

Let's exchange and learn!

# Workshop on Policy Objective (PO) 5 - #4 Interreg Bavaria - Austria

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**Interact**



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# Agenda

01

**The approach of  
Interreg Austria-  
Bavaria**

02

**Exchange on  
evaluation**

03

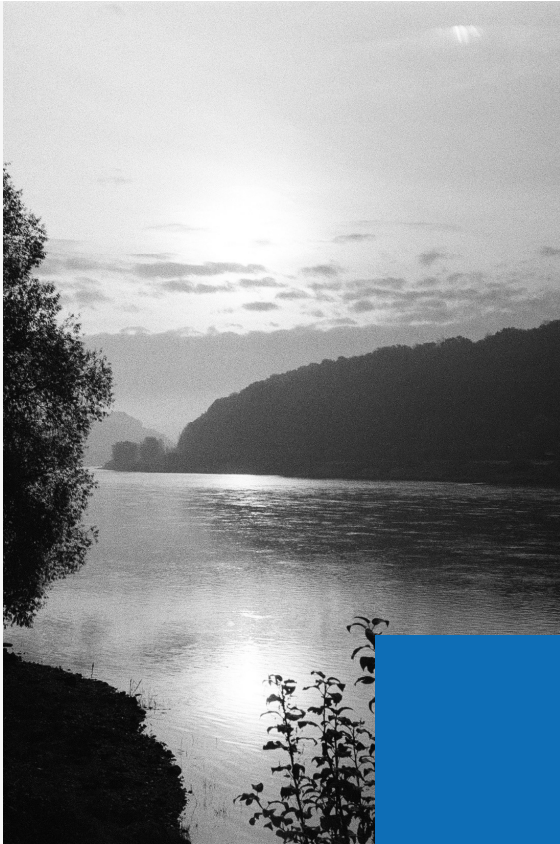
**Next steps**

# Learning from examples



# 11 programmes using PO5

- CBC POCTEFA (Spain – France – Andorra) (5.2)
- CBC POCTEP (Spain - Portugal) (5.2)
- CBC ALCOTRA (France – Italy) (5.2)
- CBC Grande Région (5.2)
- CBC Italy – Austria (CLLD) (5.2)
- CBC Austria – Bavaria (5.2)
- CBC Romania – Bulgaria (5.2)
- IPA CBC Bulgaria –Turkey (5.2)
- IPA CBC Bulgaria – North Macedonia (5.2)
- IPA CBC Bulgaria – Serbia (5.2)
- OMR Interreg Caraïbes (5.1)



# Exchange Share

Our series of workshops on PO5 is now meant to foster sharing and exchange among programme colleagues

Interreg Italy – Austria #2 (January 26, 2023)

Interreg Greater Region #3 (April 03, 2023)

Interreg Austria –Bavaria #4 (November 07, 2023)

# **Euregios (Euroregions) at work in CBC**

## **Interreg Austria - Bavaria**

Andrea Mayrhofer (Joint Secretariat)  
Land (region) Upper Austria





# Policy Objective 5 – A Europe closer to Citizens

INTERREG VI-A Bavaria – Austria 2021-2027

**Interreg**  
Bayern-Österreich



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# PO5 in INTERREG Bavaria-Austria

## Programming phase – 1/2

- **Reinforcing the strategic development of the Euregios in the programme area based on an evaluation of their work (evaluation done in 2017/2018)**
  - Task force to come up with ideas how to develop and foster a more strategic development of the Euregios in the programme area – on programme level and on Euregio level
- **Euregios in the Bavarian-Austrian cross border region were identified as functional areas at the regional level, addressing the local cross-border needs**
- **Options according to the regulation(s) for 2021-2027 were discussed**
  - The integrated territorial approach was identified as a really good option and possibility for the Euregios in our programme area
- **Starting the process of identifying and writing territorial strategies at the level of the Euregios according to art. 29 CPR**
  - A process strongly accompanied by the programme management (integrated approach, content, budget level,...)



# PO5 in INTERREG Bavaria-Austria

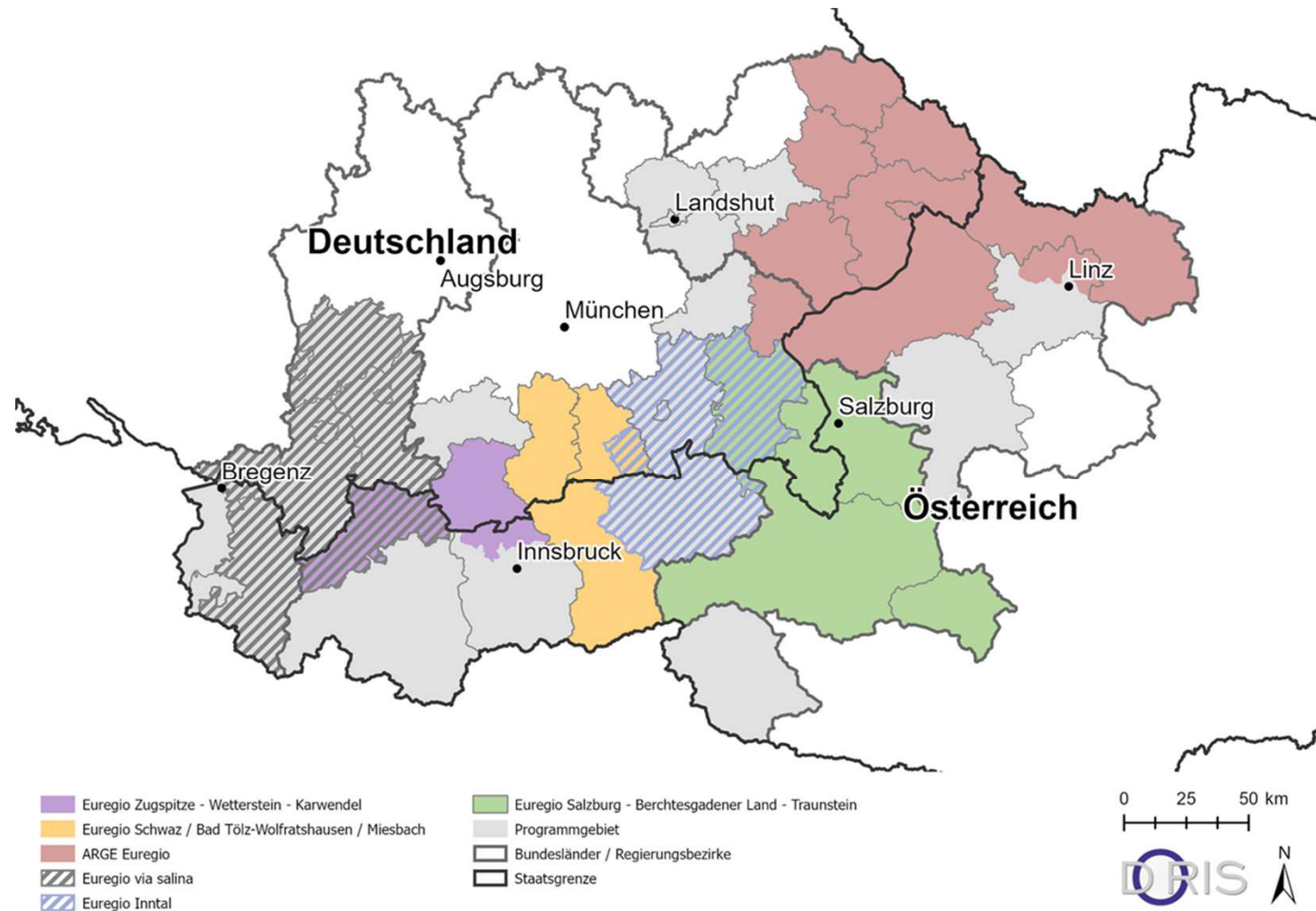
## Programming phase – 2/2

- **Programming PO5 based on territorial strategies of the Euregios**
- **Initial plan was to include tourism projects under PO5**
  - tourism strategy for the whole programme area was drawn up
  - tourism also as mandatory topic (one out of three) of the Euregio Strategies – this has been kept! BUT ...
- **Final regulations came up with the obligation of programming PO4 – A more social Europe**
  - which was not planned in the first draft of the cooperation programme for Bavaria-Austria → adaptations were required
  - Most realistic solution was to have large tourism projects under PO4 – including the obligation for the project to fit to the tourism strategy (check by an external expert)

# PO5 in INTERREG Bavaria-Austria

## The strategies – 1/2

- In total we have six territorial strategies at the level of the Euregios, covering the whole cross-border area



# PO5 in INTERREG Bavaria-Austria

## The strategies – 2/2

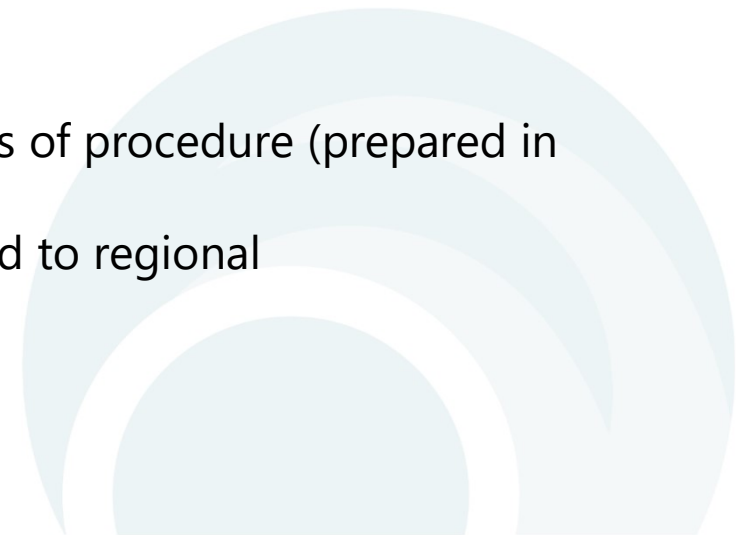
- Six territorial strategies addressing the specific cross border needs at the local level - covering a variety of topics

	Thematic Focus 1	Thematic Focus 2	Thematic Focus 3	Cross-Cutting Theme	Legend of Thematic Focuses
ARGE Euregio	Natural Space - managing <b>Natural and Cultural Landscapes</b> sustainably	<b>Tourism</b> - increase regional added value & length of stay	<b>Culture</b> - strengthen as a motor for regional identity	-	<b>Tourism</b>
Euregio SBG-BGDL-TS	<b>Climate Neutrality</b> circular economy at local & regional level	strengthening the <b>Economic</b> location	more connected, sustainable <b>Tourism</b>	-	<b>Mobility</b>
Euregio Inntal	transformation off the regional <b>Economy</b>	strengthening sustainable <b>Mobility</b>	gentle and resilient <b>Tourism</b>	sustainability and <b>Climate Protection</b>	<b>Economy</b>
Euregio SBM	sustainable <b>Tourism</b>	environmentally friendly <b>Mobility</b>	"neues Arbeiten" - <b>Economy</b>	Sustainability and <b>Climate Protection</b>	<b>Climate Protection</b>
Euregio ZWK	borderless knowledge society - <b>Education</b>	borderless <b>Natural and Cultural Landscape</b>	<b>Tourism</b> in border regions	corss-border <b>Governance</b>	<b>Natural - and Cultural Landscapes</b>
Euregio via salina	integrated <b>Tourism</b>	sustainable <b>Mobility</b>	learning Regions - <b>Education</b>	-	<b>Culture</b>
					<b>Education</b>
					<b>cross-border Governance</b>

# PO5 in INTERREG Bavaria-Austria

## Implementation of the strategies – 1/3

- **6 territorial strategies & 6 Euregio projects (governance projects for the strategy implementing bodies) for the implementation of the strategies approved by the MC**
- **According to the Rules of Procedure (RoP) of the MC, the approval process for small-scale projects is delegated to so-called Regional Steering Committees**
- **Regional Steering Committees**
  - Installed at the level of Euregios – following their own rules of procedure (prepared in coordination with the programme management)
  - A good mix of representatives covering many issues related to regional development, bringing in a broad variety of perspectives



# PO5 in INTERREG Bavaria-Austria

## Implementation of the strategies – 2/3

- **Rules of procedure (RoP) covering as minimum requirement the tasks, membership, the way of working, the decision-making process and the validity of the Regional Steering Committee**
- **As an important obligation, the Regional Steering Committees or more likely the Euregios have to prepare Annual Implementation Reports for the strategies for the MC**

**Excerpt from the Rules of Procedure →**

### **Article 1**

#### **Tasks**

*The Euregio Steering Committee has the following tasks:*

- 1) *Steering the implementation of the Strategy of Euregio Inntal for the EU programming period 2021-2027*
- 2) *Annual reporting on strategy implementation to the MC of the Interreg programme*
- 3) *Consultation on cross-border issues, actions and projects which are in accordance with the Strategy and foster cross-border cooperation in the area of the Euregio*
- 4) *Assessment of small-scale and medium-sized cross-border projects and people-to-people (p2p) projects which are submitted for funding from the Interreg programme*
- 5) *Selection and taking decisions on the project applications for small-scale, medium-sized and p2p projects in the Interreg programme in coordination with the programme authority*
- 6) *Evaluation, revision and continuation of the Strategy*



# PO5 in INTERREG Bavaria-Austria

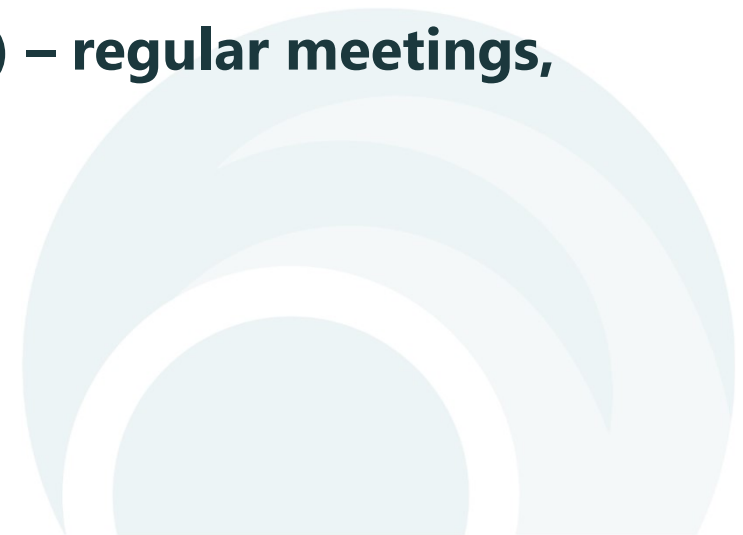
## Implementation of the strategies – 3/3

- **Strong role & high importance of the regional cross-border level in the new programming period**
  - Increased responsibility for the Euregios implementing the strategies
- **Total budget for PO5 amounts to 12.8 Mio. € ERDF covering:**
  - The work of the 6 Euregios for implementing the territorial strategies
  - Small-scale projects with total costs up to 100.000€
- **Indicative budget at the level of Euregios for small-scale projects**
  - First budget instalment according to the experiences from 14-20
  - Evaluation of the strategies will be decisive to claim for additional budget at a later stage

# PO5 in INTERREG Bavaria-Austria

## Implementation & projects – 1/2

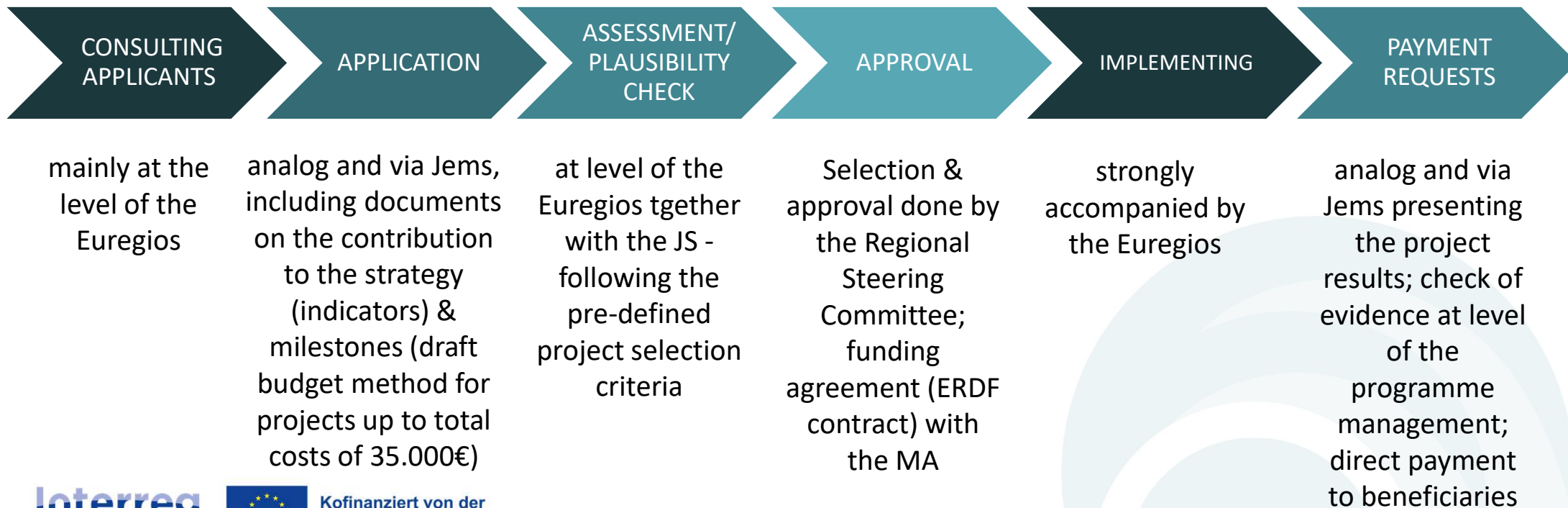
- **Small-scale projects under ‚direct management‘ of the MA (funding agreement / ERDF contract with the MA)**
- **Preparation of documents e.g. project selection criteria, application review,... – programme management in coordination with Euregios**
- **Importance of ongoing exchange (Euregios & JS) – regular meetings, open dialogue**



# PO5 in INTERREG Bavaria-Austria

## Implementation & projects – 1/2

### ■ Project life cycle

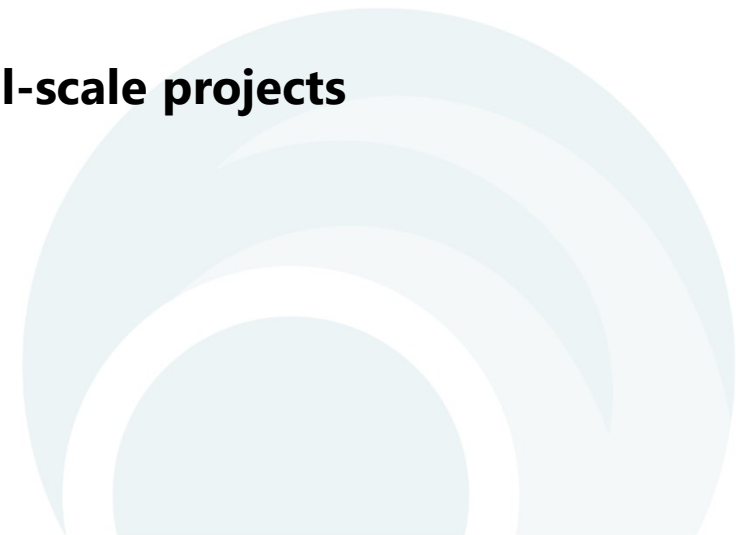


# PO5 in INTERREG Bavaria-Austria

## Experiences

- **Strong need for guidance and support (JS, Euregios, project applicants)**
- **Struggling with technicalities to accommodate the draft budget method in Jems**
- **Initial difficulties in the decision making process at the level of the Regional Steering Committees – understanding of the assessment task, conflict of interests, ...**
- **Importance of monitoring at the level of the Euregios (budget, meeting the indicator targets)**
- **Increased administrative effort due to three types of small-scale projects**

→ **Lots of experiences still ahead ... It is learning by doing!**

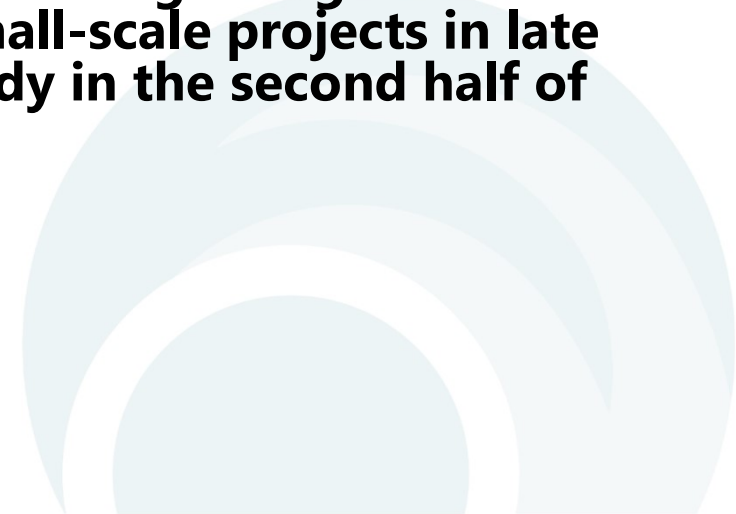


# PO5 in INTERREG Bavaria-Austria

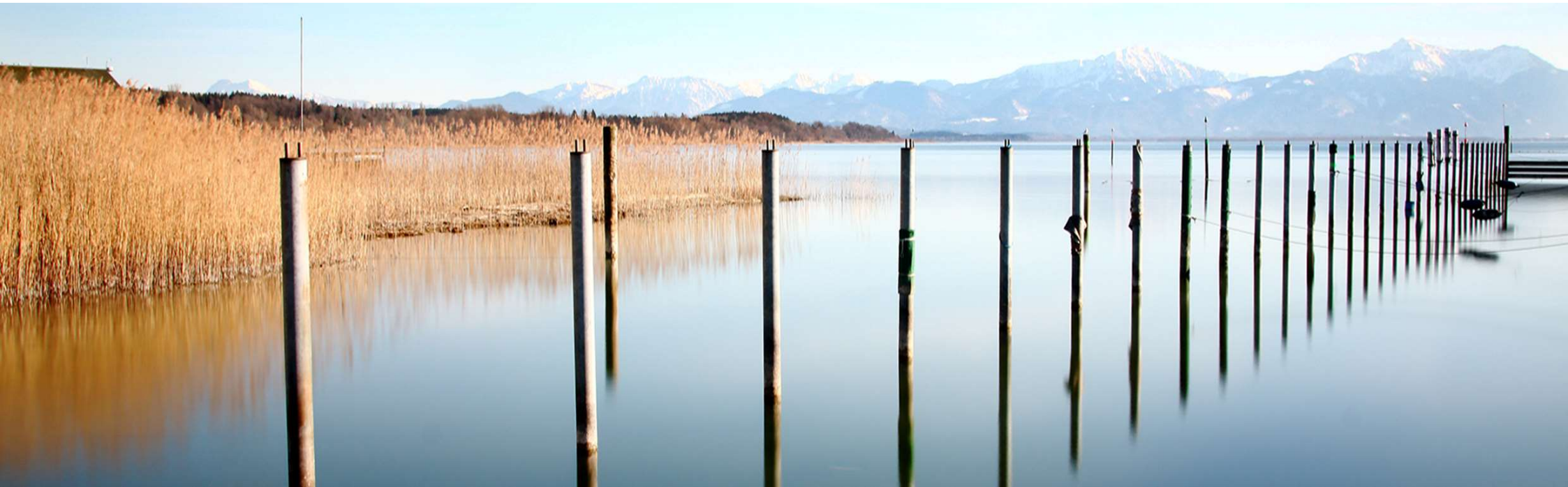
## Evaluation of Strategies

- **Evaluation of Strategy implementation to be done by Euregios**
- **In-house evaluation after 2-3 years of implementation proposed; pre-condition to receive additional funding for small-scale, medium-sized and p2p projects**
- **Strong guidance from MA/JS on evaluation intended**
- **Initially planned to start with evaluation in 2026 but owing to a good start and good uptake of the offers (about 50 ongoing small-scale projects in late 2023) the work on evaluation might be started already in the second half of 2024**

→ **Lots of experiences still ahead ...**







# Thank's for your attention!

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# Evaluation perspectives

# A Europe closer to Citizens –



## Sustainable and integrated development of urban, rural and coastal areas through local initiatives

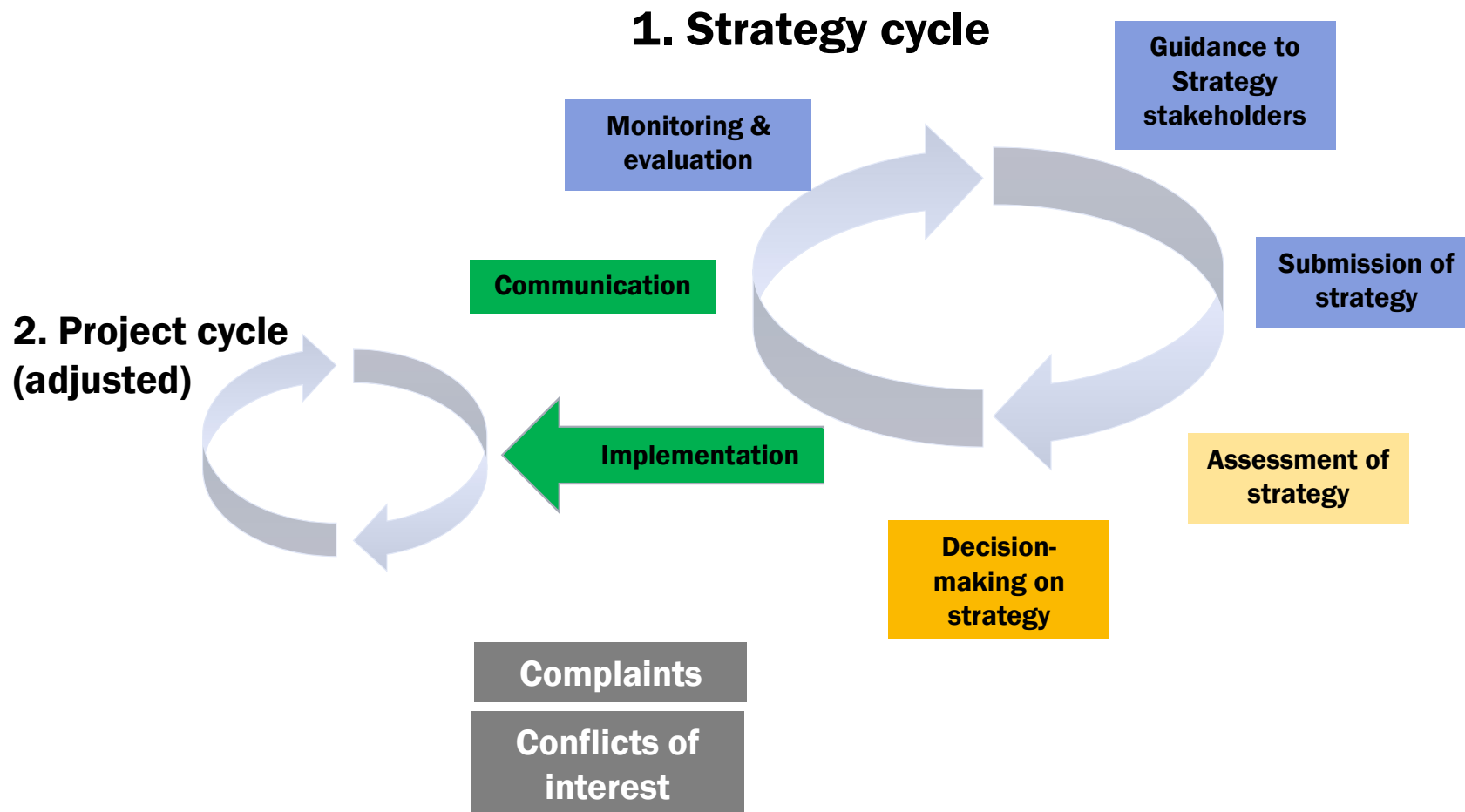
- Participative process focussing on the active involvement of local and regional stakeholders in developing ...
- Multi-sectoral strategy for the integrated development of cross-border territories and new players come in
- Strategy Board takes decision on projects
- Strategy Implementing Body manages, animates and facilitates the process

## Evaluation of P05 – Policy Principles

- **Place-based approach** - defining a territory and methods of analysis of the theme in that territory
- **Multi-stakeholder and multi-level partnership** - bringing together relevant actors from the territory and in the vertical governance chain
- **Participative approach** - using co-design and empowerment tools for working with citizens and their civil society organisations
- **Cross-sectoral (integrated) approach** - bringing together relevant policy fields to address the problem being tackled in the territory.

*Inspired by UIA-Study (2022): Good practices for Integrated territorial development in Urban Innovative Actions (UIA)*

# Strategy and Project Management Cycle







# Operational evaluation

## In general

Recommended to:

- Do it at an early stage where mitigation and repair still makes sense
- Consider to use external expertise to get proper tools and do regular structured reflection rounds (to support ongoing adjustment of procedures if required)
- Consider project-based evaluations as requirement for large projects (stop and go decision)

# Europe closer to citizens (PO5)

- a) Materials and expertise from Leader
- b) Project generation is key!
- c) Investment in lasting structures to animate, facilitate, mobilise on the territory

## Key evaluation criteria:

- Effectiveness of the approach
- Relevance for / of the strategy

# PO5: Operational aspects

Aspect	Dimension & approach	Method & data
Fostering local and regional involvement, participative approach	<p><i>Effectiveness and relevance:</i></p> <ul style="list-style-type: none"> <li>• <i>Outreach, animation and mobilisation actions</i></li> <li>• <i>Language check</i></li> <li>• <i>Impact on project generation</i></li> </ul>	<p><b><i>Qualitative methods:</i></b></p> <p><i>Desk research</i></p> <p><i>Interviews with stakeholders</i></p> <p><i>Focus groups</i></p>
Safeguarding contribution to the Strategy	<p><i>Effectiveness and relevance:</i></p> <ul style="list-style-type: none"> <li>• <i>Approach to guidance for project generation</i></li> </ul>	
Capacity-building	<p><i>Capacity-building actions</i></p> <ul style="list-style-type: none"> <li>• <i>for local and regional stakeholders</i></li> <li>• <i>for Strategy Implementing Bodies</i></li> </ul>	



# Impact evaluation In general

Recommended to:

- Consider results from 2014-2020 period (similar projects, evaluation results) – use model impact pathways
- Start working on impact pathways early
- Integrate capitalisation dimension into evaluation work

# Impact: Exemplary questions

- *Has the intervention caused a significant change in the lives of the intended target groups?*
- *How did the intervention cause higher-level effects (such as changes in norms or systems)?*
- *Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?*
- *Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?*
- *Is the intervention leading to other changes, including “scalable” or “replicable” results?*
- *How will the intervention contribute to changing society for the better?*

# Tentative evaluation questions – P05

## Strategy

- Effectiveness: What objectives of the Strategy have been met?

## Governance

- Did a sustainable cross-border structure emerge to continue working on the strategy?
- What types of collaborative models for governance and management were developed to ensure integration of sectoral policies and promote synergies?
- How did projects ensure collaboration between institutional levels in the vertical chain (e.g. including the local, the regional or national level)?
- What level of political and strategic leadership was needed to ensure a collaborative and participative delivery mechanism?

## Multi sectoral approach

- What concrete examples can show the benefit of the multi sectoral (integrated) approach in the project?
- What are the sectoral conditions for successful scaling-up or spreading?

*Inspired by UIA-Study, p. 28*



# Europe closer to citizens (PO5)

- a) Impact along progress in strategy implementation
- b) Coherence with the strategy and integrated approach
- c) Difference in outcome compared to other PO/SO
- d) Achievements in building lasting cross-border structures

## Key evaluation criteria:

- **Relevance + effectiveness**
- **Coherence**
- **Sustainability**

# Evaluation criteria

## Impact evaluation

Criterion	PO5	SPF	OSI
Effectiveness	X	X	X
Efficiency		(X)	
Relevance	X!	X	X
Coherence	X!		(X)
Union added value	(X)	X	X!
<i>Sustainability</i>	X!		X!

(X) = less important

X! = very important

# PO5: Discussion points – 1/2

## (webinar on evaluation specials 22/09/2023)

### General considerations

- *Operational evaluation could be important as „quality control“ if procedures are suitable e.g. for an effective and inclusive participatory approach*
- *Mid-term evaluation related to performance (along the strategy and programme funds) is important for programme management to take an eventual decision: if the performance is lagging part of or the funds allocated to (one) strategy might be redirected to other Strategies (If several) or to another PO. This might also be anchored in the contract with the Strategy Implementing Body*

# PO5: Discussion points – 2/2

## Interreg RO-BG

- *The programme plans to do an ex-ante evaluation of the Strategy prior to the approval of the Strategy in the MC; it is planned as in-house evaluation done by MA/JS*
- *Key points in an ex-ante evaluation could be relevance of the strategy related to the needs of the territory; coherence and consistency. Coherence might be considered having two dimensions:*
  - *external dimension - i.e. coherence with programme and other funding sources and*
  - *an internal one, i.e. synergies in the sense of a multi-sectoral approach*

# Wrap up!

# What next?

Please let us know what might support you best in your work on building the system and starting the implementation!

**WS on PO5**  
**(Greater Region)**

**Webinar**  
**Evaluation specials**  
September 22

**WS on PO5**  
**(Austria-Bavaria)**  
November 07

**Step?**  
What else?



# Study on Engagement of civic society in Interreg

Focus group on  
November 15 with  
interested Interreg  
programmes.

Does this speak to you?  
**Let us know and join us!**



# Cooperation **works**

All materials will be available on:

[Interact website](#) / [go to the event](#)