European Union | European Regional Development Fund

*Sharing solutions
for better regional policies*

Designing project methodology

Interreg Europe Secretariat

Session content

I. Organising the interregional learning process

II. Evaluating performance

I. LEARNING PROCESS

What is learning process?

An interregional exchange of experience

Based on:

identification, analysis & transfer of knowledge and practices

Through:

a well-thought process supported by seminars, study trips, workshops, staff exchanges, peer reviews, etc.

Why is learning so important?

Territorial need

Learn
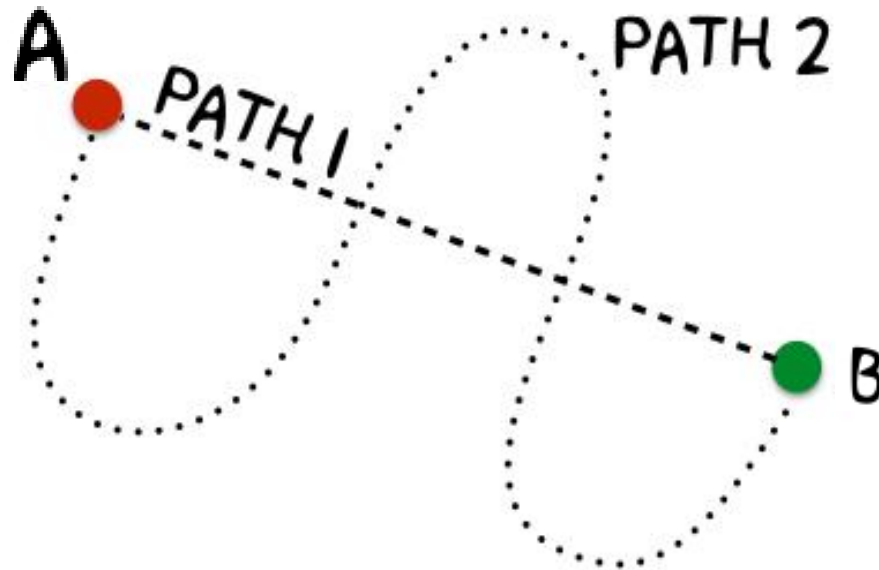

Cornerstone of Interreg Europe

Results

Catalyst for achieving policy change in involved regions

How to organise it?

PHASE 1

Learning

PHASE 2

ACTION PLAN
| WHO | WHAT | WHEN | HOW |

Monitoring

How to organise it?

2012 study on exchange of experience: **no magic recipe!**

How to organise it?

No 'one-size-fits-all'

Different parameters influencing the process:

- History of the partnership

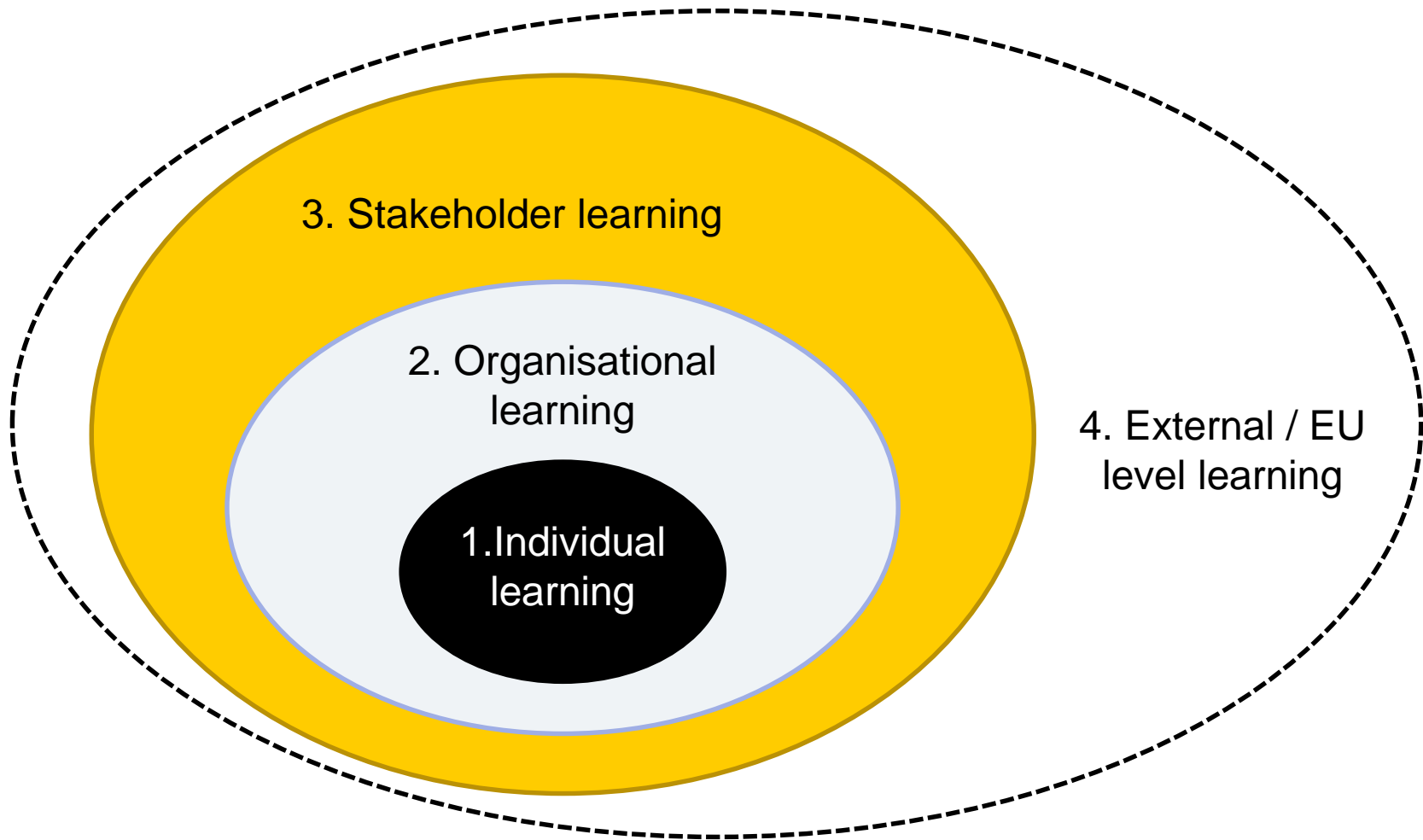- Number of partners

- Duration of phase 1

- Topic addressed

- ….

How to organise it?

No magic recipe but a few important ingredients:

A. Ensure learning at **different levels**

B. Ensure the **quality** of each learning activity

C. Ensure an **integrated approach**

A. Levels of learning

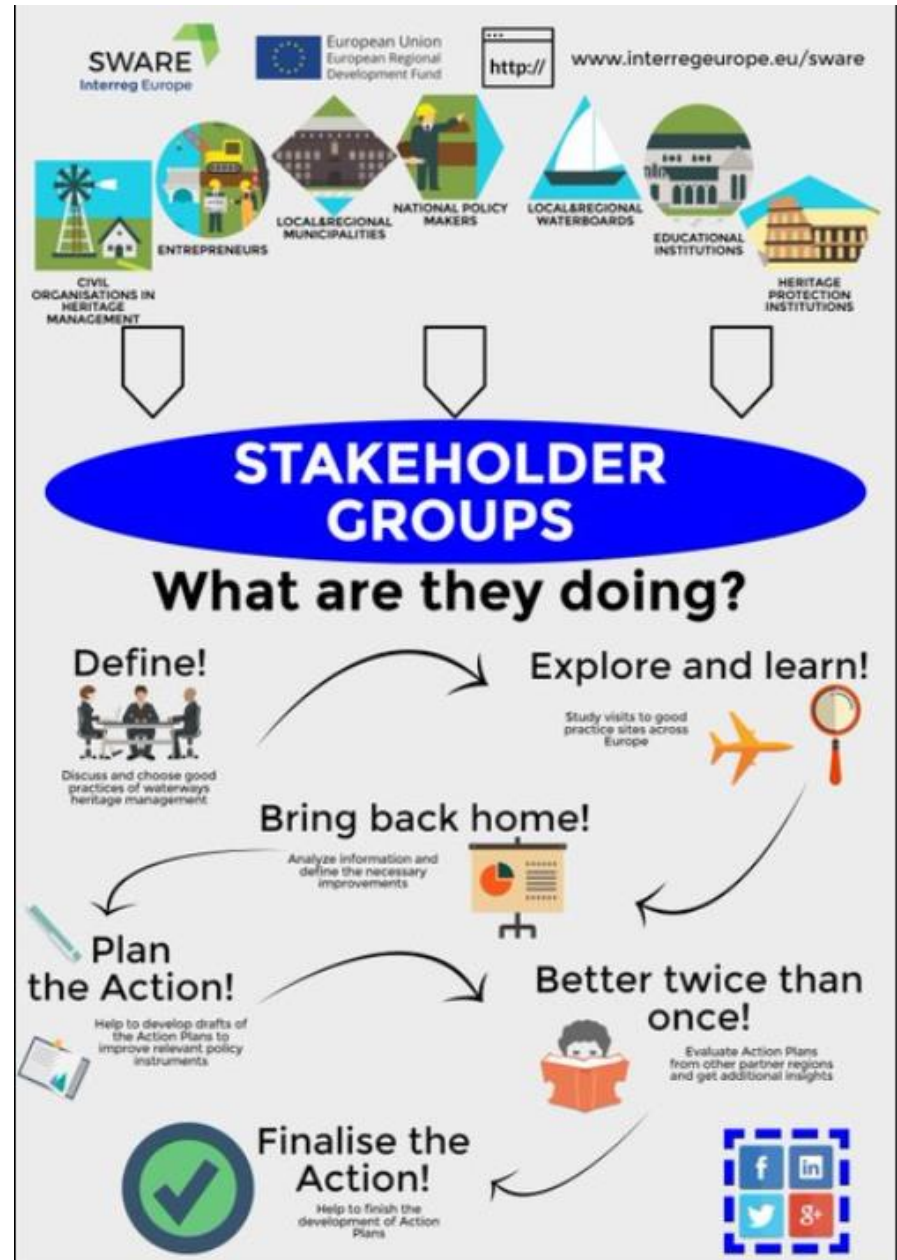

3. Stakeholder learning

2. Organisational learning

1. Individual learning

4. External / EU level learning

Go beyond individual / organisational learning!

A. Level of learning

Example for level 3: role of stakeholders

B. Quality of activities

For all learning activities, importance of:

- Preparation – **Before**

  e.g. agenda and supporting documents clear & sent sufficiently in advance

- Implementation - **During**

  e.g. quality of speakers / presentations; quality of venues / logistics (translations?)
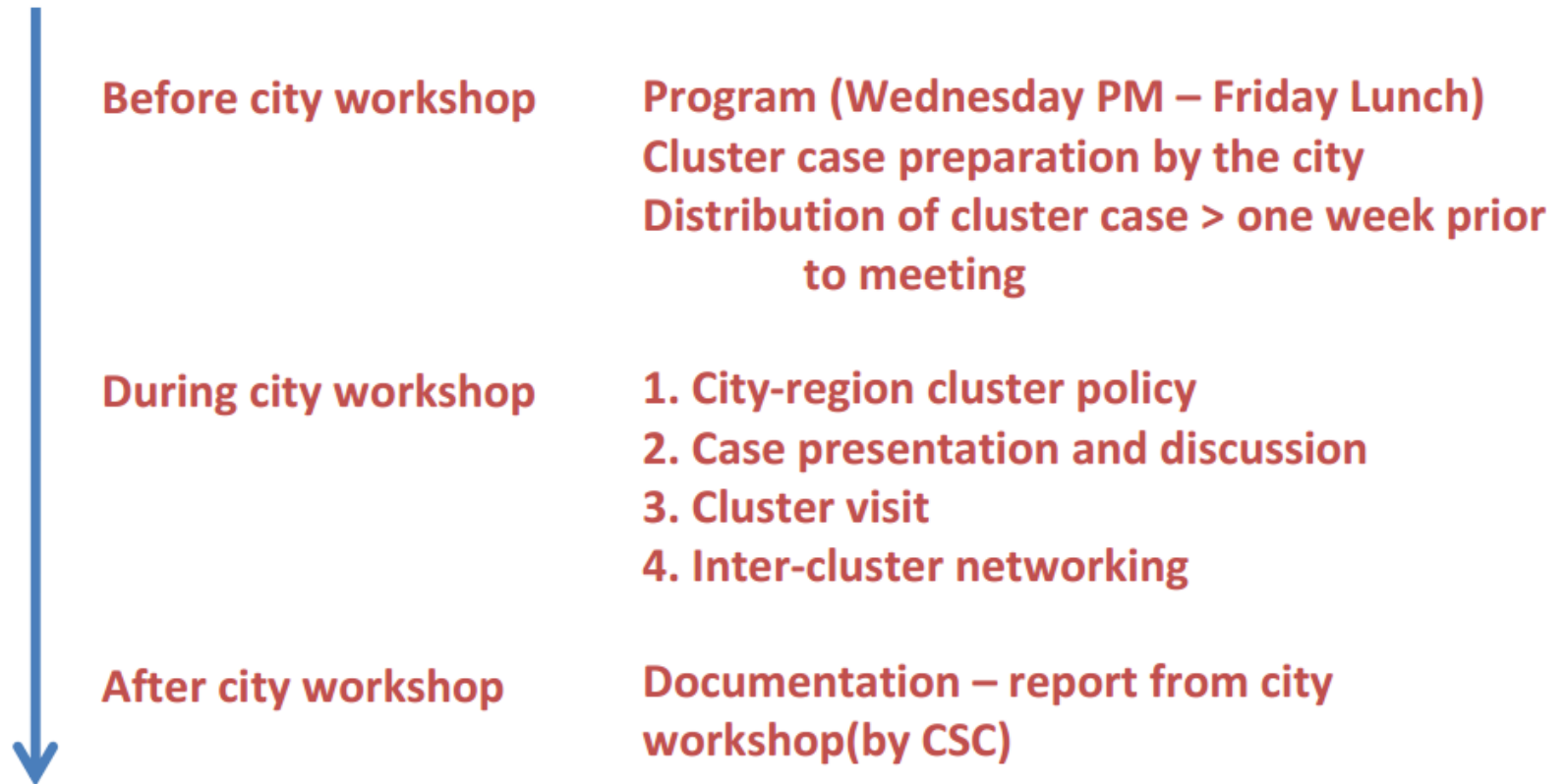
- Follow-up (documentation and monitoring) - **After**

  e.g. evaluation / satisfaction questionnaire, activities proceedings

B. Quality of activities

Example of workshop in CLUSTERS & CITIES NETWORK **CLUSNET**

Before city workshop

Program (Wednesday PM – Friday Lunch)
Cluster case preparation by the city
Distribution of cluster case > one week prior to meeting

During city workshop

1. City-region cluster policy
2. Case presentation and discussion
3. Cluster visit
4. Inter-cluster networking

After city workshop

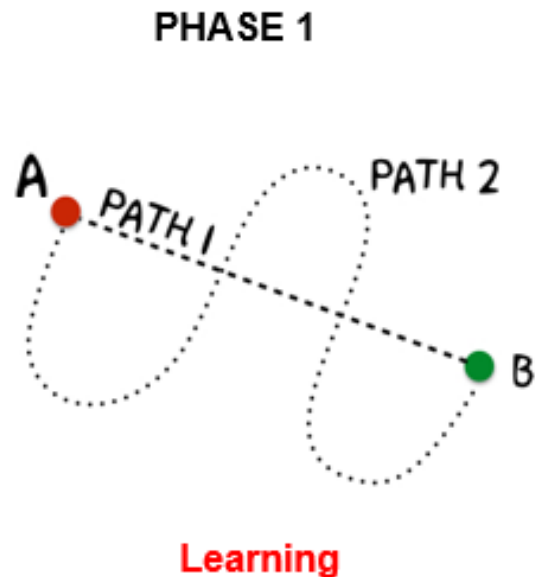**Documentation – report from city workshop(by CSC)**

C. Integrated approach

- What are the main steps to reach the objectives and ensure the quality of action plans?

- What are the activities needed? In which order?

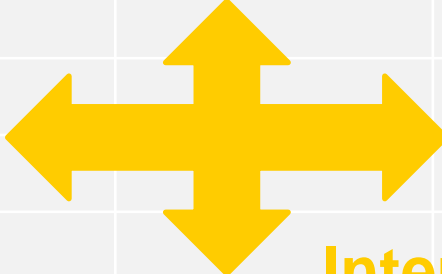- How to ensure overall coherence in the learning process?

PHASE 1

A PATH I PATH 2 B

Learning

C. Integrated approach

Ingredients: activities

Recipe: way to mix the activities

	Objective?	When?	For who?
Site visit			
Seminar			
Workshop			
Joint analysis			
Peer review			
….			

Interrelation?

C. Integrated approach

No one-size fits all but 3 steps commonly adopted:

Step 1
Analysis of partners' situations and **identification** of valuable experiences

Step 2
Experience further **analysed** through activities such as study visits and thematic workshops

Step 3
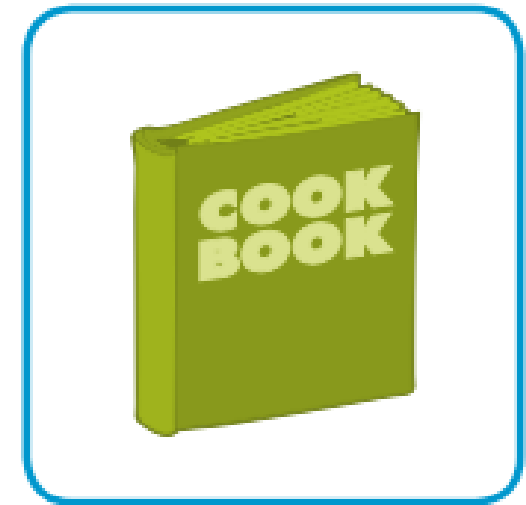Preparation for the **transfer** of practices summarised in action plans

C. Integrated approach: examples

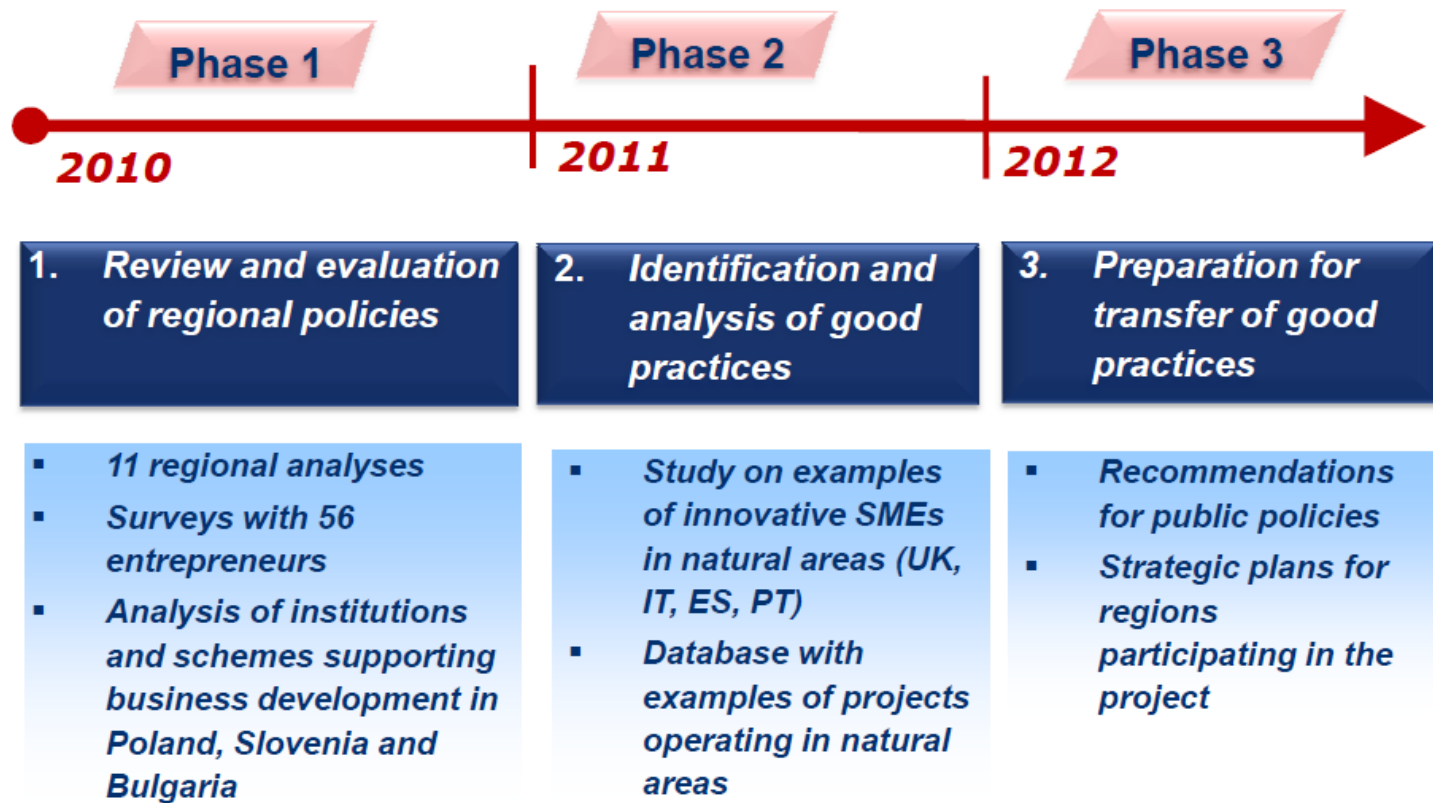| Identification of Experience	"Living kitchen" sessions	Recommendations: Innovation Recipe Book

C. Integrated approach: examples

nostra
network of straits

2012

See and learn

State of play
Baseline study

Answers
Good practices

Analyse and study

2013

2014

Think and act

Solutions
Action plans

C. Integrated approach: examples

b2n
business to nature

Phase 1	Phase 2	Phase 3
2010	2011	2012

1. **Review and evaluation of regional policies**	2. **Identification and analysis of good practices**	3. **Preparation for transfer of good practices**
■ *11 regional analyses* ■ *Surveys with 56 entrepreneurs* ■ *Analysis of institutions and schemes supporting business development in Poland, Slovenia and Bulgaria*	■ *Study on examples of innovative SMEs in natural areas (UK, IT, ES, PT)* ■ *Database with examples of projects operating in natural areas*	■ *Recommendations for public policies* ■ *Strategic plans for regions participating in the project*

C. Integrated approach

Two approaches:

Simple process based on typical networking activities such as workshops, seminars, study visits

More **elaborated** process which can include sophisticated tools such as joint analysis, case studies, peer reviews

Both have proven to be successful but: '**simple is beautiful**'

'Recipe' in the application form

Overview in section C.4

C.4 Project approach ⓘ

Describe the project approach to achieve the project's objective and to produce the intended outputs and results. ⓘ

Describe the project approach proposed to achieve the project's objectives and to produce the intended outputs and results.

In particular:

- How do you organise the interregional learning process?
- How do the proposed activities interlink (sequence, combination, interrelation between activities)?
- What is the approach for developing the action plans and what is the role of the different stakeholder groups?

'Recipe' in the application form

Detailed description of activities in section D.1

D.1 PHASE 1 'Interregional learning' - Detailed work plan per period

	Semester 1	Semester 2	Semester 3	Semester 4

Semester 1

a) Exchange of experience ⓘ

Please describe in detail the period's activities and outputs related to exchange of experience

Please describe in detail the period's activities and outputs related to exchange of experience. Specify the responsibilities of each partner with regard to the activities and also add information on the involvement of local stakeholder groups.

b) Communication and diss... ⓘ

...tivities and outputs related to communication and dissemination

c) Project management ⓘ

Please describe in detail the period's activities and outputs related to management and coordination

Main Outputs

Please describe in detail the outputs

Time for questions

(and cooking)

II. EVALUATING PERFORMANCE

Evaluating performance: context

- Result oriented approach

- Cooperation works: let's demonstrate it

- From policy change to territorial impact

Evaluating performance: core notions

Output ('what'): project **deliverable** contributing to results
e.g. workshops, seminars, action plans

Result ('why'): direct **effect** of the project
e.g. adoption of a new solution

Indicator: variable measuring the outputs (output indicator) and results (result indicator)

Output indicators

6 output indicators predefined in two fields:

1. Exchange of experience

- N° of policy learning events organised
- N° of good practices identified
- N° of action plans developed
- N° of people with increased capacity

2. Communication

- Average n° of sessions at project website / period
- N° of appearances in the media

Outputs indicators in the application form

C.6.2 Indicators ⓘ

Output indicators	Target
Number of policy learning events organised	
Number of good practices identified	
Number of people with increased professional capacity due to their participation in interregional cooperation activities	
Number of action plans developed	
Number of appearances in media (e.g. press)	
Average number of sessions at the project pages per reporting period	

- Target value to be estimated at application stage
- Be consistent (e.g. events, action plans)

Result indicators

2 indicators predefined at programme level

1. Related to policy change

- N° of policy instruments 'influenced' → Structural Funds

  → Others

2. Related to financial impact of policy change

- Amount of funds influenced → Structural Funds

  → Others

Result indicators

Self defined indicators

- Specific to each policy instrument
- Dedicated to measuring territorial impact

Examples:

Increase of R&D investment from companies supported by the action plan's measures (%)

Increase of export turnover for enterprises supported by action plan's measures (%)

Reduction in GHG emission from buildings benefiting from action plan's measures (%)

Increase of protected natural areas further to action plan implementation (%)

Result indicators in the application form

Predefined indicators

C.6.2 Indicators ⓘ

Result indicators	Target
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented ⓘ	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented ⓘ	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	
Estimated amount of other funds influenced (in EUR)	

Self defined indicators

B.2.1 Policy instrument 1

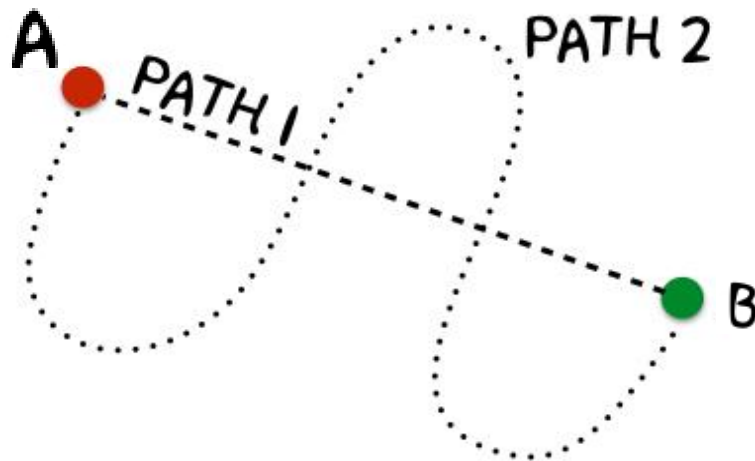| Proposed self-defined performance indicator (in relation to the policy instrument addressed) ⓘ	Provide related target figure in section C.6.2. 'Self-defined performance indicators' under tab 'Expected results and outputs'.

C.6.2 Indicators ⓘ

Policies	Self-defined performance indicators ⓘ	Target

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Insight into phase 2

PHASE 1

A
PATH 1
PATH 2
B

Learning

PHASE 2

ACTION PLAN
WHO | WHAT | WHEN | HOW

Monitoring

Reminder on phase 2 rationale

Aim: to monitor the territorial impact of the policy change

- Monitor action plans implementation (to be supported through local / regional / national means)

- Evaluating the effect of learning /monitoring territorial impact through the self-defined indicators

- **Results can occur before phase 2**

Phase 2 characteristics

- Duration and activities **pre-defined** by the programme

- Two years consisting mainly of:

    2 project meetings

    1 final dissemination event

- **No possibility to propose other activities at application stage**

Phase 2 in application form

D.2 PHASE 2 - Detailed work plan per period

| Semester 5 | Semester 6 | Semester 7 | Semester 8 |

Semester 5

a) Action plan implementation follow-up

Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised.

b) Communication and dissemination

The partners ensure regular updates of the project website with information on the action plan implementation.

c) Project management

The lead partner prepares the progress report for the joint secretariat.

Main Outputs

Website updates
1 progress report

Phase 2 in practice

- Although activities are predefined, phase 2 may be adapted at the end of phase 1

- Pilot actions only in exceptional cases:

  - Relevance?

  - Interregionality (deriving from the learning?)

  - Additionality?

- Indicative budget per action: from EUR 10,000 to 80,000

Time for questions

Thank you!

Interregeurope