



BILATERAL PROJECT DEVELOPMENT WORKSHOP

29 January 2020, Szombathely



Interreg



Austria-Hungary 2014-2020

European Union – European Regional Development Fund

Agenda

- **AD 1: Welcome speech**
- AD 2: General overview of the Programme status
- AD 3: Framework conditions and recommendations on the submission of applications for the next deadline
- AD 4: Warming up exercise for the roundtables

Lunch break

- AD 5: Roundtables

Break

- AD 6: Conclusions, closing - collection of evaluation sheets

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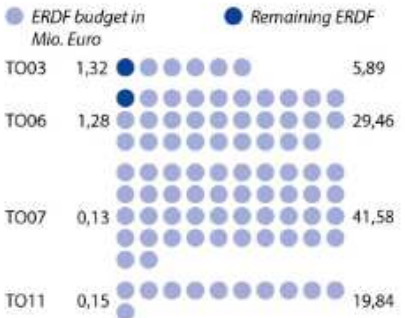
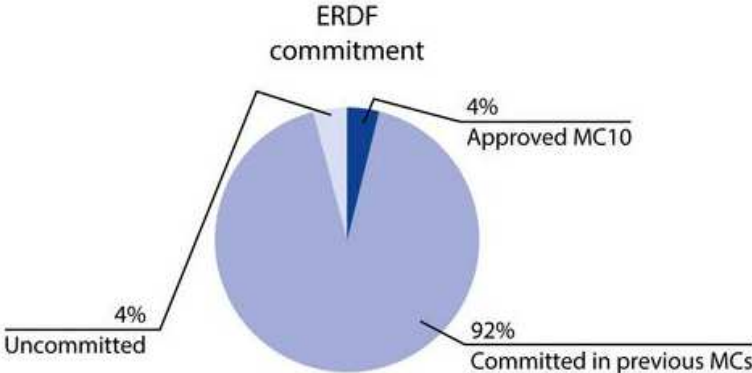
Break

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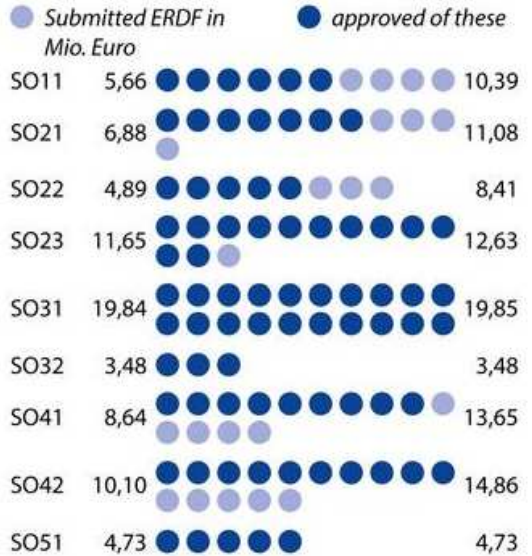
WHERE ARE WE NOW?

Programme Statistics

MC decisions - number of projects [without TA]



MC decisions - ERDF funds



Next steps

- The programme would like to dedicate the remaining 4% of our budget to fresh new initiatives
- In the 8th round the Programme provides proactive guidance to project developers
- Thematic and territorial focus is vital
 - PA 2 – SO22 – OI25 Protection measures (incl. investments)
 - PA 4 – OI42 Joint cross-border cultural, educational, recreational and other type of community events and actions (“people to people”)
 - Styria and/or
 - Lower Austria

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Missing indicators

- SO2.2 Maintaining the ecological stability and resilience of landscape and ecosystems

➔ ***OI25 Protection measures (incl. investments)***

- Measures serving the conservation and sound management of protected areas
 - Joint species protection measures
 - Green infrastructure
-
- **Project examples:**
 - Vogelwarte Madárvárta
 - NEduNET

Missing indicators

- SO4.1 Improving institutional cross-border cooperation in order to strengthen the integration
 - ➔ **OI42 Joint cross-border cultural, educational, recreational and other type of community events and actions (“people to people”)**
 - Support of capacity building, knowledge exchange and networking among institutions involved in regional development, education and renewable energy/energy efficiency
 - Fostering of cooperation between citizens and institutions
- **Project examples:**
 - Fairwork
 - WomEn Puls

Thematic recommendations

- **Projects addressing measures for nature and culture protection and sustainability e.g.:**
 - climate protection and adaption
 - circular economy in cross border chains
 - energy efficiency and renewable energy sources
 - biodiversity, nature protection and green infrastructure
- **Projects addressing measures for improvement of social cohesion e.g.:**
 - demographic changes and depopulation of rural areas
 - social cohesion and capacity building
 - improvement of (digital) skills and awareness raising for knowledge based society
- **Capitalization projects mainly to above mentioned topics**

Further recommendations

- **Regional balance**
 - Styria and/or Lower Austria
- **Project timeline**
 - Submission deadline 19 May 2020 12:00
 - Funding decision September 2020
 - Project finalization before 31.12.2022

Contact us for support

West Transdanubia

Széchenyi Programiroda Nonprofit Kft.

BODONCZI Miklós

Tel. +36 20 253 50 63

e-mail: at-hu.rc@szpi.hu

ERDŐS Krisztina

Tel. +36 30 411 6920

e-mail: at-hu.rc@szpi.hu

GOMBÁS Ágnes

Tel. +36 92 511 070

e-mail: at-hu.rc@szpi.hu

Lower Austria

Amt der NÖ Landesregierung

TRITEOS MEIDLIK Hajnalka

Tel: +43 2742 9005-14209

e-mail: hajnalka.triteos-meidlik@noel.gv.at

Styria

Amt der Steiermärkischen Landesregierung

CIMERMAN Sabina

Tel. +43 316 877-5833

e-mail: sabina.cimerman@stmk.gv.at

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Corresponding terms

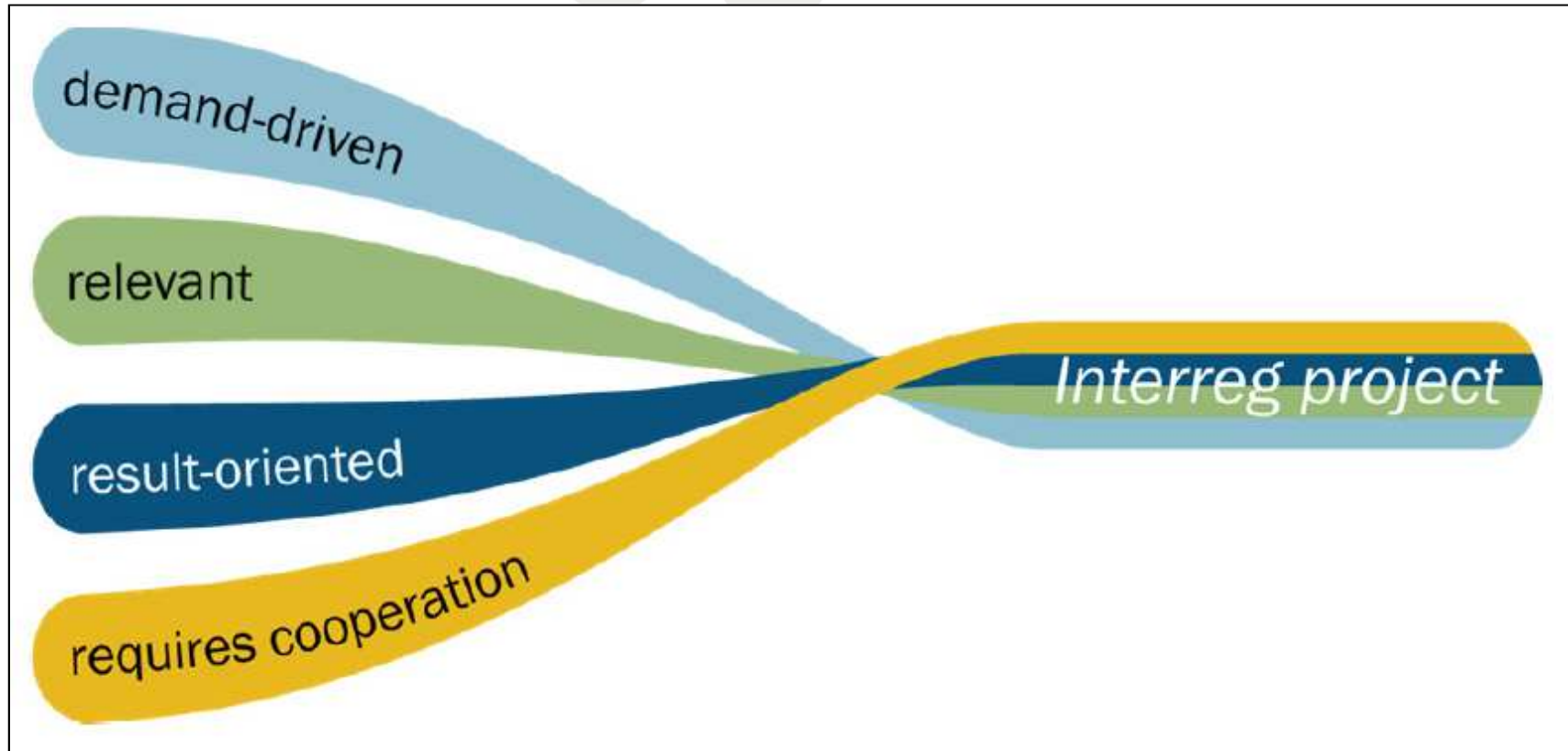
- **Chord** = programme rules + application package
 - Same basis for all stakeholders
- **Tunes** = project topics
 - Challenge with real cross-border character
 - Common, cross-border solution
 - Adjust topic to Programme requirements
 - Adjust the partnership to the selected topic
 - Upgrade achieved results of previous projects (try to...)
- **Lyrics** = wording of applications
 - Facts versus general information
 - Information to the proper part
 - Language versions with the same quality

Maximum = ceiling

Maximum ≠ Must

SET UP A GOOD PROJECT!

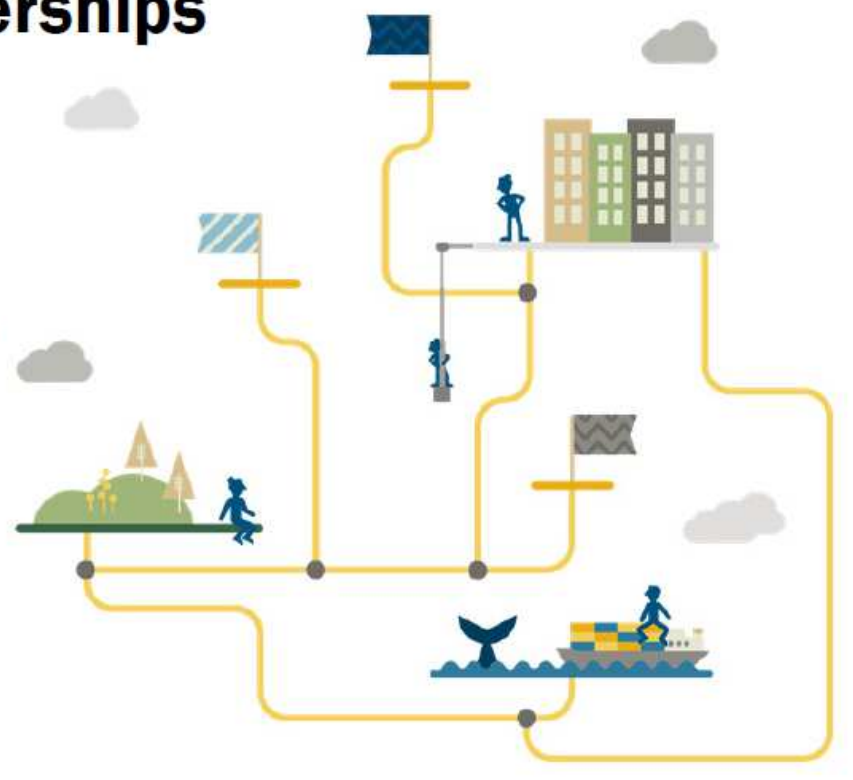
Main attributes of an Interreg project



Main attributes of a great partnership

Viability partnerships

Find partners with the necessary **skills, competence, attitude, remit** and who will **deliver**.



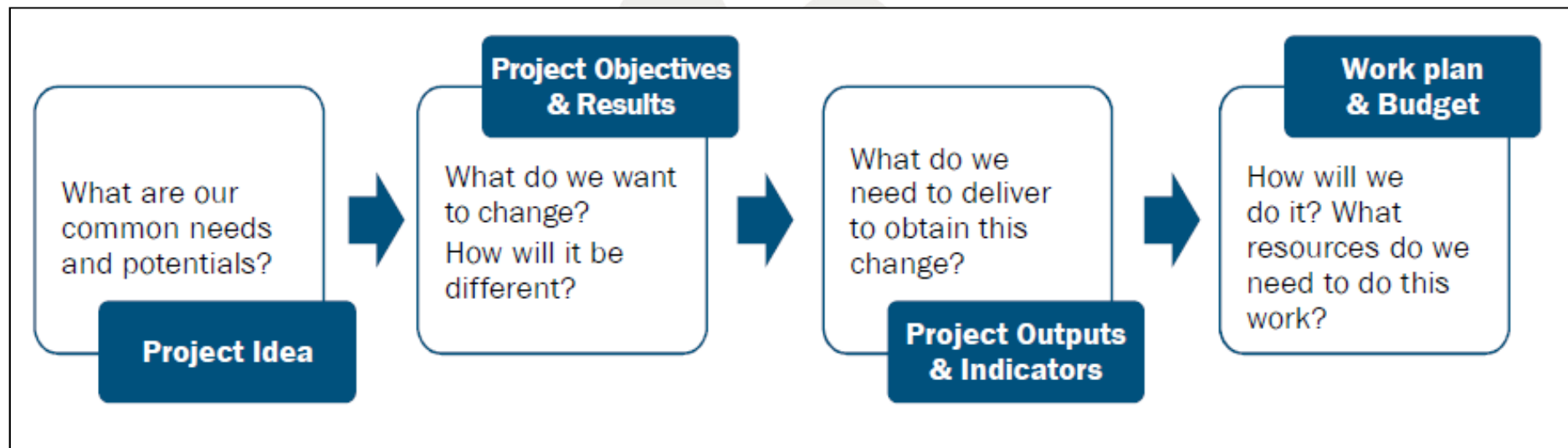
Partnerships shall not be put together to impress the programme!

Always keep it smart...

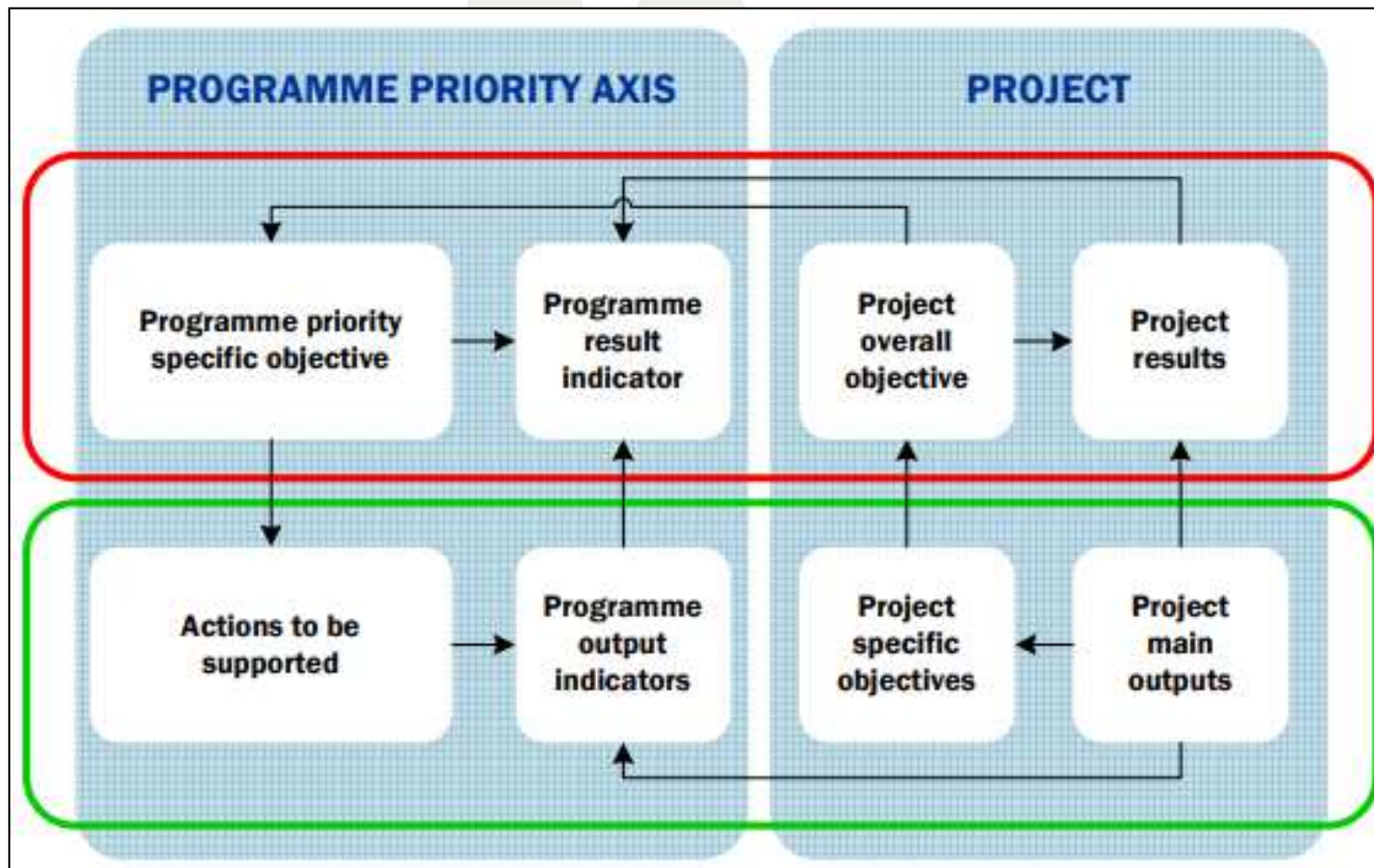
S	SPECIFIC	Clear, concise, detailed
M	MEASURABLE	Quality and quantity
A	ACHIEVABLE	Realistic
R	RELEVANT	Sufficient contribution
T	TIME-RELATED	Specific time frame

How to use it → M - A / R - S - T

Intervention logic on project level



How the project intervention logic fits into the programme?



All projects have their objectives

Overall objective	Specific objective
It relates to the strategic aspects of the project and provides overall context for what the project is trying to achieve.	A concrete statement describing what the project is trying to achieve and for which it requires the production and use of the project outputs.
→ To reduce the impact of fires to the environment and population in the Tamtam lake area.	→ To establish a cross-border Coordinated Response Protocol (CPR) in case of fire in the Tamtam lake area.

Every output will lead to great results

Project result	Project main output
<p>The immediate advantage of carrying out the project telling us about the benefit of using the project main outputs. It should indicate the change the project is aiming for.</p>	<p>The product of the activities funded telling us what has actually been produced for the money given to the project. It contributes directly to the achievement of the project result.</p>
<p>→ 40 % decrease in surface areas affected by fire in the Tamtam lake area.</p>	<p>→ 1 joint protocol (communication protocol for coordinated response of the firemen brigades in municipalities Glokula, Zadni and Murburg)</p> <p>→ Surface area of 1.478 km² covered by project's measures</p>

All of them linked

Overall objective	Project result
To reduce the impact of fires to the environment and population in the Tamtam lake area	40% decrease in surface areas affected by fire in the Tamtam lake area
Specific objective	Main output
To establish a cross-border Coordinated Response Protocol (CRP) in case of fire in the Tamtam lake area	<ul style="list-style-type: none">• 1 joint protocol (Communication protocol for coordinated response of the fire brigades in municipalities Glokula, Zadni and Murburg)• Surface area of 1 478 km² covered by project's measures

HOW IS YOUR APPLICATION ASSESSED?

Quality Assessment

- typical 0 or 1 points

Topic	Critique in the evaluation
CB relevance	<p>...Both Member States are obliged to fulfil commitments related to energy efficiency and buildings directive (EED, EPBD). Energetically inefficient large-volume (public) buildings with high fossil fuel consumption, costs, emissions, are characteristic for both sides of the border. There is a real need for renovation of public buildings in the programme area, but although the challenge may be the same or very similar, it is not a common challenge. The cross-border aspect is not given or not sufficiently described.</p>
Added value	<p>...No, there is not a new solution in the project. Methods to be applied can be considered as industrial standards. Actions to a large extent repeat similar actions of the predecessor project. Repetitions without much durable impact should not be funded.</p>
Durability	<p>...The vision which should be output of the project is not transferable, by nature, only to a certain extent. Concepts, and lessons learnt could be transferred to other regions, but due to different preconditions this requires major tailoring due to different socio-economic environments. Pilot projects are specific and bound geographically, their transferability is very questionable.</p>

Quality Assessment

- typical 0 or 1 points

Topic	Critique in the evaluation
Work plan – link between activities	<p>...The associated workload is hard to grasp, the distribution of tasks is unknown, the scope of the activities is unclear. For example, what those regional events and CB events of Work Package T1 for "piloting" are exactly supposed to be, remains fuzzy.</p> <p>...Complex pilot actions within the project and across mirror projects in partner programmes, including their assessment, induce substantial coordination work. However, little information is provided on this matter, so it is hard to tell how such resource-intensive activities could in reality be implemented, monitored and connected to one-another, especially across mirror-projects (knowledge exchange processes during project implementation not explained).</p>
Work plan – time plan	<p>...4 of the 5 content WPs including most or all of their activities start with the project and last until its end. The timespan during which it is supposed to be implemented not mentioned. The work plan lacks almost any timing. The activities run parallel (except some meetings), therefore it is not sure how far the deliverables and outputs are achievable.</p>
Communication	<p>...Random, unspecific content elements pop up in the Work Package Communication. Without clear logic, communication activities are mixed up with content related activities while further marketing-communication measures are planned in the framework of the Work Package T2, T3.</p>

Quality Assessment

- typical 0 or 1 points

Topic	Evaluation
Budget – in general	<p>...The specifications of budget elements are very poorly elaborated. As a result, there is very little information available to assess the costs (and above all understand the matter).</p> <p>...There is no naming of sub-budget lines.</p>
Budget – equipment	<p>...CB relevance of the equipment is unclear and costs are difficult to assess due to the lack of proper specifications. For instance, the 53,000 EUR price of the XYZ material which is not even mentioned in the work plan would require better justification, or it could be considered to rent the equipment instead of buying."</p>
Budget – missing details to the partner role	<p>...Staff budgeted unspecific to partner role (a project manager, a financial manager and an "expert" per each partner, plus a project leader employed by the LP).</p> <p>...Expert staff costs positions are unspecific, same at all PPs: "Szakmai feladatok ellátása a munkacsomag végrehajtása során. / Erledigung von fachlichen Tätigkeiten während der Durchführung des Arbeitspakets."</p> <p>...External expert budget specifications only include the activity number and activity title.</p>

GOOD AND BAD EXAMPLES IN PLANNING...

Project development phase

Good practices	Bad practices
Your project has a proven, outstanding cross-border (CB) relevance.	The idea on its own good, you try to squeeze it into a programme priority, but it does not fit, or the project is not region specific.
You read thoroughly the handbooks provided by the Programme.	You saw that there are some documents on the Interreg ATHU webpage, but you rely on your project specific experience and believe that someone will clarify your few technical issues on the phone.
You build on already existing methods/experiences, and make use of available synergies.	You duplicate a previous project or rely on some already working method/results without specific added value to the border region.
In the application form you provide details in a sufficient amount, stay focused whilst not overcomplicating your application form.	You do not take enough time for detailed preparations – or otherwise, you believe that the more is the better, therefore even reporting becomes a nightmare due to lack of focus.
The skeleton of the project is the proper intervention logic. 2 nd phase is the elaboration of the details in the work plan and budget.	Let's see first the available budget and then prepare some content to reach this amount.


Project development phase

Good practices	Bad practices
Potential project related risks and concerns are elaborated; it is visible in the AF how the stakeholders would handle them.	Statements of maintaining institutional and financial capacities in general, letters of intent or future cooperation strategies without any deeper insight.
Careful, responsible and realistic planning of linked and coordinated activities.	Using sonorous, "key expressions" of cross-border networking and strategies, being mindless of the fact what kind of difficulties a (proven) durable network is facing with. Lack of knowledge of the procedures and operations of the two countries, not considering the (very) different systems.
In case of a preparation project (project with preparation character) the next steps and durability are defined in a pretty detailed way.	Next steps and follow-up are not or scarcely elaborated.
On time and regular contact with the regional coordinators and taking account of their proposals.	Preparation of the application on my own, little exchange with partners and relevant programme authorities (RCs , JS) – I know my unique topic, and partners know best what they need to do.

Project development phase

Good practices	Bad practices
Potential project related risks and concerns are elaborated; it is visible in the AF... stakeholders we	Statements of maintaining institutional and financial capacities in general, letters of intent or... strategies without any
Careful, responsible... link	"Sessions" of cross-border... of difficulties a... ing with... dures and... , not considering
In case of a prepared... preparation character... durability are defined in a pre	... are not or scarcely
On time and regular contact with... regional coordinators and taking account of their proposals.	... of the application on my own, little exchange with partners and relevant programme authorities (RCs , JS) – I know my unique topic, and partners know best what they need to do.


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In case of a preparation project (project with preparation character) the next steps and durability are defined in a pretty detailed way.



Project development phase

Good practices	Bad practices
Potential project related risks and concerns are elaborated; it is visible in the AF that stakeholders were consulted.	Statements of maintaining institutional and financial capacities in general, letters of intent or cooperation strategies without any details.
Careful, responsible and realistic link between the project and the regional development strategy.	"Sessions" of cross-cutting issues, being too general, lack of difficulties and solutions, not considering the specificities of the region.
In case of a preparatory phase, the preparation characteristics and sustainability are defined in a precise manner.	Preparatory phases are not or scarcely defined.
On time and regular contact with regional coordinators and taking account of their proposals.	No communication of the application on my own, little exchange with partners and relevant programme authorities (RCs , JS) – I know my unique topic, and partners know best what they need to do.

You provide details in a sufficient amount, stay focused whilst not overcomplicating your application form.



GOOD AND BAD EXAMPLES IN IMPLEMENTATION...

Project implementation phase

Good practices	Bad practices
<p>You use extensive external support, but also ensure good management, monitoring and evaluation of the implementation, as well as incorporation of results into the host institution.</p>	<p>Very big dependence (defencelessness) on the external service provider, non-transparent and chaotic management procedures.</p>
<p>Accurately defined budget allows project implementation without major changes.</p>	<p>Due to underspecified budget items there are problems with certification of expenditure – or constant project modifications occur because of wrong or over-detailed specifications.</p>
<p>The partnership works on the basis of equal rights; LP coordinates, all partners act with responsibility for each other and the project.</p>	<p>Deadlines and rules are only for project partners but not binding for the LP. If LP certificates are delayed, all partners must wait for reimbursement.</p>
<p>Partners are involved because of their expertise, and available resources; LP coordination tasks are transparent.</p>	<p>Big partnership -> coordination difficulties and big risk of implementation.</p>

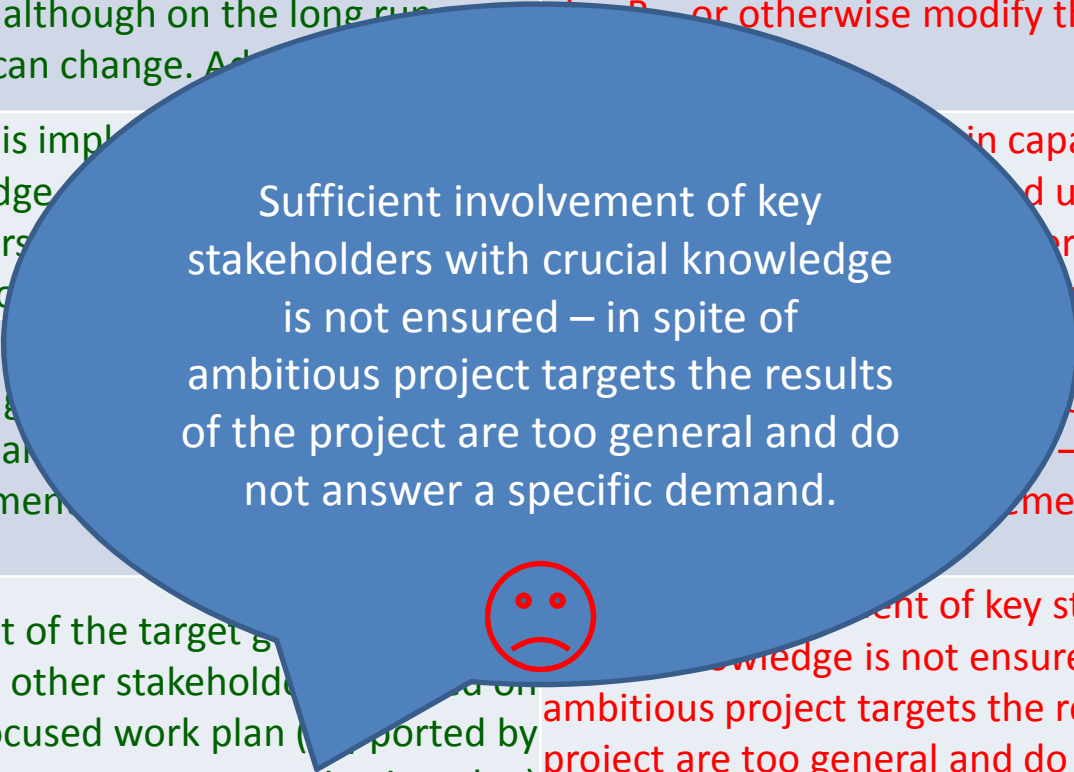
Project implementation phase

Good practices	Bad practices
Your project is the result of careful planning and development – although on the long run many things can change. Adaptation is a key.	You fail to count on possible risks, do not have a plan B – or otherwise modify the project too frequently.
The work plan is implemented in line with the specific knowledge, human/financial capacities of the partners. If needed, partners help out each other, LP coordinates in a flexible manner.	You underestimate gaps in capacities, but overestimate experience and understanding among partners. Some partners underperform or are extremely delayed in implementation.
Time plan is generous, also counts on some (minor) delays and the time needed for public procurements of externalised activities.	You underestimate time needed for coordination, dependence on outsourcing, timing of public procurement – implementation is in constant delay, achievements are visible only at the very end.
The involvement of the target groups, strategic partners and other stakeholders is based on structured and focused work plan (supported by management or communication plan)	Sufficient involvement of key stakeholders with crucial knowledge is not ensured – in spite of ambitious project targets the results of the project are too general and do not answer a specific demand.

Project implementation phase

Good practices	Bad practices
Your project is the result of careful planning and development – although on the long run things can change. Adaptation is possible.	You fail to count on possible risks, do not have a risk management plan or otherwise modify the project too late.
The work plan is implemented by people with specific knowledge and experience of the partners and they coordinate each other, LP coordinate their activities.	There is a lack of understanding of the partners' capacities, but they do not communicate their underperformance during implementation.
Time plan is realistic and includes (minor) delays and risks. Procurement is planned and executed in a timely manner.	Project targets are too general and do not answer a specific demand. The results of the project are too general and do not answer a specific demand. Outsourcing is used for implementation and results are visible.
The involvement of the target group and other stakeholders is ensured through a structured and focused work plan (supported by management or communication plan).	The involvement of key stakeholders with crucial knowledge is not ensured – in spite of ambitious project targets the results of the project are too general and do not answer a specific demand.

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Project implementation phase

Good practices	Bad practices
Your project is the result of careful planning and development – although on the long run many things can change. Adaptation is a key.	You fail to count on possible risks, do not have a risk management plan or otherwise modify the project too late.
The work plan is implemented with the help of specific knowledge and experience of the partners. They cooperate with each other, LP coordinates the work.	There is a lack of understanding of the implementation process. Partners underperform. The project is not implemented as planned.
Time plan is realistic. There are (minor) delays and they are managed. Procurement is timely.	There is a lack of resources for implementation. Outsourcing is used for implementation. Delays are visible.
The involvement of the target group and other stakeholders is ensured. A structured and focused work plan (supported by a management or communication plan) is implemented.	The involvement of key stakeholders with specific knowledge is not ensured – in spite of ambitious project targets the results of the project are too general and do not answer a specific demand.


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Project implementation phase

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Time plan is realistic and includes (minor) delays and contingencies. Procurement is timely.	Time plan is unrealistic and does not include (minor) delays and contingencies. Procurement is delayed.
The involvement of the target group, partners and other stakeholders is ensured through a structured and focused work plan (supported by a management or communication plan).	The involvement of the target group, partners and other stakeholders is not ensured – in spite of ambitious project targets the results of the project are too general and do not answer a specific demand.

The work plan is implemented in line with the specific knowledge, human or financial capacities of the partners. If needed, partners help out each other, LP coordinates in a flexible manner.



YOUR FOCUS!

Key messages

- Elaborate a clear concept that fits a cross-border challenge (especially OI25 & OI42) => proper project **positioning**
- Dedicate enough time for project development, read programme handbooks, consult with your partners and regional coordinators => **solid, shared concept** fit for the programme
- Design activities in line with the specific objectives, main outputs but also with PPs' strengths/weaknesses and responsibilities => **wise work and time plan, transparent and justified budget**

SIHU011 TELE-KA-LAND

[HTTP://WWW.TELEKALAND-
MESE PARK.EU/](http://www.telekaland-mesepark.eu/)

Communication issues

- Within partnership
 - Honesty, sincerity, openness
 - Respect
- In the application
 - Communication objectives and approaches = communicating the objectives and results of your project
 - Avoid mixing content related activities with communication activities
 - Project specific communication activities and tools
- Outside the partnership
 - Information share on project objectives and results
 - Approach to reach target groups
 - Ensure multiplier effect = added value (transferability)

Important note:

- Before starting to write the application form, **READ**
 - the Cooperation Programme
 - Application manual
 - Eligibility handbook
 - Guide on indicators
 - Communication manual
 - Implementation manual
- **CONSULT** your idea and concept with RCs (meeting, reading, advising)
- **SELF-ASSESS** your draft application
- Have somebody to **PROOF-READ** the application

- **IN TIME ON TIME BEFORE DEADLINE**

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Take-away

...United we stand, divided we fall.
Together we are what we can't be alone...

/Dropkick Murphys: Boys on the docks, (album: Boys on the docks, EP, released on Cyclone Records in 1997)/



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**THANK YOU
FOR YOUR
ACTIVE PARTICIPATION!**

