



The Cooperation Criteria

Riga, 15–16 June 2006

Joint development (1/2)



How do you on a programme level ensure that projects are *developed jointly*?

Example of activities

During *project development*:

1) *Guide them* on what it means to develop and implement a joint cross-border project in practice

2) *Monitor* progress throughout the development of each project

3) Develop an idea assessment form where partners are asked to provide information on key project aspects

Objective: To check if the idea fits within the scope of the programme and how well prepared the project is in terms of cooperation so far between partners, project management outline/ skills etc.

Joint development (2/2)



How do you on a programme level ensure that projects are *developed jointly*?

Example of activities

In the *application*:

1) Asking for joint work packages outlining each partner's responsibility within each work package

2) Asking for information on the cross-border character of the project, especially what knowledge, experience etc each partner can contribute with and also what each partner would like to learn from the other partner(s)

3) Requiring a joint project budget, split by partner, activity and year to make it possible to assess the budget against the activities outlined

Bad practice: LP writing whole application on its own and merely asking for partners' comments. The partnership should meet and draft the application together.

Joint implementation (1/3)



How do you on a programme level ensure that projects are *implemented jointly*?

Example of activities

First step: check application as outlined above to spot whether there is a solid base for joint implementation, i.e. checking that there is:

- 1) A clear split of tasks/ work packages (to be compared to budget)
- 2) Clearly outlined how the different partner activities link up and contribute to the joint project objectives
- 3) Clear information on what each partner will contribute in terms of knowledge, experience, expertise etc and what they expect to learn from the others
- 4) Split of expenditure by partner, budget line and year (to be compared to activities)

Joint implementation (2/3)



How do you on a programme level ensure that projects are *implemented jointly*?

Example of activities

Second step: monitoring project implementation

- 1) Reporting must be joint, i.e. only one claim and one activity report for all partners to the programme
- 2) Reporting on expenditure must be split by partner and budget lines
- 3) Reporting on activities must clearly indicate the contribution of each partner to project implementation
- 4) Indicators should always be reported on jointly, i.e. reflecting the progress of the whole project

Joint implementation (3/3)



How do you on a programme level ensure that projects are *implemented jointly*?

Example of activities

Second step: monitoring project implementation

5) Project visits: normally only done at the premises of the LP and if necessary also including some site visits if the project involves infrastructure investment activities

6) Some challenges to joint project implementation to look out for:

- changes to the partnership, partner drop-out
- changes to activities
- changes to finances; under-/ overspend
- delays in implementation

**How do you ensure on a programme level that projects have *joint staffing*?
Examples of activities**

- 1) One joint project manager. Should be working within the LP organisation.**
- 2) Also ask in the application for information on how many staff each partner is expected to use for the project**
- 3) A special budget line on staff costs to be able to assess if the financial resources set off for this are in line with the responsibilities that each partner will take for project implementation**

Joint financing



How do you on a programme level ensure that projects are *financed jointly*?

Examples of activities

- 1) Co-financing from both sides/ all countries involved in the project and mostly also from all project partners
- 2) One joint project budget, although it should be split by partner and by activities carried out
- 3) Only one subsidy contract and one project bank account (held by the Lead Partner)
- 4) Project finances should always be reported on jointly
- 5) Also, project management tasks carried out by the LP should preferably be co-financed by all partners