

**Interreg  
Europe**



European Union | European Regional Development Fund

*Sharing solutions  
for better regional policies*

# Designing project methodology

Interreg Europe Secretariat

22-23 March 2017 | Europe, let's cooperate!



# 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



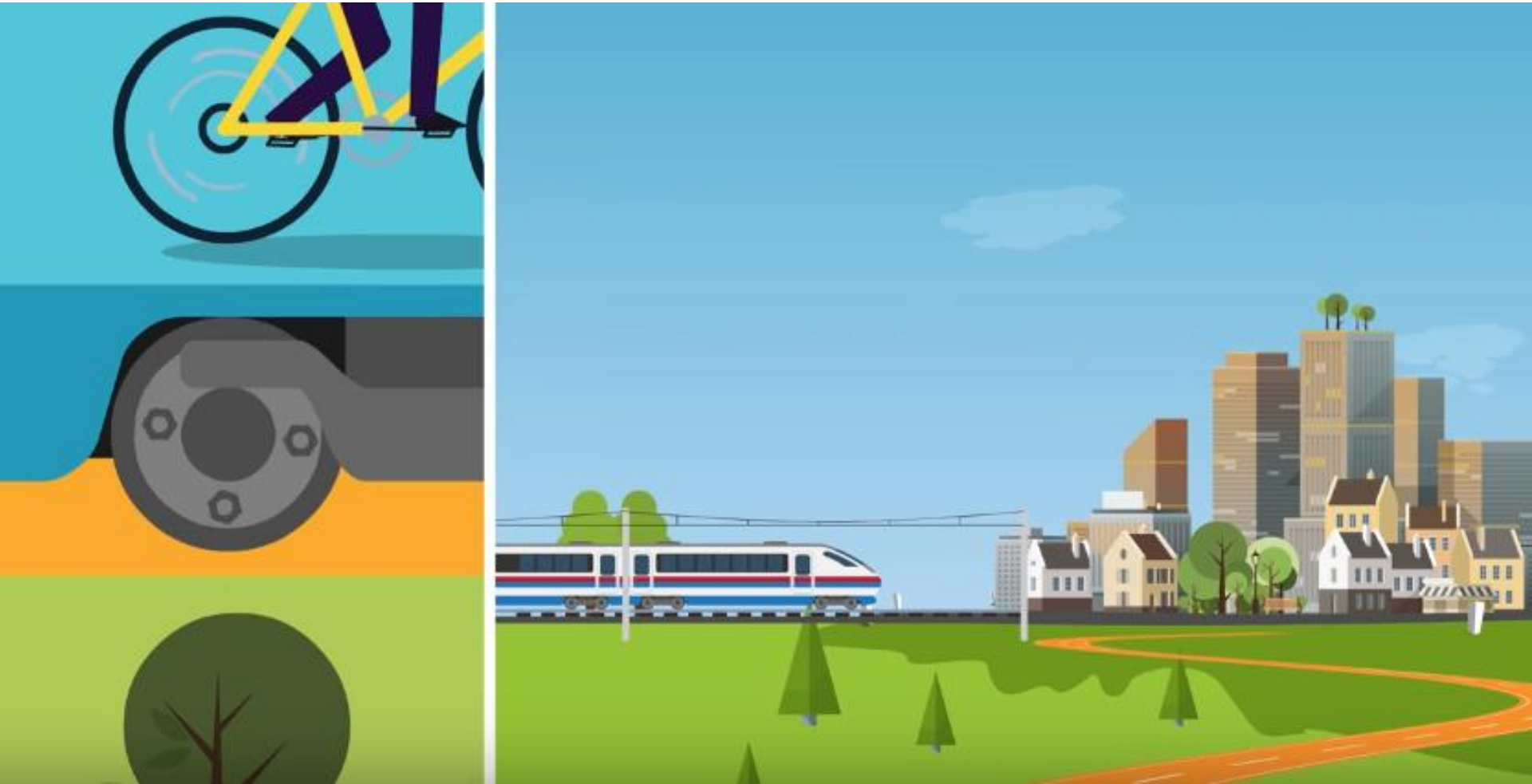
# Learn



**Cornerstone** of Interreg Europe



# Results



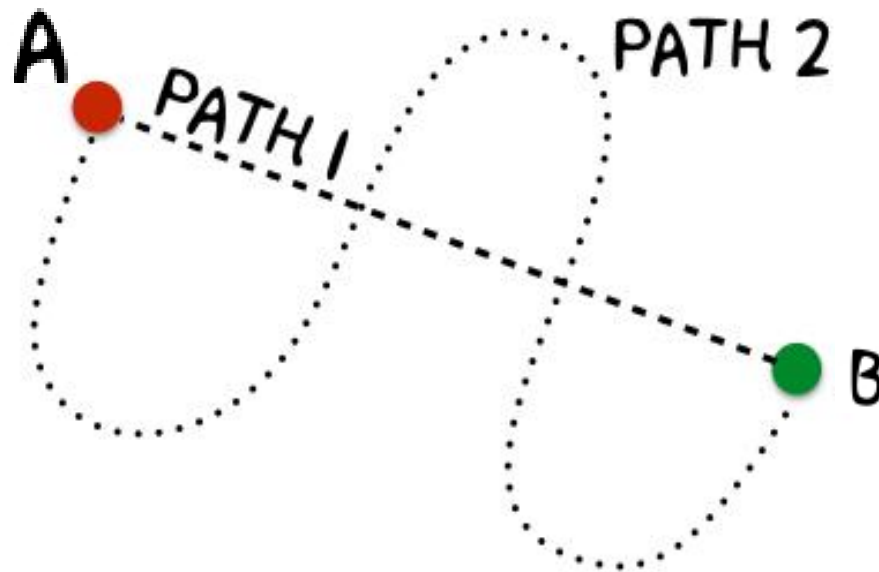
**Catalyst** for achieving policy change in involved regions





# 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
- ....



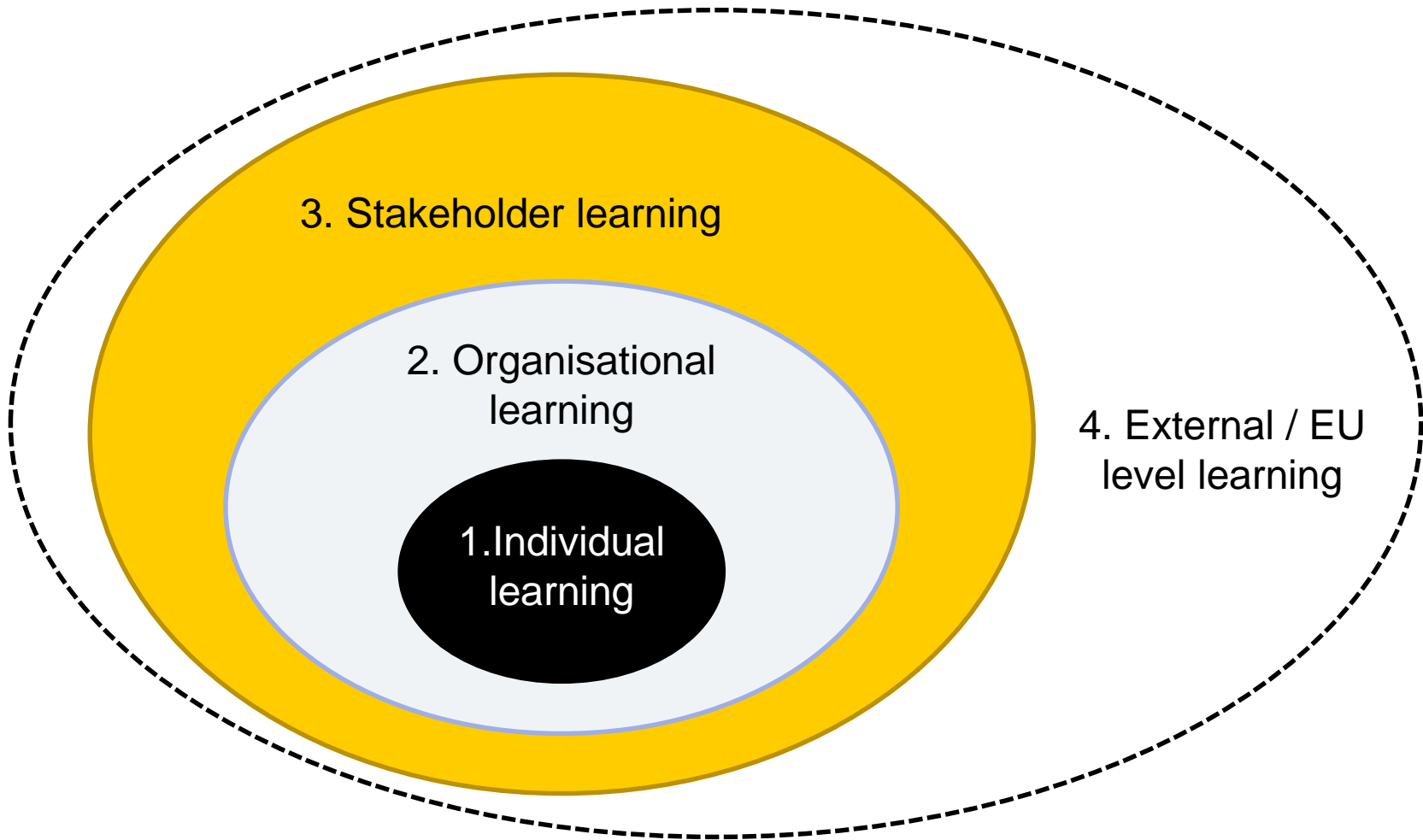
# How to organise it?

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

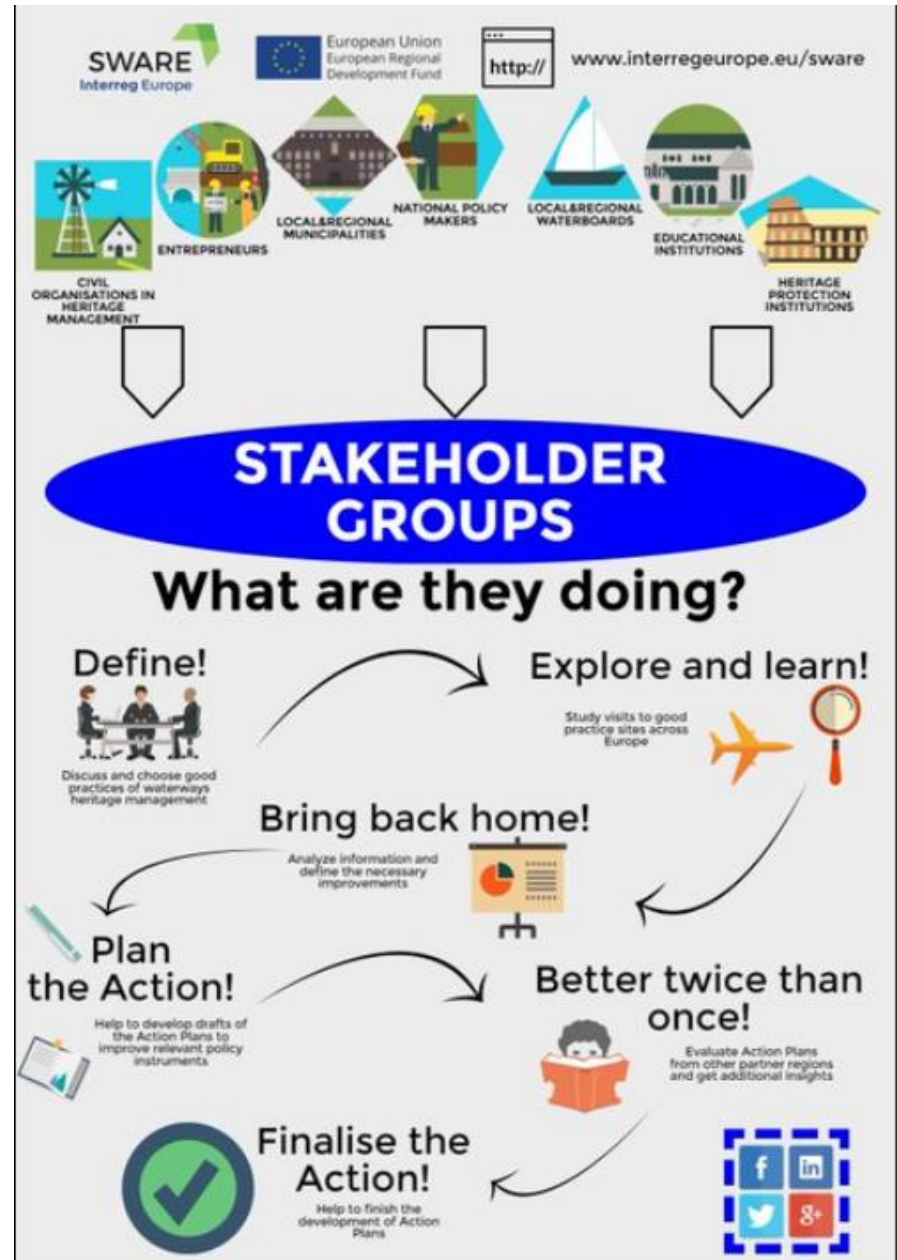


**Go beyond individual / organisational learning!**

# 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?)*



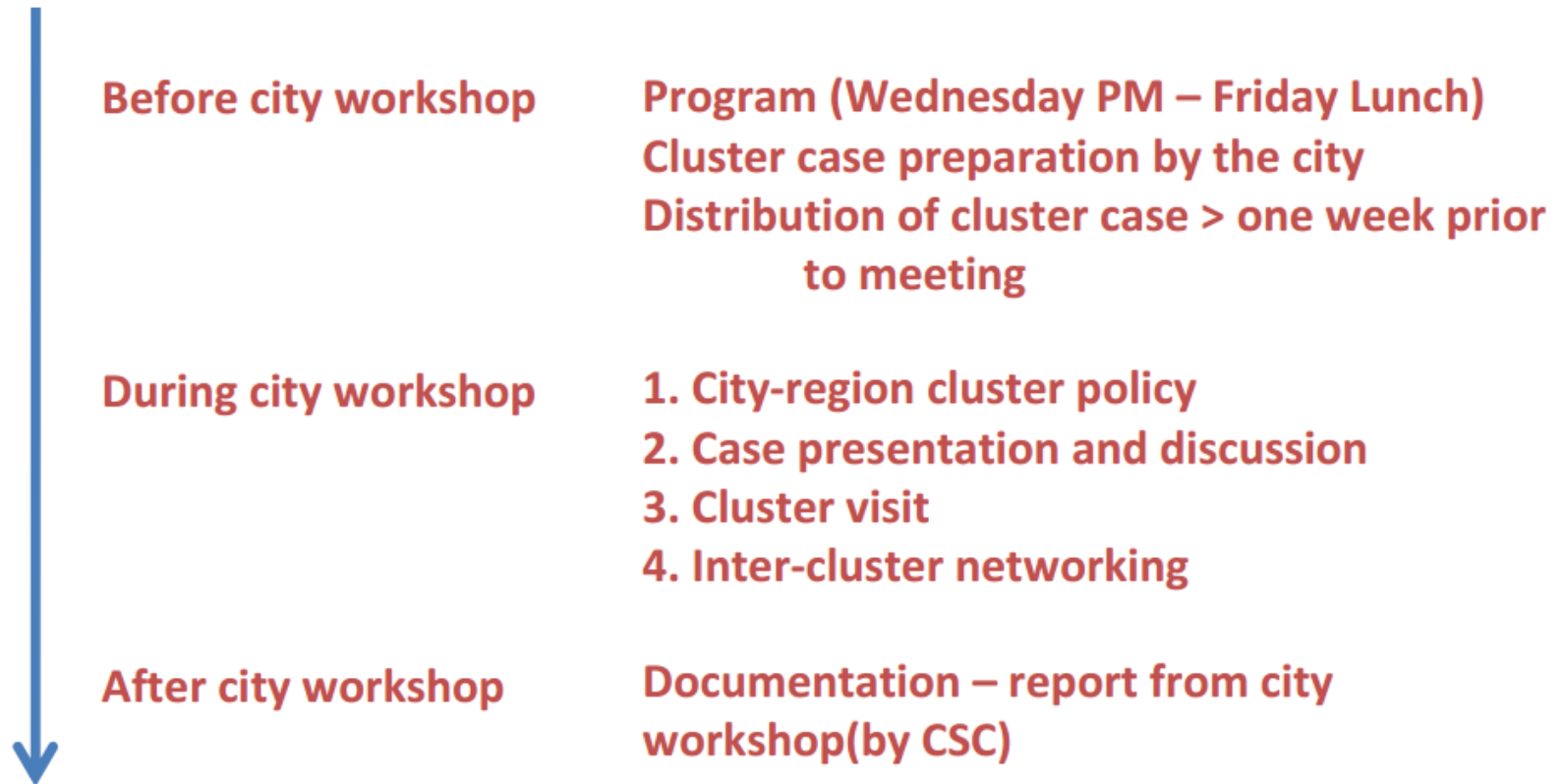
- Follow-up (documentation and monitoring) - **After**

*e.g. evaluation / satisfaction questionnaire, activities proceedings*



## B. Quality of activities

### Example of workshop in

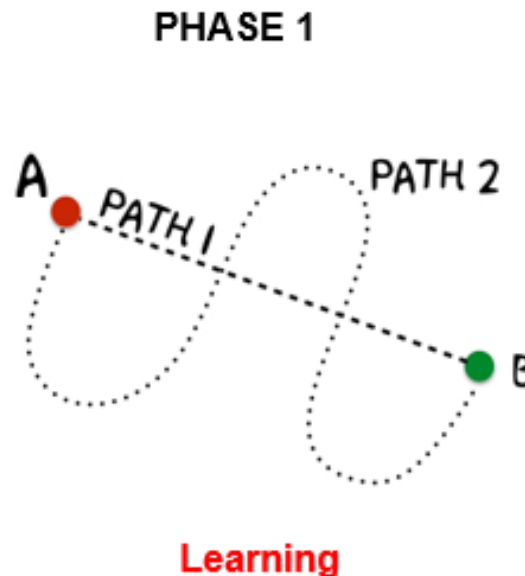






## C. Integrated approach

- 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?



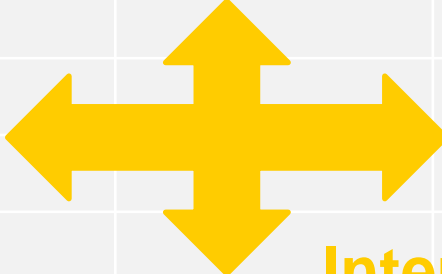


# C. Integrated approach

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

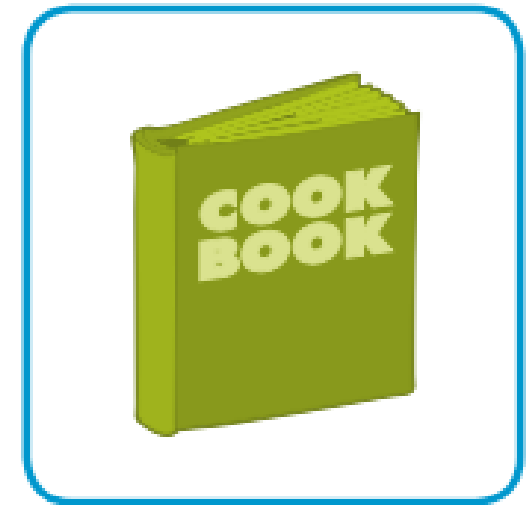
# C. Integrated approach: examples



**Identification  
of Experience**

**“Living kitchen”  
sessions**

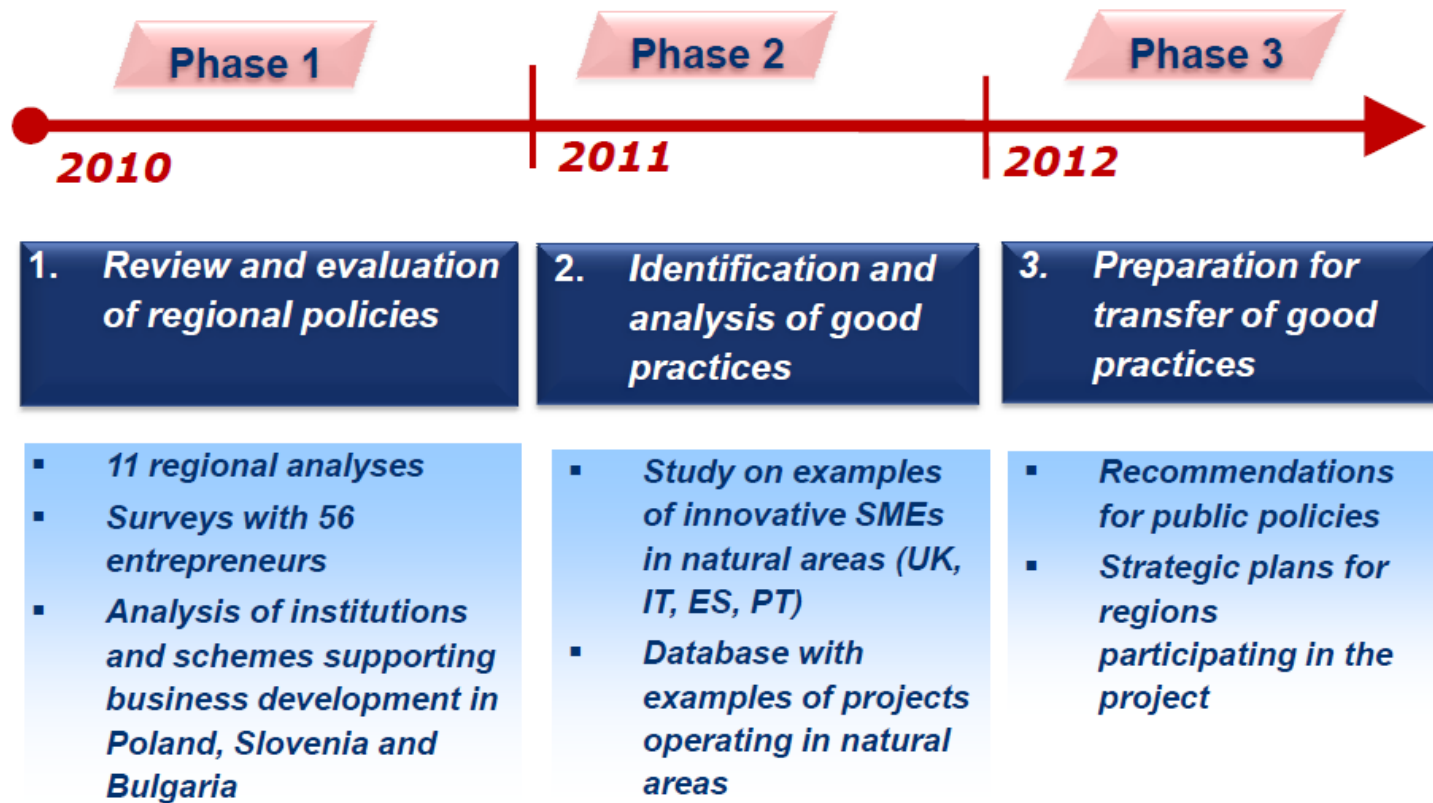
**Recommendations:  
Innovation Recipe Book**



# C. Integrated approach: examples



# C. Integrated approach: examples





# 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

##### b) Communication and dissemination

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.

Please describe in detail the period's activities 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	<input type="text"/>
Number of good practices identified	<input type="text"/>
Number of people with increased professional capacity due to their participation in interregional cooperation activities	<input type="text"/>
Number of action plans developed	<input type="text"/>
Number of appearances in media (e.g. press)	<input type="text"/>
Average number of sessions at the project pages per reporting period	<input type="text"/>

- 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 ⓘ	<input type="text"/>
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented ⓘ	<input type="text"/>
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	<input type="text"/>
Estimated amount of other funds influenced (in EUR)	<input type="text"/>

## 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'.

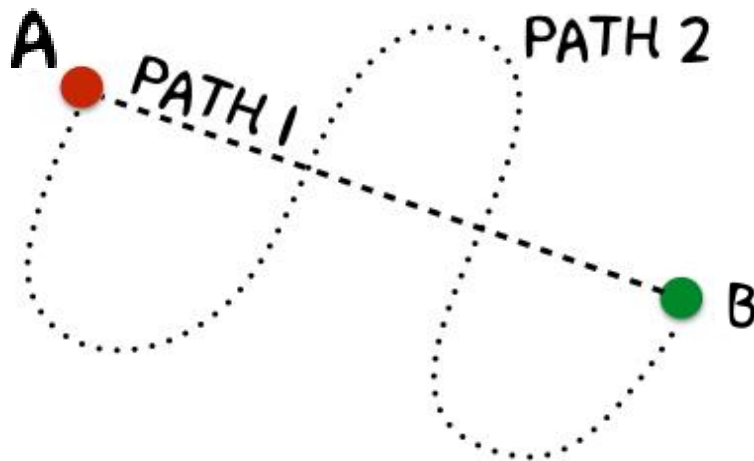
**C.6.2 Indicators** ⓘ

Policies	Self-defined performance indicators ⓘ	Target
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# Insight into phase 2

**PHASE 1**



**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





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*Sharing solutions  
for better regional policies*

# Thank you!

Time for questions



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