed to the implementation stage.

Support is also necessary for assisting Lead Partners in carrying out any changes deemed necessary. The **INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme** has elaborated a specific, well structured guide and a template for Lead Partners who want to modify already approved projects. No more than 3 changes can be requested during the life of the project and changes in the content of the project cannot alter the final objectives.

INTERREG IIIC applicants receive adequate support from the JTSs in preparing their application and during project implementation. Programme-level stakeholders provide a **wide range of support for projects** during the application and implementation phases. The type of support includes provision of application packages, partner-search events, consultations (individual, face-to-face, email, phone), seminars for applicants, provision of Good Practice (including indicators), Lead Partner seminars, financial seminars and advice on financial management, communication seminars (communication kit), support for progress reporting, in short, the permanent availability of the JTS staff and good and fast response to queries.

The **provision of quality information and support at regional/territorial level** is important in all INTERREG III programmes, but it is even more **crucial in programmes that involve third countries**, especially those with little experience in cross-border cooperation. In these cases, it is essential to set up the necessary mechanisms/tools so that information is easily available to all potential project partners. A good example is found in **INTERREG IIIA IT/AL Italy-Albania** where INTERREG Information Points have been organised at two levels:

- ❑ A primary level information point (central node), located with the MA in Italy.
- ❑ Four secondary level information points (nodes) that will be located in three Italian provinces and in the capital of Albania and will deal with information on their respective territory will be connected to the primary node.

4. The Time factor

Projects need to have the time necessary to carry out any changes/improvements and to consolidate partnerships. The **INTERREG IIIA FR/DE PAMINA** programme for instance, gives some **flexibility** for the adaptation of documents or the presentation of complementary documentation prior to the date of the Monitoring and Steering Committee (MSC). The **INTERREG IIIB Atlantic Area Programme** (see example 27) also offers flexibility with respect to certain aspects of the applications process.

Example 27

INTERREG IIIB Atlantic Area Programme: Time flexibility in certain aspects of the application process.

Partners have good access to information on the programme, which offers the possibility to submit certain documents after the deadline for submission has passed and before the signature of the subsidy contract, provided that the initial application includes certain basic information and Letters of Intent from the project partners. Despite some delay this may cause in the instruction phase, this is considered a **flexible element of the application process** since it relieves project lead partners from the work load associated with the preparation and submission of certain documents that would only be required if the project is approved.

The **timing of events** is also important. They should coincide with the start-up phase and not extend into the implementation phase where new issues need to be addressed. For instance, the **INTERREG IIIB Baltic Sea Region Programme** organised information seminars for Lead Partners two weeks after notification, while the **INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme** (see example 28) offers a 3 month training period after approval to Lead Partners. The latter is **particularly relevant for programmes where partners are new to the Lead Partner Principle** (e.g. new Member States) **or where partners are participating in the programme for the first time**.

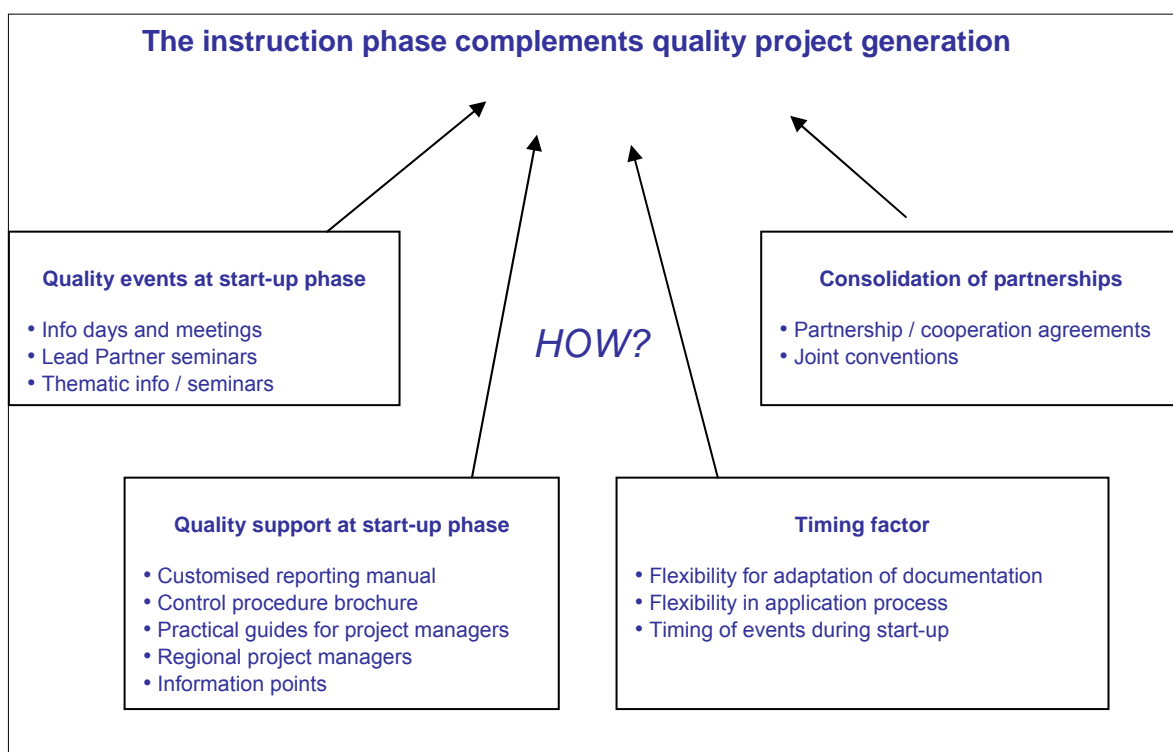
Example 28

INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme: 3-month phase to instruction

The programme offers 3 months of activities after the 1st and 2nd call and are devoted to providing Lead Partners all the necessary information in order to develop a high quality project (Lead Partner seminars, conferences, technical conferences for all partners, etc.). **The case of conferences addressed to all the partners**, not simply the Lead Partners, is an **unusual aspect** not found in many programmes.

Graph 2 summarises the key factors of good practice that complement quality project generation during the instruction phase.

Graph 2 – Good practice in the instruction phase



C. Project implementation phase

Successfully implemented projects most likely reflect quality project ideas, design and application development. By examining, therefore, the factors that contribute to successful implementation, it is possible to identify Good Practice also related to quality project generation.

Key issues for successful implementation include the quality and commitment of partnerships, effective project management, innovative working methods, the sustainability potential of projects, the quality of accompaniment support provided by management structures, efficient communication channels and the measures/mechanisms established to measure the quality of projects (e.g. monitoring tools, cooperation observatories, etc.). These issues are summarised in the table below.

Summary of key elements of good practice related to the project implementation phase
<ol style="list-style-type: none"> 1. Ensuring continuous commitment of partners. 2. Quality accompaniment support provided by programme structures. 3. Set-up and application of quality tools/processes for effective project management and monitoring quality.

1. Ensuring continuous commitment of partners and sustainability of projects

Programmes that apply the Lead Partner Principle, combined with partnership agreements/conventions, are more likely to guarantee continuous commitment of partners. Good practice is sought in practices/activities

that are different/innovative in this respect. For instance, **INTERREG IIIC** approved operations generally **assign responsibilities to all partners**, either one of a specific component or one for a leading working group, etc., which helps build strong, sustainable partnerships. The recent update of the **INTERREG IIIB Atlantic Area Programme** (see example 29) also demonstrates that the working methods of projects have **strengthened partnerships** and **promoted their continuity**.

Example 29

INTERREG IIIB Atlantic Area Programme: Sustainable partnerships

The **key success factor for continuous cooperation** is the **choice of partners**. The dynamic and varied cooperation in the Atlantic Space, including the participation of local authorities, stakeholders with political influence or even public-private partnerships, and the strengthening of this cooperation have contributed to the continuity of partnerships. According to the recent update² of the mid-term evaluation, more than 35% of the projects surveyed confirm that certain partners will continue working together while more than 29% confirm that the whole partnership will continue working together after the project ends on the same subject matter through other sources of financing. This **sustainability of partnerships** is a **key result** of INTERREG IIIB projects in this cooperation space.

Programmes can also play an active role in facilitating the participation of partners during the initial stages of the programme through the **provision of financial incentives**, as done for instance by **INTERREG IIIB ARCHIMED**, which offers an advance of 7% of the total funds to all approved projects.

Effective partnerships are a key factor for the sustainability of projects. **Sustainability** is also sought through the development of **actions that address key needs of the territory** covered by the project. This has been the approach for instance of the **INTERREG IIIB Northern Periphery Programme** (see example 30), which encouraged projects to touch upon key spheres of society.

Example 30

INTERREG IIIB Northern Periphery Programme: The 'three helix principle'

According to this principle, **all projects should touch upon three spheres of the society: the business, the academic and the public spheres**. Thus, some of the selected projects are already designed with a long term vocation in order to make the Northern Periphery programme sustainable. Examples include projects such as 'Christina', which has designed sustainable activities in the context of the Northern Periphery programme, or a project related to integration to innovation and is aimed at creating networks between SMEs, governmental bodies and the research sector.

2. Quality accompaniment support provided by programme structures

Support by programme structures is **not limited to the pre and post application stage**. It spans **throughout the project lifecycle**. Quality support during the implementation phase complements the support provided during the project generation phase and ensures that projects generated are effectively carried through. **Good examples** of quality accompaniment support provided by programme structures include:

- **INTERREG IIIC meetings** where project partners are invited to participate.
- **INTERREG IIIA AT/CZ Austria–Czech Republic coordinator meetings** organised 3 to 4 times a year to give programme partners the opportunity to discuss key issues.
- **Transnational training seminars of INTERREG IIIB CADSES Programme.**

² Completed in November 2005, not officially published yet.

- Decentralised assistance to project implementation through 'regional directorates' (intermediary bodies) in **INTERREG IIIA IT/SI Italy-Slovenia** or through the 'regional project managers' in **INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine** (see example 31).
- Various lead partner meetings (eight to date) in the **INTERREG IIIB Northern Periphery Programme** organized during the life of the project and aimed at informing project managers on how to successfully run their projects, including presentations of best practices from former projects.

Example 31

INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine: Regional project managers

Regional project managers play an important role not only in the project generation phase (see above section A) but also during implementation. They are responsible for, among other things, **supporting projects** in reporting activities, participating in events organized by project partners and supporting communication and publicity activities.

Useful support can also be offered through thematic events that facilitate the exchange of experiences, such as the workshops organised by the **INTERREG IIIB Baltic Sea Programme** to create a platform for exchanging experiences between approved projects under a certain measure and are focused on common strategic implementation issues. The aim of these workshops is to **enhance dialogue on synergy effects** and other **quality issues** important for further implementation of projects.

3. Set-up and application of quality tools/processes for effective project management and monitoring quality

The development of tools and processes for project management are the keystone for effectively following the implementation of projects, monitoring their quality and ensuring they are carried out as planned and in accordance with the programme objectives. Programmes that provide the use of a specific tool to all programme structures in a homogeneous way enable sharing and analysis of information by all relevant programme stakeholders. Good examples can be found in the **INTERREG IIIB Atlantic Area Programme** (see example 32), which has developed an information and monitoring tool that can be accessed by central and national level structures and in the **INTERREG IIIB Baltic Sea Region Programme** (see example 33), which has developed a Project Management Database.

Example 32

INTERREG IIIB Atlantic Area Programme: Information and monitoring tool

The **Information and monitoring tool "PRESAGE"** provides **real time data** on financial and physical progress, thematic coverage, types of partners, etc. for each project of the programme. It is used by the **JTS and the MA for programme management purposes** while it is being installed in Member States (National Correspondents locations) to be used as a **consultation tool** as well as a **financial monitoring tool** by National Correspondents. PRESAGE has added **great versatility and convenience** to management, monitoring and control of projects and technical assistance by providing physical and financial information and producing "good performance, useful results and easiness in data update the breakdown" (as seen in the update of the MTE).

Example 33

INTERREG IIIB Baltic Sea Region Programme: Project Management Database

The BSR supports **monitoring** by means of a **Project Management Database** that was constructed to take into account the experiences from the BSR INTERREG II C programme, the implementation of the BSR INTERREG III B programme in 2001-2003, as well as the requirements from the Commission. The Project Management Database is used to manage day-to-day workflow in the Joint Secretariat (project applications, assessment, monitoring, payments, and statistics) and to prepare data exchange with SFC (Structural Funds)

Common database). When reporting, the forms provided by the Secretariat, which are available on the homepage of the programme, should be used. The original signed progress reports must be sent in paper form to the BSR INTERREG III B Joint Secretariat. An electronic version of the progress report also has to be sent in due time. The final report is composed as have previous reports with no changes regarding the content or structure itself. The information listed below must be attached in the form of annexes to the final report: overall outputs and results of the project; follow-up activities; project implementation experiences.

Progress reports are a standard method for monitoring project quality and progress according to budget and timetable. In addition to these, in some programmes, **monitoring databases** have been developed and used mainly by Secretariats for overall management or by the relevant Paying Authorities for financial management (e.g. INTERREG IIIB Atlantic Space, INTERREG IIIB Archimed – see *example 34*, INTERREG IIIB CADSES NP).

An **innovative approach** is found in the *INTERREG IIIB Alpine Space Programme* where the Monitoring Committee envisages the **participation of up to 5 representatives of non-governmental bodies as advisors**, in particular relevant transnationally organised partners (such as Arge Alp, Arge Alpen Adria, Cotrao) such as those representing environmental authorities/organisations from the different programme countries. Given the proximity of NGOs to target groups at local/regional level and the close knowledge of issues/problems at local/regional level, their participation ensures projects are monitored/assessed with respect to their effective contribution at these levels.

The *INTERREG IIIB CADSES Programme* has developed a **programme database** with information regarding approved projects. It is the **Managing and Monitoring System (MMS)**.

Example 34

INTERREG IIIB ARCHIMED Programme: Management information system

The **Management information system** is a kind of **database** where Lead Partners have to introduce the project data and is used for different purposes (follow up of projects, planning, inclusion-modification of projects, financial controls, work of the monitoring committee, etc.)

The **development of indicator systems** for monitoring projects is **common practice** in programmes as it is a requirement of the CIPs and PCs. There are however, **few Good Practices** of well defined and rigorous indicator systems. A **good example** can be found in *INTERREG IIIC* where, following the mid-term evaluation recommendations, **a set of simple, clear and concise indicators has been developed and used at programme level**. Projects are asked to provide data on these indicators, which are then aggregated at the level of each programme zone (*more detail in the case study*).

In addition to the development of monitoring tools and systems, quality monitoring and project management also rely on the **effective organisation of the programme structures**. This is particularly pertinent in the case of programmes involving a large number of different countries, as for instance the *INTERREG IIIB North Sea Programme* (see *example 35*), which involves six different languages.

Example 35

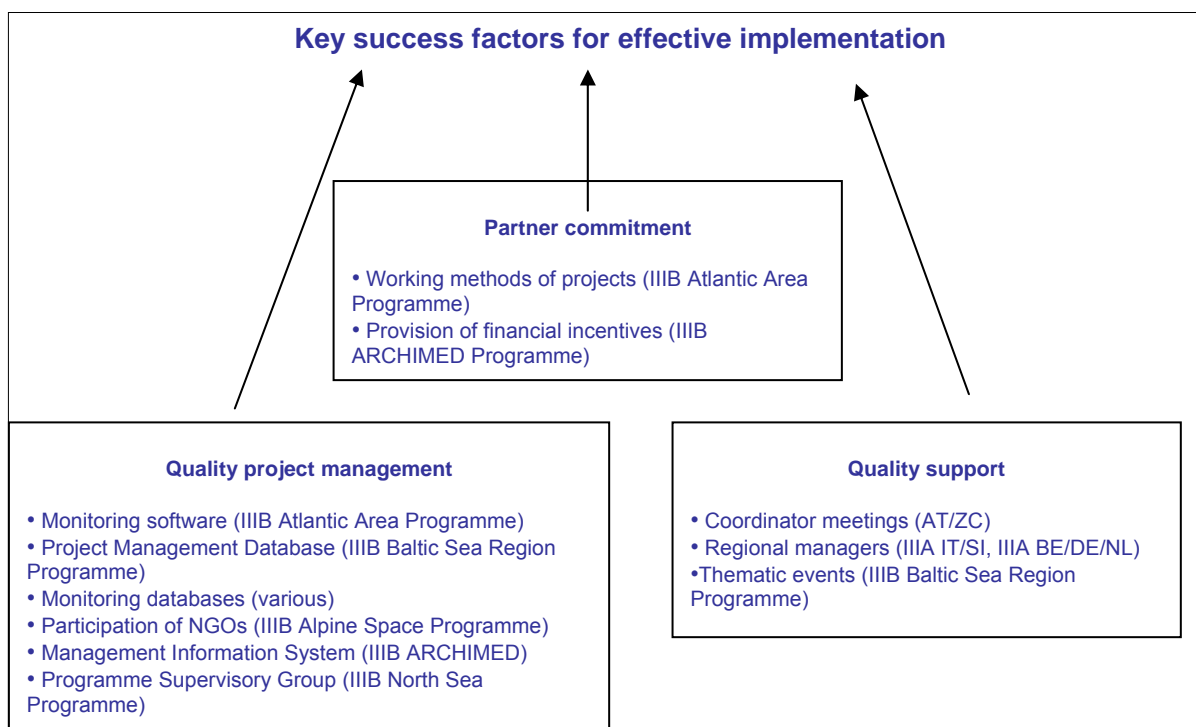
INTERREG IIIB North Sea Programme: Programme Supervisory Group

The programme has a **MC** with more decisions and responsibilities assigned to it as compared to other programmes. Due to the large number of countries, the **SC** takes decisions of project selection based on unanimity. The **JTS** is considered very efficient, as seen for instance by the organisation, in cooperation with the **National Contact Points** in the seven partner countries, of events/road shows that both act as a forum for the promotion of the programme activities and encourage wider participation. The JTS is based in Denmark and is organised into 3 units (finance, programme support, project development). **To encompass all these structures** over 7 countries, a **Programme Supervisory Group** has been set up. The Programme Supervisory Group is a useful additional structure in the implementation of the programme. It supervises the

progress of the programme between meetings of the Monitoring Committee and makes recommendations to it.

Graph 3 summarises the key success factors for effective implementation.

Graph 3 – Key success factors for effective implementation



3.2 Analysis of current rates of projects submitted, approved and successfully implemented under INTERREG III programmes, during the current programming period (2000-2006)

The information contained in this section aims to answer the following questions:

- *What are the current rates of projects submitted, approved and successfully implemented?*
- *Are these related to the quality of support received during the project generation and development phase?*
- *How do these relate to the timing of project generation? For instance, do low rates of approved projects indicate a need for further project generation?*
- *Are there differences between EU territories in terms of rates of projects approved and implemented? In other words, are there any EU territories that generate more projects? Why?*

The rates of projects submitted, approved and successfully implemented provide **an overview of the capacity of the programmes to generate quality projects**. Two different ratios are identified for addressing the questions above:

- a. The rate of projects approved (the percentage of projects submitted that have been approved) indicates the capacity of the programme to generate quality projects. A high ratio implies high capacity to attract quality project applications.

- b. The rate of projects successfully implemented (the percentage of projects approved that have achieved a near 100% rate of realisation) indicates the capacity of the programme to implement projects successfully (measured through physical and financial effectiveness). A high ratio implies high capacity to implement projects successfully.

Programme	Rates of projects approved	Rates of projects implemented	
		% ERDF spent	% projects
INTERREG IIIA AT/CZ Austria– Czech Republic	n/a	43%	n/a
INTERREG IIIA IE/UK Ireland– Wales	53%	47%	47%
INTERREG IIIA FR/DE PAMINA	75%	n/a	n/a
INTERREG IIIA BE/DE/NL Euregio Meuse-Rhine	67.15%	6%	29.47%
INTERREG IIIA ES/PT Spain– Portugal	n/a	n/a	n/a
INTERREG IIIA SI/HU/HR Slovenia– Hungary– Croatia	n/a	n/a	n/a
INTERREG IIIA IT/AL Italy– Albania	26%	8%	none
INTERREG IIIA LV/LT/BY Latvia– Lithuania– Belarus	34%	1%	0%
INTERREG IIIA IT/SI Italy– Slovenia	55%	31%	30%
INTERREG IIIA FI/SE Kvarken – Mittskandia	80%	88.6%	39.3%
INTERREG IIIB CADSES Programme	31%	n/a	88%
INTERREG IIIB Alpine Space Programme	56%	n/a	22.64%
INTERREG IIIB Northern Periphery Programme	53%	46%	66% Micro 52.74% Main
INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme	37%	43%	41%
INTERREG IIIB North Sea Programme	47.58%	55%	29%
INTERREG IIIB North West Europe (NWE) Programme	50%	n/a	n/a
INTERREG IIIB Caribbean Space Programme	n/a	n/a	n/a
INTERREG IIIB Atlantic Area Programme	22%	36%	33%
INTERREG IIIB Western Mediterranean (MEDOCC) Programme	26%	85,90%	n/a
INTERREG IIIB South West Programme	24%	25%	64% (1 st Call)
INTERREG IIIB Baltic Sea Region Programme	36%	33%	26%
INTERREG IIIB ARCHIMED Programme	n/a	n/a	n/a
INTERREG IIIB Indian Ocean / Réunion Island Programme	n/a	n/a	n/a
INTERREG IIIC programmes	29%	7%	n/a

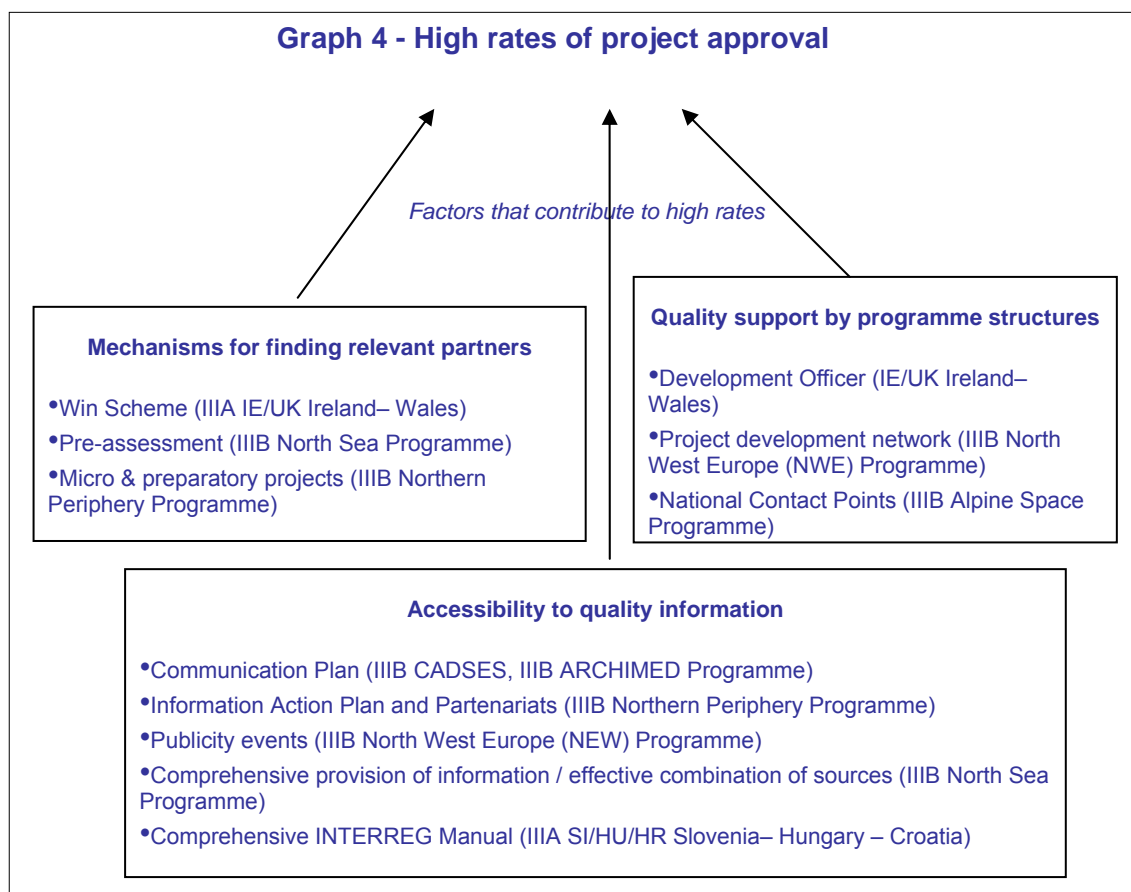
Please see definitions in the GLOSSARY section of this document.

With their connection to the previous comparative analysis of programmes (chapter 3.1), the high rates of approval of some programmes are clearly linked to effective project generation work. For instance:

- The **INTERREG IIIB CADSES Programme** includes various activities/mechanisms targeted at project generation, such as quality support through its management structures (contact points for instance), organisation of various events, well structured website, user manual, etc., as described above in chapter 3.1. The quality of project generation work is reflected in the **large number of applications received**, which increased at every call (88, 99 and 134 respectively for the 3 first calls) and surpassed by far the budget allocated.

- The **INTERREG IIIB Alpine Space Programme** has an **exceptionally high rate of project approval**, which may be a reflection of the support provided by national contact points and the quality of the applicant’s manual.
- The **INTERREG IIIB Northern Periphery Programme** also presents a **very high approval rate**, which is clearly a reflection of the communication and information plan and ‘partenariats’ (described under chapter 3, section A).
- In the **INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme**, although there is no information and communication plan, the work carried out by the Secretariat to promote project generation has led to **exceptionally high numbers of project applications** (226, 189, 41 and 166 respectively for the 4 calls).
- The **very high number of projects approved** in the **INTERREG IIIA IE/UK Ireland– Wales Programme** is a reflection of effective work undertaken to motivate participation in the programme. The **WIN SCHEME** for instance (described under chapter 3, section A) offers an **incentive to potential partners** for networking and project idea generation.
- The **INTERREG IIIB North West Europe (NWE) Programme** has created an effective mechanism to let potential applicants know about the programme and **present good projects** (see for instance the project development network described under chapter 3, section A).
- The **INTERREG IIIC Programme** calls for proposals to have experienced **impressive response**, an indication of the strong interest in interregional cooperation.

Graph 4 summarises the key factors that contribute to high rates of project approval.



Approval rates are an indication of quality project generation but cannot be interpreted in isolation from the implementation rates. Sometimes **high approval rates do not necessarily imply that quality projects have been approved** (this is for example the case in INTERREG IIIA IT/AL Italy– Albania). Implementation rates should complement the picture in order to assess the actual quality of projects approved. Likewise, **high commitment rates are not necessarily an indication of successful implementation**. For instance, even when programmes show high commitment rates, low spending rates imply that programmes run the risk of decommitment if spending is not carried out as prescribed by the N+2 rule.

3.3 Timing / stages of project generation

The timing and stages of project generation are crucial for quality project generation. **The timing for project generation may determine the number and quality of applications received and approved**. INTERREG programmes apply different rules to their calls (some have continuous calls, others allow promoters to apply only during calls, while others launch calls when there is a need to generate projects under certain measures or when the programme is underspending). Timing and content of project generation and selection processes involve different approaches. **Transparency, flexibility, and visibility** are all **good examples of generation and selection processes**. In addition, decisions to generate projects may also be determined by **strategic issues**, such as the need to **address a key strategic problem in the region** concerned or to **attract a ‘critical mass’ of projects** for the programme to have an impact.

The measures that programmes undertake in order to generate projects have been described under chapter 3 (section A, project generation and development phase). Here, the **aim** is to highlight Good Practice related to **how the timing and stages of project generation contribute to quality project generation**. The elements of good practice related to the timing and stages of project generation are summarised in the table below.

Summary of KEY ELEMENTS OF GOOD PRACTICE related to timing/stages of project generation
<ol style="list-style-type: none"> 1. Good practice in managing quality versus quantity. 2. Good practice in balancing programme priorities / measures. 3. Timing for project generation that ensures a ‘critical mass’ of projects is generated. 4. Good practice in timing project generation according to programme strategic priorities.

1. Good practice in managing quality versus quantity

There is often pressure to absorb ERDF funds, which leads programmes to approve projects without being too selective in terms of quality, especially if not a high number of applications have been received, as was the case of the **INTERREG IIIB CADSES Programme** during the first call, where only 2 projects were recommended by the Secretariat, but 34 approved. A **good example** in this respect, where **quality is given priority** is the **INTERREG IIIB Alpine Space Programme**, which has a system of detailed criteria divided into programme and measure level, and compulsory and priority criteria. This system ensures that projects approved have gone through a **rigorous quality screening test**.

The tool of the **INTERREG IIIB Northern Periphery Programme** regarding micro and preparatory projects (see chapter 3, section A for description, as well as case study) facilitates the development of quality projects.

The **INTERREG IIIB ARCHIMED Programme** has three-stage selection criteria (compulsory criteria, consistency with national policies and selection criteria) which, when coupled with the well designed communication plan (see chapter 3, section A), are a good basis for managing quality versus quantity.

The selection process and the organisation of events that communicate successful features of projects constitute mechanisms for ensuring management of project quality, as in **INTERREG IIIA AT/CZ Austria–Czech Republic** (see example 36).

Example 36INTERREG IIIA AT/CZ Austria– Czech Republic Programme:
Effective process for managing quality versus quantity

A **strategic workshop** was organised in the Czech Republic in order to **reflect outcomes of the programme implementation so far** and is expressed in terms of use of funds and basic features of projects. Major results were subsequent workshops & info meetings for the priorities 'accessibility' and 'human resources' which had revealed a time-lag in the start-up phase. The Mid Term Evaluation (MTE) highlights that different implementation contexts formed some obstacles in implementing genuine CBC projects. However, the **Small Projects Fund (SPF)** has proven **very effective in generating cross-border cooperation (CBC) projects**. The selection process for SPF is well developed for managing quantity versus quality. In order to reduce the workload of the MA and SC, administration of small projects was delegated to regional structures (Euroregions). Therefore, **umbrella projects** were created by regional structures acting as project owners and designed to fund micro-projects. The fund was split up into several parts and is completely administered by the different bodies, each of which issues its own eligibility and selection criteria for the approval of micro-projects.

The creation of structures that facilitate cooperation and provide advice on quality is a Good Practice not generally found except in the case of **INTERREG IIIA FR/DE PAMINA**, where 'infobest' centres from regional level organisations have been created as information centres for advice on cross-border cooperation, or in the **INTERREG IIIB Western Mediterranean (MEDOCC) Programme** (see example 37), which has established a transnational partnership conference.

Example 37INTERREG IIIB Western Mediterranean (MEDOCC) Programme: Transnational Partnership conference

The main tasks of the transnational partnership conference are: 1) encouragement of the programme at transnational level; 2) forum for expression of new ideas and the exchange of experiences; 3) assessing programme performance, issuing its own approach with regard to the main milestones of the programme. This forum allows programme structures to get in touch with the project Lead Partners and facilitate the provision of information and solutions.

2. Good practice in balancing programme priorities / measures

The timing of project generation may be determined by the lack of a sufficient number/size of projects under certain priorities/measures of the programme. Balanced coverage is essential for achieving the programme objectives and for producing results that influence the fields covered by the relevant measures.

INTERREG IIIA IE/UK Ireland– Wales presents an **innovative approach** for ensuring a **balance of projects across programme measures**: applicants are advised to follow a series of recommendations since there is a risk of competition between several projects in one measure, where funds will not be available for all projects submitted. A table has been drawn showing the state of play in terms of number/size of projects in the different measures and priorities. To ensure a balance between measures/priorities, **project proposals** are thus **encouraged to be presented under the appropriate measure** (i.e. the least represented) to get funding.

The **INTERREG IIIB Atlantic Area Programme** has successfully re-balanced its programme measures by launching an **extraordinary call** for proposals **addressed specifically to two measures** of the programme that were **under-represented**. As a result, projects were divided in a more balanced way between the programme priorities.

In **INTERREG IIIA FR/DE PAMINA** most projects come from institutions with experience from the INTERREG IIA Programme, having applied previously under IIA. Given the experience gained from IIA and the first phase of INTERREG IIIA, the **second phase** of the INTERREG IIIA programme will be **focused** on encouragement and information for programme and project partners, potential applicants, the media, etc, with the overarching objective of developing projects under the measures that are still under-represented, i.e. where funds are still available.

In the **INTERREG IIIB North Sea Programme**, an effort is under way to **balance funds among the programme priorities**. There are some funds left in all priorities as well as some interest money accumulated under the INTERREG IIIB programme. A final selection of projects is under way amongst project applications already received and the **Secretariat will recommend the best fit of funds to projects** including where the interest money could be used to the maximum advantage. The Steering and Monitoring Committees will take the final decision on which projects to finance and they will recommend moving funding between priorities if the 'fit' is not very good and assess whether there is a need for more funding in one priority when funds are left over in another. The whole purpose of this exercise is to ensure the programme spends as close as possible to 100% in a balanced way among priorities.

3. Timing for project generation that ensures a 'critical mass' of projects is generated

An adequate balance among programme priorities and measures is not the only criterion that determines timing for project generation. The **need to have some impact on the territories concerned or to influence policies/systems/structures** may also shape the content and timing for calls for projects.

Maritime security is a subject of **critical importance** in the **INTERREG IIIB Atlantic Area Programme** because this programme pursues objectives related to maritime security highlighted in the Community orientations for environment protection, especially after the PRESTIGE disaster in Spain in 2002. Transnational cooperation in this field is very pertinent and the programme launched an **extraordinary call** in November 2004 with a view to the financing of activities of cleaning the deep sea, beaches, pollution produced by the PRESTIGE disaster as well as risk prevention and activities for raising awareness. One project of significant size has been financed in this field. The same approach was followed by the **INTERREG IIIB South West Europe (SUDOE) Programme**, which launched an **extraordinary call** after the PRESTIGE disaster.

Programmes that allow for **continuous submission of applications**, such as the **INTERREG IIIA FI/SE Kvarken – Mittskandia Programme**, in which decisions are taken by the SC at least four times a year, entail **more flexibility in generating a 'critical mass' of projects** without the need to engage time, resources and efforts in the organisation and launch of further calls. Likewise, in the **INTERREG IIIA IT/SI Italy– Slovenia Programme**, in which 8 calls have taken place since 2004, a critical mass of projects under certain measures is ensured by issuing open calls on specific measures. At the end of 2004, the programme presented an **impressive implementation rate** (31% of ERDF spent) given that it only started in 2004 after the accession of Slovenia (before than, cross-border cooperation in Slovenia was ruled by Phare).

4. Good practice in timing project generation according to programme strategic priorities

Timing in project generation is also determined by the **need to address the strategic priorities of programmes**. These are the priorities that lead to the definition of programme objectives and are reflected in the choice of priorities and measures to be financed. **Project generation should be in accordance with these strategic priorities**. Sometimes strategic priorities may change or evolve as a result of external events that highlight the need to address new issues or problems in the programme areas. For instance, natural disasters, such as the PRESTIGE disaster in the coast of Galicia (Spain) in 2002 has led to a major change in the strategic direction of Members States that were affected by it, and as a result maritime pollution and risk prevention have risen high on the agenda.

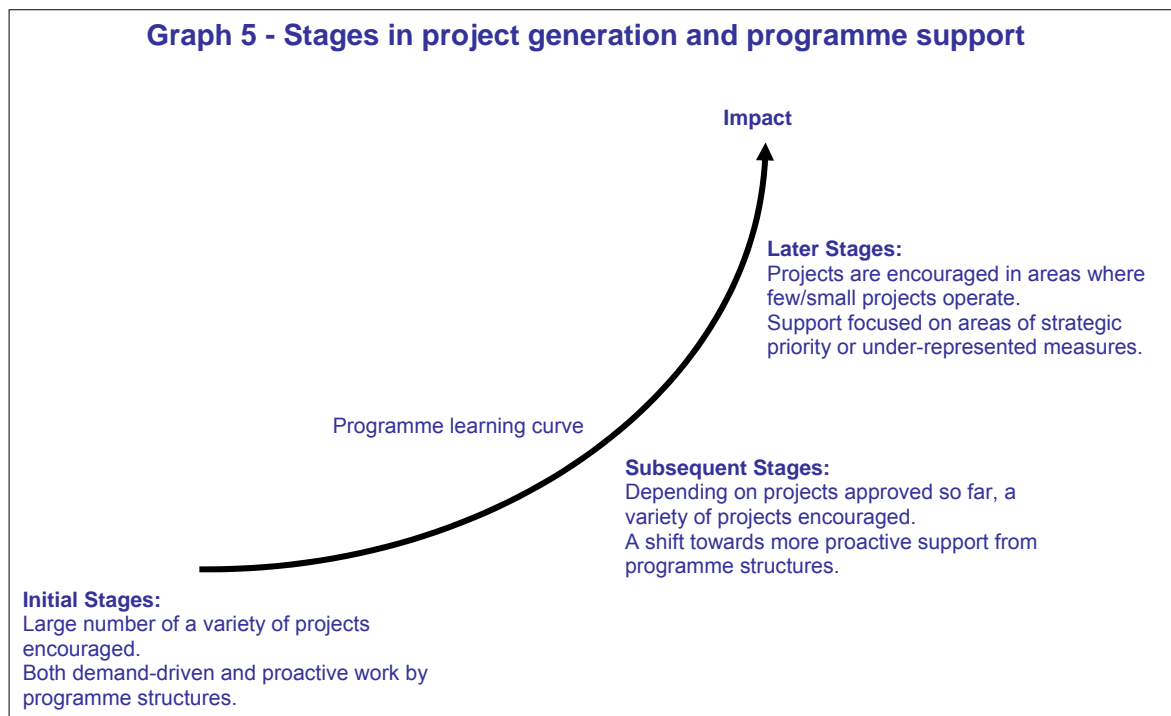
The **simplest and most common reason for timing** project generation is to **cover gaps in areas/measures where there is a lack of project applications**. This is the case, for instance, of the **INTERREG IIIB North**

West Europe (NWE) Programme, which organises targeted events focused on measures that have received very few applications.

The **INTERREG IIIA AT/CZ Austria– Czech Republic Programme** introduced an **additional priority ‘special support for cross-border regions’** into the programme on the basis of an EC decision in July 2002. Funds were completely allocated for the year 2002 and exclusively to the Austrian part of the programme. In order to spend this money in due time (until end of 2004), the Austrian Lander were asked by the MA to elaborate and develop common projects already in 2002. As a result of this process, a series of projects were presented at a meeting of the Austrian programme partners in 3 measures (cross-border transport infrastructure and border crossings; support SMEs affected by enlargement; training and cultural activities, including integration in terms of language and culture).

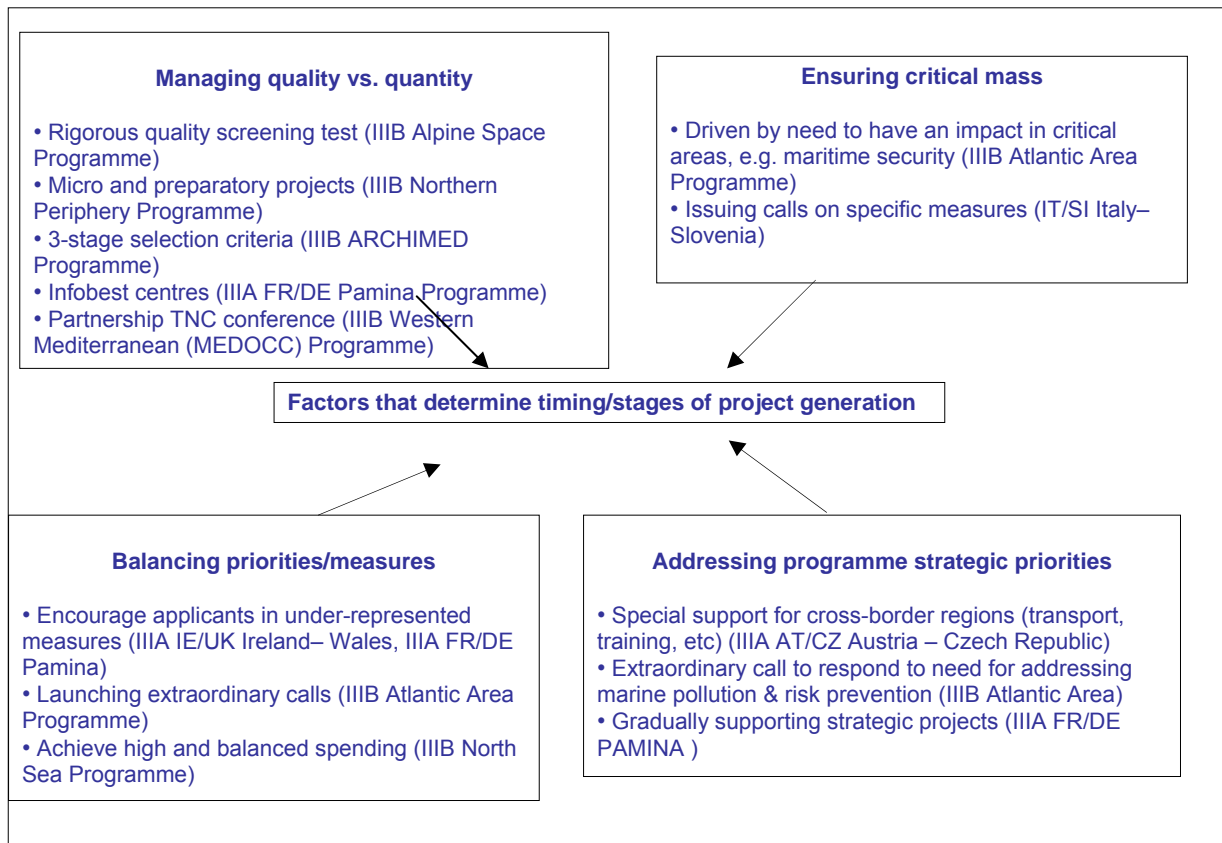
The extraordinary calls following the PRESTIGE disaster in the above mentioned **INTERREG IIIB Atlantic Area Programme and the INTERREG IIIB South West Europe (SUDOE) Programme** programmes are also a good example of how programmes **adapt their approach for project generation by launching new calls when there is a strategic need in the programme area** (in this case, the need to address marine pollution and risk prevention through transnational cooperation).

The strategic orientation of the programme also **affects the role and tasks of programme structures** as programmes progress; for instance, in **INTERREG IIIA FR/DE PAMINA**, the role of the JTS has progressed **from a demand-driven role to more proactive-driven activities** as the programme needs to target the type of projects that address the strategic priorities of the programme. This reflects the **learning curve** of programme structures (see **graph 5**), which initially support more or less any project that is of good quality and responds to the objectives of the programme. However, as more and more projects are approved and implemented, it is made clearer which types of projects best address the needs and issues facing the cooperation area and also what gaps still exist. Programme structures therefore learn from this and can become more focused on the sort of projects they should promote.



Graph 6 below summarises the key factors analysed in this chapter that determine the timing and stages in project implementation.

Graph 6 - Factors that determine timing/stages in project implementation



4. SELECTED CASE STUDIES

This chapter presents **seven case studies** from the following programmes:

1. INTERREG IIIA SI/HU/HR Slovenia-Hungary-Croatia.
2. INTERREG IIIB North Sea Programme.
3. INTERREG IIIB North West Europe (NWE) Programme.
4. INTERREG IIIB Northern Periphery Programme.
5. INTERREG IIIB Baltic Sea Region Programme.
6. INTERREG IIIB Atlantic Area Programme.
7. INTERREG IIIC.

A **common fiche** is used for presenting the case studies, which comprises the following main headings:

- What makes this programme a good practice for project generation?
- Description of the good practice elements of the programme.
- What impact have programme activities and practices had on quality project generation?

CASE STUDY 1 – INTERREG IIIA SI/HU/HR Slovenia-Hungary-Croatia Programme

What makes this programme a good practice for project generation?

Transition programmes are still at an early stage of implementation and have devoted most of the initial programme period to setting up the necessary structures and managing the transition from PHARE CBC to INTERREG. For some transition programmes, the situation is even more complex if they include non-Member States, which implies a further effort to manage a new type of cooperation, i.e. cooperation between new Member States and non-Member States, which is new for all parties involved. Due to the innovative character of these programmes, it is therefore not very common to identify good practices at this stage. However, the INTERREG IIIA SI/HU/HR Slovenia-Hungary-Croatia programme has been a **pioneer in developing tools for managing the transition process from PHARE to INTERREG**.

Both Hungary and Slovenia have **considerable experience in cross-border cooperation** programmes and projects through the large number of PHARE CBC programmes that have gradually covered most of their border regions since 1995 and additional experience in transnational cooperation (INTERREG IIIB CADSES Programme) and interregional cooperation (INTERREG IIIC East Zone). This **advanced state of preparedness** is apparent at the level of national stakeholders in terms of programme preparation and institutional arrangements for the management of implementation. As a result of this experience **Hungary has successfully developed a series of activities**, including an INTERREG Manual with the purpose of preparing a relatively large number of regional and local stakeholders for participation in the implementation of the INTERREG programmes. The elements of good practice described below (training and manual) have been developed by the Hungarian part of the programme.

Description of the good practice elements of the programme

Training programme and seminars

A **substantial number of experts were trained** (approximately 15 per county, 285 in total) from intermediary regional/local bodies dealing with INTERREG project development and management. The value of the training was enhanced by encouraging participants to bring their own project ideas and by including one-to-one consultancy support sessions.

Open seminars were also organised. The **scope** of the open information seminars was **enhanced** with

the inclusion of **'forum' sessions for networking and partner search** with representatives from neighbouring countries.

Manual for the effective identification, development and management of INTERREG Projects

The design of the manual emphasised a **balance between project cycle / process oriented information and guidance and substantive / thematic information** (the latter was achieved through good coverage of case studies and good practice examples of all types of projects eligible for support under the Hungarian INTERREG programmes).

The main purpose of the INTERREG manual was to provide guidance for effective identification, development and management of INTERREG projects in Hungary. The **aim was to give potential project applicants assistance in understanding the INTERREG objectives and help for the preparation and implementation of successful projects**. It is divided into several chapters which may be used as stand alone documents, although they make references to one another.

The contents of the manual include a general introductory chapter about the idea of INTERREG and an overview of the different strands within the INTERREG Community Framework by introducing the differences to other cross border EU funding instruments, a description of the general structure of INTERREG programme management and an outlook on the future of INTERREG, the general EU principles and rules, an introduction into the application and selection procedures and a detailed description of selected INTERREG programmes. A very important part of the manual is devoted to the presentation of good practice and project examples.

The manual tries to give a **comprehensive overview** but it **also leads to other official sources of information on INTERREG. Personal advice is also provided** by the team members of the JTSs and the Info Points and at several Information Days, Opening Conferences and Workshops.

What impact have programme activities and practices had on quality project generation?

Although it is early to assess the success of the above mentioned activities in terms of programme implementation, it is evident that the above constitute a sound basis for quality project generation and implementation. The first call for proposals in March 2005 attracted a **significant number of applications**.

CASE STUDY 2 – INTERREG IIIB North Sea Programme

What makes this programme a good practice for project generation?

The INTERREG IIIB North Sea Programme **stands out for its provision of comprehensive information to potential applicants and approved projects, and its visibility tools**, which are made up of its website, events and publications, and one particularly innovative aspect of the programme, the publicity centre. The programme also offers **good examples of tools/facilities** for helping potential project applicants find partners and understand the eligibility criteria. These facilities are made up by its support structures (national contact points and programme supervisory group) and the pre-assessment facility offered to project applicants.

Description of the good practice elements of the programme.

Information and visibility tools

The programme combines a comprehensive set of information and publicity tools, of which the following stand out for their innovative character:

- ❑ Fact Sheets: these are found on the website, which offers **user friendly, well structured and up-to-date information**, includes sections with project ideas which are very interesting and useful for future proposals, and direct links to all key documents as well as to papers and reports on previous INTERREG II projects. Fact Sheets are made up of a **set of guidance notes with concise but vital information** for project partners, and explain key concepts such as: project development, (transnationality, spatial development, infrastructure projects), financial issues (exchange rates, eligible costs, auto decommitment), partnership (Lead Partner Principle, letters of commitment, private public partnerships), application and approval (detailed cost work plan, technical assessment process), reporting (preparation costs, sub-partners, indicators, change of budget, audit and control, final report, publicity requirements).
- ❑ Annual fair: it is organised in parallel to the annual general Assembly, which facilitates the search for partners. These **annual fairs, or Directoria, are an opportunity for holding specific meetings**. There are also **events organised with the National Contact Points** and act as information forums to promote the programme's activities. A **Project Ideas Book** is also published prior to the annual fair.
- ❑ Publicity Centre: this is an **innovative, comprehensive tool that provides the most important channels through which to spread stories about projects to a wide range of media, representatives from all levels of government and other related stakeholders**. The aim of the publicity centre is to provide projects with further support and guidance on how they can set up their communication strategies, which are the backbone for effective and efficient publicity and dissemination of information about the projects. It also enables the promotion of important results and outcomes, and informs on what the other projects funded through the programme are doing. This process will further facilitate the sharing of knowledge and experience and future collaboration amongst projects. Products of the publicity centre include publicity materials concerning projects, a completed publicity toolkit, as well as information about upcoming project events and their success stories. The collaboration of projects is important for regularly updating the information provided through the publicity centre.

Support structures

The programme has a **MC**, which has more decisions and responsibilities assigned to it as compared to other programmes. Due to the large number of countries, the **SC** takes decisions on project selection based on unanimity. The **JTS** is considered very efficient, as seen for instance by the organisation, in cooperation with the **National Contact Points** in the seven partner countries, of events/road shows, which act as a forum for the promotion of the programme activities and encourage wider participation. The JTS is based in Denmark and is organised into 3 units (finance, programme support, project development). To encompass all these structures covering 7 countries, a Programme Supervisory Group has been set up. The

Programme Supervisory Group is a useful **additional structure** in the implementation of the programme. It supervises the progress of the programme between meetings of the MC and makes recommendations to it.

Pre-assessment facility

Once a project idea has been outlined and the partnership established, detailed consideration needs to be given on how the project will be further developed. Projects have the possibility of submitting a 3 to 4 page draft outlining the main aim, activities and outputs of the project to the Secretariat before they continue project development in more detail.

Good applications need to address a wide range of issues and the pre-assessment gives the opportunity to receive comments on the strengths and weaknesses of the project idea at an early stage. The sooner this can be done, the longer partners have to work on developing the idea before the actual deadline. Pre-assessment does not provide a guarantee that a project will be approved but it greatly improves chances. **The pre-assessment has been very positively evaluated since it helped in choosing the right project partners and defining the financial application eligibility criteria.**

The secretariat also carries out the final assessment of projects for the SC. This means that a **clear separation of responsibilities** between giving advice to projects and then carrying out technical assessments is required. As a result, the secretariat does not carry out pre-assessments on applications that are virtually complete or once the Call for Applications has opened.

This service is in great demand and a queuing system has therefore been introduced to cope with the workload. Each project can only ask for one pre-assessment and it takes about 3 weeks to carry out a pre-assessment. In addition to the pre-assessment facility, the programme offers further **financial advice through its Finance Unit**, including support in drawing up the detailed cost work plan, which is regarded as key to every successful project.

What impact have programme activities and practices had on quality project generation?

Access to the programme tools and facilities has led to **successful preparation of quality project applications** and a subsequent **high rate of performance**. This is also confirmed by the mid-term evaluation. By the end of 2005, 27% of projects were completed and 55% of total expenditure spent, which are **very good rates of implementation**.

CASE STUDY 3 – INTERREG IIIB North West Europe (NWE) Programme

What makes this programme a good practice for project generation?

North West Europe (NWE) Programme stands out for its **innovative approach in providing quality mechanisms for project generation**. Its Project Development Network (PDN) is an innovative network that has played a **pivotal role in the proactive project development strategy**, based on the **mobilisation of key stakeholders**, i.e. those bodies most likely to contribute to the programme objectives.

Description of the good practice elements of the programme.

Project Development Network (PDN)

This PDN is a specific structure for NWE, whose importance is stressed in the CIP: “it seems **essential to mobilise a wide range of administrations and stakeholders able to contribute to the achievement of the CIP Priorities**. Technical assistance has therefore to be made available for awareness raising and capacity building. A proactive promotion strategy and an interactive project development process will be initiated. These activities will be carried out by a Project Development Network bringing together, in close cooperation, the Joint Secretariat and the NWE Contact Points.

The project development unit of the JTS includes four highly qualified project developers and two full time professional communication officers. Four other officers of the finance unit were also involved in project development to advise applicants on their project budget and management structure.

The other component of the PDN, i.e. the **Contact Points in the NWE Member States**, complements the JTS team. A Contact Point has been established until the end of 2006 within each Member State and Switzerland.

The PDN represents a **significant Technical Assistance investment**, while **considerable economies of scale** have been achieved on the NWE programme budget.

The main responsibilities of a Contact Point are: facilitating the overall responsibility of the programme; proactively stimulating the project development process; facilitating the international partner search; involving authorities responsible for local development in the generation of relevant projects.

All Contact Points are proactively involved in implementing the publicity strategy of the programme in their own country. In partnership with the JTS, Contact Points contribute to the promotion of the programme mainly by organising conferences, events, and info-sessions and producing country-specific information materials.

What impact have programme activities and practices had on quality project generation?

Through the PDN various events and thematic workshops have contributed to **achieving programme promotion and publicity targets** by generating a large number of project ideas. The proactive role of the PDN has contributed to the generation of quality projects as reflected in the **good approval rate of the programme (50%)**.

CASE STUDY 4 – INTERREG IIIB Northern Periphery Programme

What makes this programme a good practice for project generation?

The Northern Periphery Programme constitutes a good example of quality project generation particularly through the **development of innovative tools that promote partner contacts and generation of project ideas**. The programme puts **emphasis on innovation in many aspects ranging from project selection to programme management and monitoring**. This is reflected in the development of tools that have facilitated quality project generation and subsequent successful implementation. These tools are micro and preparatory project funding, a comprehensive Information Action Plan, and innovative events for project idea generation.

Description of the good practice elements of the programme.

Micro projects and preparatory project funding.

The programme has devised a tool available in the form of Micro & Preparatory project funding for encouraging and facilitating the development of good project ideas ahead of a main application for support to the programme.

- ❑ **Micro projects** are intended to **establish first contact and help find potential partners**. Micro projects were introduced to reduce the travel costs of project development, to give support to pilot projects that would make it easier for participants to meet, and to cooperate on the areas covered by the NPP. Micro projects are particularly intended to cover the costs of travel to the new parts of the programme area (Iceland, Greenland and the Faroe Islands). Only one partner is required to make an application, and there is a simplified application form and reporting procedure.
- ❑ In order to get a larger share of projects to bring together different actors from each country in complex partnerships, experience pointed to a need for a **second project category of a preparatory kind**. Thus, preparatory projects were introduced where a **broader partnership is mobilised**. Preparatory projects facilitate the drawing up of joint project plans that fulfil the criteria for an NPP project application. These projects also have a simplified application and reporting procedure and are intended to mobilise a broader, well-balanced partnership, with a minimum of two partners required.

Thematic Partenariats

For the purpose of attracting a significant number of projects and thus achieve the programme objectives and impact, **six conferences (called ‘partenariats’)** were organised with the **primary aim of presenting and developing project ideas, including a wide range of regional level participants / programme stakeholders** (from local representatives to research and educational institutions). **Regional contact points**, an innovative structure of the NPP in charge of information and promotion of the programme, have contributed to the organisation of these events. Participants were invited to present their ideas about how to best organise or run the program (brainstorming process). After three conferences, it became clear that ‘thematic partenariats’ were more appropriate by focusing on the different priorities of the programme. **Partenariats therefore evolved into thematic workshops aimed at finding project partners**. The process was organised in the following way: organisation of a thematic partenariat to work on an idea for different projects culminating in a ‘draft’ application, followed by the identification of resources needed to run the project. The final step was to apply formally to the programme.

Information Action Plan

The Secretariat has designed an **Information Action Plan which is focused on start-up projects that need guidance and target information to specific groups as the general public**. This represents a **good example of a formal tool for developing awareness raising campaigns** and is also used to

monitor their information activities. Furthermore, their system is organised in such a way that the Secretariat is in charge of the publicity at transnational level and the regional contact points at national level. The Information Action Plan is also used as an instrument for the Secretariat to monitor, coordinate and evaluate the information activities in the whole programme on an annual basis. It contains all information activities of different stakeholders (such as MA, PA, Secretariat, Regional contact points, etc.), which makes it possible for the Secretariat to coordinate all information activities for the benefit of the Programme.

What impact have programme activities and practices had on quality project generation?

The success of the good practice elements of the programme is reflected in the rates of projects approved and implemented. **A significant share of micro and preparatory projects has successfully culminated into main projects** (67% of micro and preparatory projects were selected and of those 58% evolved into main projects). The programme also experienced **good rates of main project approval** (almost 53%). **Implementation rates are also very good compared to other INTERREG IIIB programmes** (46% of ERDF funds already spent and 100% committed).

Key conclusions to be drawn include the **contribution of the micro and preparatory project tool to a better understanding of the application procedures and requirements, thus leading to successful project applications.** The **thematic 'partenariats'** acted as awareness raising campaigns for key stakeholders, as meeting points for potential partners, and as practical brainstorming workshops. As a consequence, they have contributed to improved knowledge on the thematic priorities of the programme and the subsequent development of projects that address these priorities and produce the 'critical mass' needed to have an impact on the territories concerned. In addition, partenariats managed to save about half of the time required to develop a project, which went from the ordinary 18 months to an average of 9 months to set up a project. The **Information Action Plan** has been a significant tool for raising awareness on the programme, especially through its focus on start-up projects. The **good implementation rates bear witness to the success of this tool.**

CASE STUDY 5 – INTERREG IIIB Baltic Sea Region Programme

What makes this programme a good practice for project generation?

The Baltic Sea Region NP Programme offers **very good examples of quality support and tools** that contribute to quality project generation: Partner Search Forums, Project Idea Database, Seed Money Facility, Individual Project Consultation. These are developed / organised by the JTS of the programme to facilitate project generation and development.

Description of the good practice elements of the programme.

Partner Search Forums (PSF) in different regions

Following the Baltic Sea Region Programme's pro-active approach, the Joint Secretariat invites interested projects on a regular basis to the 'Partner Search Forums'. The PSF aim to **encourage prospective partners to present project ideas and to find partners** associated to transnational co-operation in spatial planning and regional development in the Baltic Sea Region. At these Forums, participants also have the opportunity to meet and start up dialogues with programme stakeholders, as well as collect first hand information on funding options for joint projects.

Four PSF have been held so far, in Riga, Tromso, Gdansk and Vilnius. The JTS of the Baltic Sea Region programme and PHARE CBC partnership have invited interested project owners to meet potential partners and collect information on funding options for joint projects. Information is also provided on the objectives and scope of activities of both the new EU co-operation programme INTERREG III B for the Baltic Sea Region, and the new Baltic Sea Region PHARE Cross-Border-Programme. Representatives from the EU Commission (DG Regio and DG Enlargement) are also invited to the forums. Project owners were particularly invited to present their project ideas. Partner search was **highly promoted and supported by the JTS and the programme stakeholders** during the forums. Funding options were explored and practical advice on project application requirements were provided at the Information Stands, arranged jointly by experts from the PHARE and TACIS countries and by the INTERREG IIIB programme Joint Secretariat.

Five parallel workshops were organised, with the aim of being a core element of the PSFs by helping prospective project partners in guiding their specific field of interests and detect crucial common problems in project generation and development. The **aims of the workshops** were twofold:

- ❑ For potential partners to get to know other project ideas and countries/regions/partnerships engaged in generating projects. This gives opportunities to engage efforts in common projects or to start an exchange of ideas and explore synergy between related projects.
- ❑ For programme stakeholders and the Secretariat, the workshops offer an opportunity to get a comprehensive picture on which projects are 'in the pipeline'. They also serve in the development and expansion of the Project Idea Catalogue and the INTERREG IIIB homepage, which contains a continuous overview of various project ideas.

The PSFs also had a **demonstration effect**, by offering practical possibilities for demonstrating project results from the previous period of BSR co-operation (INTERREG II C, 1998-2001) and presenting new ideas by project partners. An exhibition organized during the events presented regions, local authorities, Baltic Sea Region Programme co-operation organisations, INTERREG projects and new project ideas.

Project Idea Database

The INTERREG IIIB Baltic Sea Region Programme Joint Secretariat provides applicants with advice and information on how to develop and structure a project. In addition to this, the Joint Secretariat can help projects find suitable and strategically relevant partners to the partnership. In order to facilitate this work, applicants are welcomed to fill in the on-line Project Idea Form (PIF), which can be downloaded from the

INTERREG IIIB Baltic Sea Region Programme website (<http://www.bsrinterreg.net/projects.html>). This **Project Idea Form** is published (if the applicant so wishes) on the Programme homepage and is compiled in **Project Idea Catalogues** and distributed by the Joint Secretariat to disseminate project ideas to the public and market them for potential project partners. Project promoters receive comments and recommendations from the Joint Secretariat regarding content and focus, management, partnership and budget in order to advance their ideas.

The Seed Money Facility

At the INTERREG IIIB Baltic Sea Region Programme Monitoring Committee meetings (25 September and 4 December 2001), it was agreed to introduce a **proactive approach in project generation** - the seed money facility. The purpose of the Seed Money Facility is to financially support projects in the project development phase and to support the establishment of new transnational partnerships. Up to now, the instrument has co-financed (50%) the approved Seed-Money projects with an amount up to EUR 10,000 per project. **Innovative approaches, complex project themes, and new compositions of transnational partnerships are promoted by providing seed money funding.** Seed money projects should result in the submission of a well-prepared main application to the INTERREG IIIB BSR programme.

Individual Project Consultations

The Secretariat offers support to potential applicants and provides instructions and specific recommendations on how to structure their concrete projects and correctly fill in the Application Form. In connection to each call for project proposals, the Secretariat organises a series of Individual Project Consultation (IPC) sessions to provide project developers with **specific information on how their concrete projects could be improved.** The IPCs are directed to potential **applicants in the final stage of the project development process** and who intend to submit their applications for the next call for project proposals. Good applications need to address a wide range of issues and the IPCs provide the opportunity to receive comments on the strengths and weaknesses of the project idea at an early stage. However the participation in the IPCs can never provide a guarantee that a certain project will be approved by the SC, although it can improve its chances. Additionally the Joint Secretariat provides project applicants with everyday consultations and advice, as well as seminars and workshops at international events.

What impact have programme activities and practices had on quality project generation?

The **successful proposals** of the 7th round (March 2005) **seed money** applications spread across almost all programme measures. They received a maximum amount of EUR 10,000 and were supposed to implement their activities by 30 September 2005.

As a result of the support and tools provided by the BSR programme, the rate of approval was 36% at the end of 2005, with 26% of projects having completed their activities and 33% of ERDF spent.

CASE STUDY 6 – INTERREG IIIB Atlantic Area Programme

What makes this programme a good practice for project generation?

Monitoring and evaluation are key aspects for successful implementation, while the information provided through monitoring and evaluation can serve for the generation of future projects. The Atlantic Area programme offers a **good example of a monitoring, management and evaluation tool**. This deals with the development and installation of the '**PRESAGE**' software in all Member States participating in the programme.

Description of the good practice elements of the programme.

Monitoring, management and evaluation tool (PRESAGE)

A monitoring, management and evaluation tool has been developed by the common programme structures (the MA, the PAs and the Common Secretariat) in conformity with the requirements of the European Commission. The software has already been installed in three of the Member States participating in the programme, namely France, Spain and Portugal, while it is in the process of being installed in the UK and Ireland. With the help of this software, programme authorities can **consult in real time the state of progress of projects**, including ERDF payments.

The software **also** provides **information on the control** applied to projects (controls on 5% of expenses). The Group of Financial Controllers of the programme will also have access to this system in order to intervene on issues related to control and hence **improve the quality of controls** carried out.

The advantages of the PRESAGE software include, in addition to accessing in real time information on project progress, the possibility for programme structures to **intervene and help projects that are delayed** by adopting the necessary measures in coordination with the project partners in the case of a weak state of implementation. In addition, the software has a great potential not only as a **consultative tool**, but also as a **practical tool** that can help improve the quality of auditing and attain the programme objectives.

What impact have programme activities and practices had on quality project generation?

The effective installation of the PRESAGE software in all Member States and its active use will contribute to better monitoring of project progress, potential intervention in delayed projects, and the harmonisation of data for financial management of all programme measures.

CASE STUDY 7 – INTERREG IIIC Programme

What makes this programme a good practice for project generation?

INTERREG IIIC is one of the few INTERREG programmes that has made **swift progress** from a situation where indicators were practically not specialised so as to reflect the specificities of the programme (it relied solely on high level indicators provided in the Programme Complement) to a situation where **joint efforts** were undertaken by the four programme zones to develop a **common indicator system** adapted to the programme needs. This includes a set of simple and precise indicators (output and result/impact), ranging from financial to physical indicators that are **tailor-made to measure progress in INTERREG IIIC** and take into account its specificities in terms of management and content of cooperation.

Description of the good practice elements of the programme.

Development of a joint indicator system for programme monitoring

The recent update of the mid-term evaluation analysed the present indicator system (its meaningfulness, measurability and coherence across the four programme areas), in view of the current and next programming period. It revealed increased importance assigned by the programme structures in the four zones on the development of a common indicator system as recommended by the mid-term evaluation, and it revealed substantial progress with respect to this. This has involved **the establishment of a common theoretical structure**, which distinguishes between **two main categories of indicators**:

- Programme level** indicators, with a distinction between physical and financial indicators.
- Operation level** indicators that distinguish between two types, namely output and result/impact, and comprise six broad categories that reflect the programme objectives.

Defining indicators for INTERREG IIIC was a **complex process**. The very nature of INTERREG IIIC (the flexibility of the programme, the wide range of areas and activities carried out by operations, the focus on soft results, such as exchange of experience, transfer of knowledge, improvement of policies) makes it difficult to define quantifiable indicators for measuring results and impact. The starting point for this process was to look into other SF mainstream programme indicators, however it was soon discovered that these indicators can not be applied meaningfully in the context of INTERREG IIIC because of the **experimental character of the programme**, which gives absolute freedom to project promoters regarding the field of action. The INTERREG IIIC approach has the **advantage** of allowing **cooperation among geographically distanced partners on a wide range of issues of common interest**.

All programme zones recognised the importance of indicators for evaluation and monitoring purposes and as a result, a **joint effort** was undertaken despite the complexity of the task and culminated in the **development of a relatively harmonised indicator system** between the programme zones. Despite some differences in the South Zone indicators, there is **commitment to further harmonise** the indicators for all four zones. Programme Complements were updated in 2005 with the new list of indicators to comply with the requirement of the CIP and the INTERREG IIIC Communication to present quantified monitoring indicators when a sufficient number of applications has been approved.

The **innovative aspects** of the IIIC indicator system comprise:

- A **distinction between programme and operation level**, which can make the monitoring exercise more precise. The operations level indicators are generally identical to the programme performance indicators, which allows for aggregation and ensures consistency between operation level and programme level monitoring and evaluation.
- A **distinction between the different 'types' of operations** is made in the programme level indicators and in the operation level indicators, with a **special section devoted to Regional Framework Operations** (RFOs), the most innovative form of cooperation introduced for the first time in INTERREG.

Distinguishing between different 'types' of cooperation is important, especially RFOs, which is the most innovative element of INTERREG IIIC and hence merits special monitoring of progress.

- A **distinction is made between output and result/impact**. Definitions and examples are provided in all programme documents: PC, Programme Manual and Operations Progress Report template. This is expected to facilitate understanding of project partners and the collection of harmonised data.

What impact have programme activities and practices had on quality project generation?

The development of a **comprehensive indicator system tailor-made to the specificities of the programme** is a **key tool for effective management and monitoring** of the programme and quality project implementation. The information obtained from the indicators can be used not only to manage current projects but also to **drive future calls**, particularly **encouraging the generation of projects / types of cooperation in areas that reveal to be of strategic importance**.

5. CONCLUSIONS AND RECOMMENDATIONS

The report analysed the key elements of good practice that can be found in INTERREG programmes and which lead to the generation of quality projects. The three project cycle phases were analysed, namely project generation and development, project instruction and project implementation. The key factors that determine when and why programmes need to generate projects were also analysed. The success of activities and measures undertaken in order to generate quality projects are reflected in the rates of approved and implemented projects. Finally, a selection of seven case studies (one from IIIA, 5 from IIIB and one from IIIC) offers insight into specific elements of good practice that distinguish some programmes from others and that have led to quality projects being selected and implemented.

The analysis above allows us to conclude with some recommendations for the future generation of INTERREG projects. These recommendations may be useful for making the transition to the new programming period (2007-2013) smoother.

- **The creation of a ‘cooperation observatory’ within programmes with a role in quality project generation.** Such a structure would be very useful for dissemination and promotion purposes. It should have clear tasks and responsibilities and complement the work of the programme Secretariat and Managing Authority, in such a way that no possible overlap is experienced between these structures. This ‘observatory’ can act as a committee or group of experts and could organise thematic seminars, promote implementation of results, carry out benchmarking activities and generally contribute to the integration of transnational cooperation into local, regional and national development strategies. In this way, future programmes could be assisted by this ‘observatory’ in defining strategic areas for project generation as well as measures and tools that can successfully generate the ‘right’ projects, i.e. those that best respond to the future needs of territorial cooperation and are effectively structured (in terms of partnership, project management and financial capacity). Furthermore, such a structure could even participate in project selection provided clear rules are put into place so as to avoid potential overlap with programme management structures/bodies.
- **The creation of think tanks that involve all programmes acting in a specific area/zone.** These should not be confused with the ‘cooperation observatory’ suggested above. The former is a proposed structure within a programme, while the latter refers to structures that encompass a number of programmes. Think tanks can be organised in the form of Euroregions for example, where homogeneous regions or regions with certain common characteristics are brought together to share experiences gained from participation in different INTERREG programmes. One of their tasks, apart from facilitating networking and sharing of experiences, could be the development of project idea banks and partner search facilities that can be accessed by different regions participating in different programmes. It is quite common for one region to participate in an INTERREG IIIA programme if it is a border region, a INTERREG IIIB programme that covers its geographical area, as well as a IIIC programme, since IIIC zones cover practically the whole of Europe (IIIC is even open to international cooperation), while an adjacent region participates in another set of INTERREG programmes. The economies of scale that can be achieved by sharing experiences are worth examining through such structures. Sharing the lessons learnt from INTERREG can be critical for the future definition of territorial cooperation areas and topics.
- **Dissemination of design and content of well structured, user friendly websites.** The analysis in the previous chapters has revealed a significant number of programmes that stand out for their well structured and useful websites. Since websites are nowadays a ‘mirror’ of any programme and a key communication tool, it is worthwhile investing in learning from ‘what others are doing well’ in this respect. Territorial cooperation will experience a substantial change in the future programming period. Some regions may potentially switch from a current cooperation area to a different one, or from one type of cooperation to another (in view of further EU enlargement). Access to quality information on past experiences is an important factor for ensuring successful cooperation in the future. Programme websites should therefore be seen not as a simple static tool, but as a dynamic mechanism for learning and progressing.

- **Increased emphasis in the pre-application stage.** More emphasis in the future should be placed on initiatives that encourage networking and the development of project ideas prior to the application stage, as done by some programmes analysed here, for instance, the INTERREG IIIB Northern Periphery Programme, the INTERREG IIIB Baltic Sea Region Programme, and the INTERREG IIIB North Sea Programme (see respective case studies). Investment of time and resources in the pre-application stage can significantly improve the chances for obtaining quality project applications and subsequent quality results. It is therefore strongly suggested that programme structures assign more resources at an early stage / planning phase (this could be foreseen and included in the Programme documents for instance) with a threefold aim: to promote the programme philosophy, to inform potential stakeholders and to assist potential applicants during the preparation and development phase.
- **Establishment of close monitoring of results in new programmes.** In new INTERREG programmes, i.e. those involving new Member States (MS) and especially those involving non-Member States, close monitoring of project development and implementation is important in order to identify good practices for the future. Given that these programmes are new, they offer scope for innovative actions to be developed and therefore merit a closer observation in order to assess whether, for instance, Neighbourhood Programmes generate good projects that address the specific needs of the new external borders. Aspects to be explored include the type of cooperation in programmes involving new or non-Member States. For instance, it could be explored whether it is more pertinent to support the generation of projects that build on prior 'soft' cooperation (as a starting point for 'hard' cooperation to follow) and to exploit synergies with regions/countries that face similar transition experiences. Closer monitoring of results of new programmes will also enable the identification of information actions needed to give better visibility and make potential beneficiaries aware of new opportunities. This increased awareness is particularly pertinent for programmes where a large number of new MS participate (for example, the INTERREG IIIB Baltic Sea Region Programme involves Latvia, Lithuania, Estonia, Poland as well as non-Member States). Initiatives such as Partner Search Forums organised by the INTERREG IIIB Baltic Sea Region Programme (see case study) are a good idea for improving awareness and networking.
- **Dissemination of successful tools/measures.** Various programmes have developed useful tools for programme promotion, dissemination, networking & partnership-building and project idea generation. Those identified in previous chapters and particularly those highlighted in the case studies need not remain as mere presentations of good practice. Active and organised dissemination of identified good practice is recommended, for instance, tools that help ease transition from PHARE to INTERREG in new Member States, such as the Manual in Hungary (see case study on INTERREG IIIA SI/HU/HR Slovenia-Hungary-Croatia), could be disseminated through focused seminars so that others can develop similar tools. It is therefore recommended to take studies such as the current one to a higher level by organising seminars as a more direct and personal way to inform and communicate good practice.
- **Effective cooperation should be sought not only in project partnerships, but also among programme structures.** Good practice highlighted that cooperation with all programme structures for the development of monitoring tools that can be accessed and shared by all (see for example, the INTERREG IIIC indicator system or IIB Atlantic Area monitoring software) is essential for effective and efficient management. The information obtained in this way can be used to improve project implementation and achieve programme objectives. A key lesson for the design of future programmes is to stress a proactive approach where cooperation with all structures involved in any one programme is embedded in the actual design of the programme.
- **Quality information and support are the main building blocks for quality project generation.** A number of tools, measures, instruments have been identified in this study. It is recommended to study this indicative list for ensuring quality project generation in future programmes; partner search forums, project idea databases, shared monitoring tools, project development networks, financial incentives (for this see in particular, micro and preparatory projects in the INTERREG IIIB Northern Periphery Programme case study), regional development officers, regional contact points, rigorous and comprehensive information

and communication plans, thematic seminars, and programme supervisory structures are all useful examples that can be adapted to different programme situations.

GLOSSARY

Lead Partner principle is an important feature of INTERREG programmes. The Lead Partner takes the overall responsibility for the submission of the Application form and of the implementation of the entire project in case of project approval. The Lead Partner is therefore responsible for the sound management of the project, ensures the delivery of outputs and organises the required audits and control activities. In case the Lead Partner originates from an EU member state, he shall also be responsible for the financial management and the ERDF funds. If he originates from a non-EU member state, the responsibility for ERDF funds is delegated to a partner from an EU member state (ERDF LP), since only a project partner coming from a Member State is entitled to deal with ERDF-funding. The Lead Partner establishes lawful connections between project partners in order to define their mutual cooperation legally. He thereby also protects himself against contractual partners. The Lead Partner principle is employed in all INTERREG IIIB and IIIC programmes, but it is not present in all INTERREG IIIA programmes.

People-to-people projects are projects that support and encourage the establishment of cooperation (through, for instance, the set up of cooperation networks) between communities and local/regional stakeholders on either side of the border in order to overcome specific development problems resulting from their relative isolation in the framework of national economies. Their aim is to bring communities in the border regions closer together and increase personnel and institutional capabilities for cooperation through networking and development of small scale economic, social and cultural activities.

Rates of projects approved refers to the ratio of the number of applications received/submitted to the number of projects approved.

Rates of projects implemented (1) is the ratio of the amount of ERDF spent to the total amount of ERDF programmed. We use 'spent' rather than 'committed' because ERDF committed tends to be quite high (often reaches 100%) and does not reflect the actual money spent on implementation. Therefore, ERDF spent is a better proxy for the state of implementation that the programme has reached.

Rates of projects implemented (2) can also be measured by the ratio of the number of projects completed to the number of projects approved. 'Completed' can be defined as projects that have completed their activities even if they have not received all the payment yet.

Regional Framework Operations (RFOs) is one of the three types of cooperation funded under INTERREG IIIC and constitute a new form of cooperation in the context of INTERREG. A regional framework operation (RFO) is composed of a group of regional authorities or equivalent regional bodies aiming to exchange experience on methodology and project-based activities. The RFO is based on a joint strategy covering the participating regions. This strategic framework can be considered a kind of 'mini-programme' where the partners can choose the activities to be funded. Each RFO should address a limited range of subjects relevant to the participating regions, thus covering a limited range of smaller projects. In these projects private partners can also be involved.

Transition regions are those INTERREG regions that were previously funded by other cooperation instruments such as PHARE CBC. This is the case of the new Member States.

Transition programmes are those INTERREG programmes that include new Member States and therefore a transition from PHARE CBC to INTERREG.

ANNEXES

ANNEX 1 – Analytical matrix used for identifying good practice in project generation in INTERREG programmes

Analytical Matrix for the study on good practices in project generation - INTERACT

Key sources of information:

1. Programme summaries prepared by INTERACT.
2. Mid-term evaluations.
3. Updates of the mid-term evaluations (those available).
4. Project application forms, manuals and guidelines.
5. PICs and PCs.
6. Contacts with programme management structures.
7. Any other information found on the programme website.
8. Direct contacts with programme management authorities.

	INTERREG IIIA PROGRAMMES	INTERREG IIIB PROGRAMMES	INTERREG IIIC
Analysis of current rates of projects approved and implemented under Interreg III programmes			
Current rates of projects approved (%).			
Current rates of projects implemented (%).			
Relation of rates to quality support received during the project generation and development phase.			
Assess/give evidence if low rates indicate a need for further project generation.			
A comparative analysis of existing Interreg III programme activities and practices for quality project generation (in the 3 key phases of the project cycle but focusing on generation and development).			
Project generation and development phase - Internal criteria.			
Quality and intensity of existing cooperation between project partners.			
Degree of involvement of all partners in project development.			
Bottom-up approach in project development.			
Roles/responsibilities of partners in putting together the application.			
Awareness of admissibility and selection criteria.			
Previous experience in transnational / Cross-border / Interregional Cooperation.			
Experience in the project matter / adequacy of project partner / 'know-how' in the project field.			
Adequate financial capacity of partners.			
Capacity to design innovative projects (innovation can be sought in the method of working, themes / topics covered by the project, monitoring and implementation methodologies, etc).			
Quality and accessibility to information about previous projects implemented in the field / area (including 'examples of good / best practice').			

Project generation and development phase - External criteria.

Number, scope and coverage of awareness raising campaigns on the programme organised by the management structures.

Quality and type of support provided by programme Secretariats, Management Authorities, National Correspondents.

Transparency / Clarity of admissibility and selection criteria.

Transparency / Clarity of procedures for preparing applications.

Quality and accessibility to information about previous projects implemented in the field / area (including 'examples of good / best practice') by programme Secretariats, Management Authorities to project promoters.

The 'time' factor (time given to project promoters to submit applications, information about programme / call for projects / etc: how long was this information available, etc).

Monitoring tools / system used to assess the quality of the support given by programme Secretariats, Management Authorities, National Correspondents ('auto-evaluation'). Are findings of monitoring systems taken into account to improve management and proceed

Project instruction phase - Internal criteria.

Commitment of partners following approval of the project.

Procedures for formalising / consolidating partnerships following approval.

Changes of project objectives / activities.

Setting-up procedures for project implementation, management and, particularly for project monitoring and evaluation (were monitoring procedures foreseen at the beginning of project implementation? How good were those monitoring and evaluation procedures?)

The 'time' factor (time available to consolidate the project partnerships, to make changes and improvements in the project design, activities, etc).

Project instruction phase - External criteria.

Number, scope, issues covered during events targeted at approved project partners.

Quality, frequency and type of support provided by programme management structures to lead partners during the start-up phase of the projects.

Clarity of monitoring procedures (especially financial procedures) and early communication of these.

Project implementation phase - Internal criteria.

Continuous commitment of partners.

Roles / responsibilities during project implementation.

Effective project management, monitoring and evaluation.

Innovative working methods.

Continuous consistency between project and programme objectives and appropriateness / adequacy of project monitoring and evaluation mechanisms to guarantee this consistency.

Sustainability of activities.

Project implementation phase - External criteria.

Accompaniment support provided by programme management structures.

Quality monitoring and evaluation procedures.

Flexibility / speed of financial flows.

Quality and type of communication channels used with project leaders (and partners) during implementation.

Monitoring tools / system used to assess the quality of the support given by programme Secretariats, Management Authorities, National Correspondents during implementation ('auto-evaluation'). Are findings of monitoring systems taken into account to improve.

Flexibility / speed of financial flows.
 Quality and type of communication channels used with project leaders (and partners) during implementation.

Monitoring tools / system used to assess the quality of the support given by programme Secretariats, Management Authorities, National Correspondents during implementation ('auto-evaluation'). Are findings of monitoring systems taken into account to improve.

Mechanisms / actions that assess the actual quality of projects (for instance, cooperation observatories).

Timing/stages of project implementation.

How the system for call for proposals is organised: measures that programmes undertake in order to generate projects.

How project generation procedures are organised/managed (e.g. bottom-up, top-down, awareness raising, visibility campaigns, project guidance, etc).

How selection procedures are organised/managed (e.g. bottom-up, top-down, awareness raising, visibility campaigns, project guidance, etc).

Capacity of programme to manage quality versus quantity.

Mechanisms used to ensure a 'critical mass' of projects is developed in order to achieve the objectives and have impact.

Role of think tanks / cooperation observatories in quality project generation.

ANNEX 2 – STRUCTURE OF TELEPHONE INTERVIEWS

- Introduction of the study and its scope.
- Discussion of key issues related to:
 - Rates of projects approved and implemented.
 - Good practice in project generation during the three project cycle phases.
 - Timing / stages of project implementation.
- Specific questions on a programme by programme basis in order to cover any gaps identified in the information obtained through desk research.
- Identification of further relevant documentation.

ANNEX 3 - LIST OF PROGRAMMES CONTACTED

Programme contacts	
PROGRAMME	BODY THAT HAS BEEN CONTACTED
IIIA AT/CZ Austria– Czech Republic	Joint Technical Secretariat t: + 49 3514881021 ugraute@jts.dresden.de
IIIA IE/UK Ireland– Wales <i>Contacted via mail on 23/1/2006</i>	European Funding Office – t: + 44 29 20823927 mike.ford2@wales.gsi.gov.uk
IIIA FR/DE PAMINA	Not possible to reach them
IIIA BE/DE/NL Euregio Meuse-Rhine CONTACTED	INTERREG Management t: + 31-43-389-7785 f: + 31-43-389-7287 IsabelleJeanfils@euregio-mr.nl
IIIA ES/PT Spain– Portugal	Not possible to reach them
IIIA SI/HU/HR Slovenia– Hungary– Croatia CONTACTED	Information point t: + 386 1 478 36 70 f: +386 1 478 37 35 tea.pirih@gov.si
IIIA IT/AL Italy– Albania CONTACTED	Joint Technical Secretariat t: +39 0805406552 eustrat@di.uniba.it
IIIA LV/LT/BY Latvia– Lithuania– Belarus	Joint Technical Secretariat t: +371 735 7368 birute.markeviciute@bsrinterreg3a.net
IIIA IT/SI Italy– Slovenia	Joint Technical Secretariat t: +39 040 3775994 f: +39 040 3775907 jts.interreg@regione.fvg.it piero.mussin@regione.fvg.it
IIIA FI/SE Kvarken – Mittskandia	Finish info centre t: +358 10 617 1823 f: +358 10 617 18 99 hans.beijar@kvarken.org
IIIB CADSES Programme	Joint Technical Secretariat t: 49 3514881021 ugraute@jts.dresden.de
IIIB Alpine Space Programme	Joint Technical Secretariat t: 49 8031362771 Thomas.fleury@rosenheim.de
IIIB Northern Periphery Programme	Joint Technical Secretariat t: + 45 32833782 christopher.parker@npp2.net
IIIB Madeira-Azores-Canary Islands (MAC) Programme	Joint Technical Secretariat t: +34 928 472 40 iruiz@interreg-mac.org
IIIB North Sea Programme	Programme Secretariat t: + 45 87 27 18 53 f: +45 86 60 16 80 crblg@vibamt.dk
IIIB North West Europe (NWE) Programme	NWE Secretariat t: + 33 3 20 78 55 00 new@nweurope.org
IIIB Caribbean Space Programme	Not possible to reach them
IIIB Atlantic Area Programme	Joint Technical Secretariat

	<p>t: + 33 5 49 55 76 60 f: 33 (0)5 49 55 82 55 e.demiguel@cr-poitou-charentes.fr</p>
IIIB Western Mediterranean (MEDOCC) Programme	<p>Joint Technical Secretariat t: 39 06 32 20 618 stc.medocc@infrastrutturetrasporti.it</p>
IIIB South West Europe (SUDOE) Programme	<p>Joint Technical Secretariat t: 34 942 31 84 20 / 24 11 13 Fax 34 942 37 23 29 aug@interreg-sudoe.org</p>
IIIB Baltic Sea Region Programme	<p>Joint Secretariat t: 49 381 45484 5277 f: 49 381 45484 5282 darijus.valiucko@bsrinterreg.net</p>
IIIB ARCHIMED Programme	<p>t: +30 2310 469600</p>
IIIB Indian Ocean / Réunion Island Programme	<p>AGILE: t: + 33 262901080 Managing Authority :t + 33 262487000</p>
INTERREG IIIC	<p>Zone Nord ronald.lieske@interreg3c.net t:+49 381 454845284</p> <p>Zone East barbara.dipiazza@interreg3c.net t: +43 01400076141 Zona Oeste: west@interreg3c.net t: + 33 3 28 38 11 11</p> <p>Zone South helena.papa@interreg 3c.net t: +34 96 315 33 42</p>

BIBLIOGRAPHY

Application forms, Manuals and guidelines for the following programmes:

- INTERREG IIIA IE/UK Ireland– Wales
- INTERREG IIIA IT/AL Italy– Albania
- INTERREG IIIA IT/SI Italy– Slovenia
- INTERREG IIIA ES/PT Spain-Portugal
- INTERREG IIIA Euroregio Meuse-Rhine
- INTERREG IIIA FR/DE PAMINA
- INTERREG IIIA AT/CZ Austria– Czech Republic
- INTERREG IIIB CADSES Programme
- INTERREG IIIB Alpine Space Programme
- INTERREG IIIB Northern Periphery Programme
- INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme
- INTERREG IIIB Indian Ocean / Réunion Island Programme
- INTERREG IIIB ARCHIMED Programme
- INTERREG IIIB Atlantic Area Programme
- INTERREG IIIB South West Europe (SUDOE) Programme
- INTERREG IIIB Western Mediterranean (MEDOCC) programme
- INTERREG IIIB North West Europe (NWE) Programme
- INTERREG IIIB Caribbean Space Programme
- INTERREG IIIC

Thomas Bauch, Thomas Bax, Umberto Janin Rivolin, François Parvex, Sergeja Praper, Martin Vanier, *Alpine Space Prospective Study, November 2005*

Community Initiative Programmes and Programme Complements for the following programmes:

- INTERREG IIIA SI/HU/HR Slovenia– Hungary– Croatia
- INTERREG IIIA IE/UK Ireland– Wales
- INTERREG IIIA ES/PT Spain-Portugal
- INTERREG IIIA AT/CZ Austria– Czech Republic
- INTERREG IIIB Alpine Space Programme
- INTERREG IIIB Northern Periphery Programme
- INTERREG IIIB Madeira-Azores-Canary Islands (MAC) Programme
- INTERREG IIIB Indian Ocean / Réunion Island Programme
- INTERREG IIIB ARCHIMED Programme
- INTERREG IIIB Atlantic Area Programme
- INTERREG IIIB North Sea Programme
- INTERREG IIIB South West Europe (SUDOE) Programme
- INTERREG IIIC

European Commission, *Press release Neighbourhood programme 2004-2006 paper*

INTERACT programme summaries for the following programmes:

- INTERREG IIIA FI/SE Kvarken – Mittskandia
- INTERREG IIIA IE/UK Ireland– Wales
- INTERREG IIIA IT/AL Italy– Albania
- INTERREG IIIA IT/SI Italy– Slovenia
- INTERREG IIIA FR/DE PAMINA
- INTERREG IIIA AT/CZ Austria– Czech Republic
- INTERREG IIIB CADSES Programme
- INTERREG IIIB Alpine Space Programme
- INTERREG IIIB Northern Periphery Programme
- INTERREG IIIB Madeira-Azores-Canary Island (MAC) Programme
- INTERREG IIIB Indian Ocean / Réunion Island Programme
- INTERREG IIIB ARCHIMED Programme
- INTERREG IIIB Atlantic Area Programme
- INTERREG IIIB North Sea Programme
- INTERREG IIIB Baltic Sea Region Programme
- INTERREG IIIB South West Europe (SUDOE) Programme
- INTERREG IIIB Western Mediterranean (MEDOCC) Programme
- INTERREG IIIB North West Europe (NWE) Programme
- INTERREG IIIB Caribbean Space Programme
- INTERREG IIIC Programme

INTERREG IIIA AT/CZ Austria-Czech Republic Programme – Annual Report 2003**Mid-term evaluations for the following programmes:**

- INTERREG IIIA FI/SE Kvarken – Mittskandia
- INTERREG IIIA IE/UK Ireland– Wales
- INTERREG IIIA IT/AL Italy– Albania
- INTERREG IIIA IT/SI Italy– Slovenia
- INTERREG IIIA LV/LT/BY Latvia-Lithuania-Belarus
- INTERREG IIIA Euroregio Meuse-Rhine
- INTERREG IIIB CADSES Programme
- INTERREG IIIB Alpine Space Programme
- INTERREG IIIB Northern Periphery Programme
- INTERREG IIIB Madeira-Azores-Canary Islands Programme
- INTERREG IIIB ARCHIMED Programme
- INTERREG IIIB Atlantic Area Programme
- INTERREG IIIB North Sea Programme
- INTERREG IIIB South West Europe (SUDOE) Programme
- INTERREG IIIB Western Mediterranean (MEDOCC) Programme
- INTERREG IIIB North West Europe (NWE) Programme
- INTERREG IIIB Caribbean Space Programme
- INTERREG IIIC Programme

Updates to the mid-term evaluations for the following programmes:

- INTERREG IIIB Atlantic Area Programme
- INTERREG IIIB South West Europe (SUDOE) Programme

Web pages for all programmes