

Interreg Knowledge Fair 2024

# Flexibility, adaptability of programmes

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**Interact**



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# Welcome to the Interreg Knowledge Fair

This is the **second edition** of the Interreg Knowledge Fair, it is still a new approach for us.

The **Conference Support** stand in the Exhibition Room is a one-stop shop for your questions.

At the end of this session, you are asked to rate the **session experience**.

At the end of the event, you will be asked your **overall feedback**.

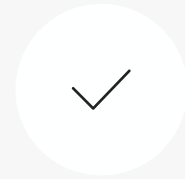




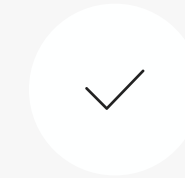
# Framework of the session



**Introduction**



**Group work**



**Closing**



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# WHY?

- Stay relevant, efficient and effective, create impact by adjusting plans, approaches, resources in the dynamic environment
- Manage changing stakeholder expectations
- Risk mitigation and reduce of negative impacts
- Optimizing resources
- Continuous improvement and innovation



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**Adaptive management**

**Adaptive programme  
management**

**Adaptive project management**



# Adaptive Programme Management

## Definitions

.. is a scientific approach to management and aims to achieve goals ... by applying an efficient and effective **learn by doing** process to address the **risks and uncertainties inherent** within unpredictable systems..

The main idea behind AM is that ***design, implementation and review need to be taken simultaneously*** – not sequentially as in traditional approaches – *and in real time by local actors*, i.e. those actually involved in or benefiting from the change.

<http://www.nrmstrategy.com.au/adaptive-management>

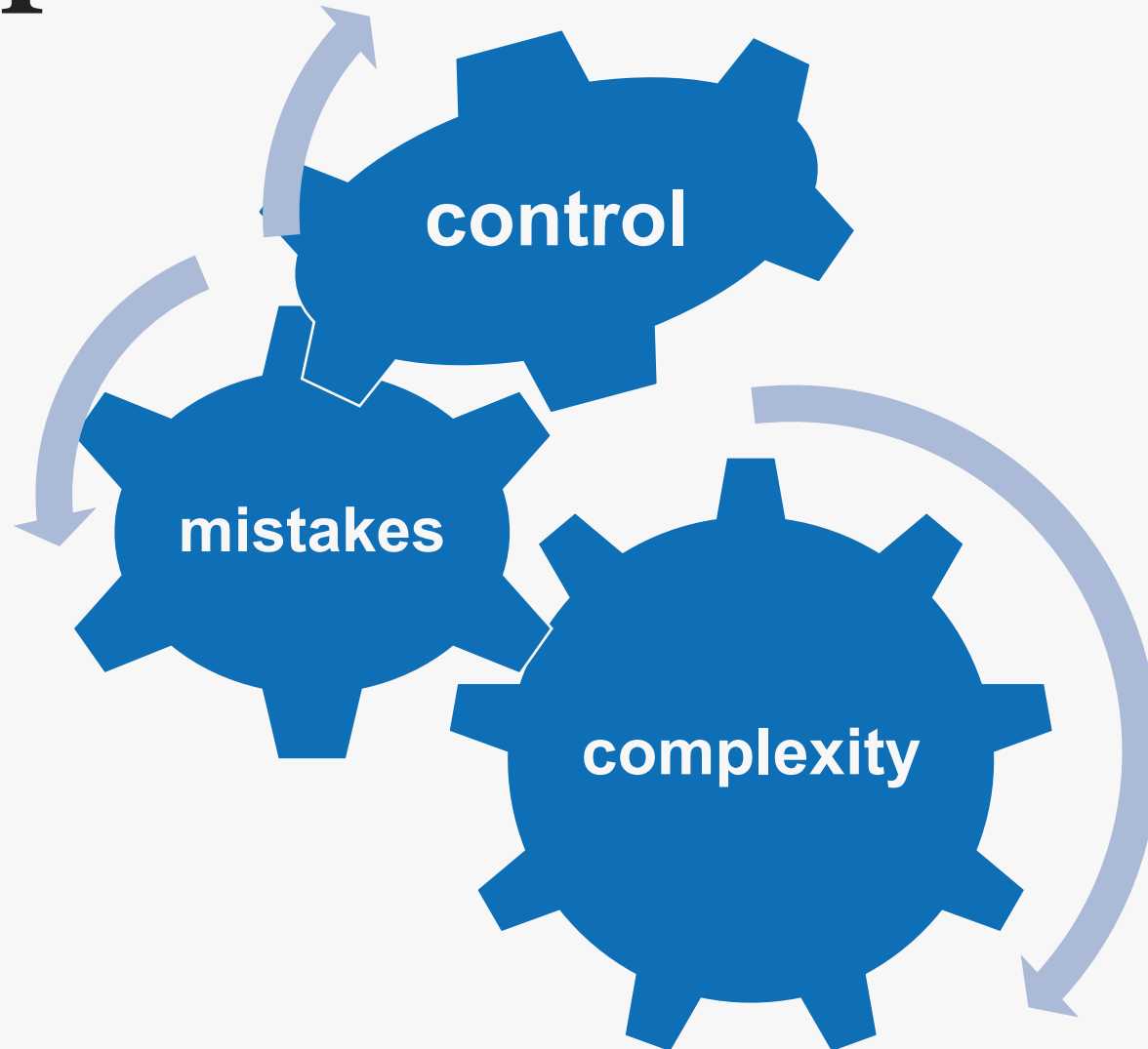
It is a systematic and structured approach for continuously improving management policies, improving decisions. The approach also focuses on improving practices by learning from the outcomes of previous decisions. The primary aim of the active adaptive approach is to learn through experimentation to determine the best approach.

<https://ppm.express/glossary/adaptive-program-management/>



Elements of adaptive programme management		Description <i>Adapted from Desai 2016</i>
planning	Evolutionary approaches	Test different types of interventions, scale up successes, drop less effective solutions/interventions
	Adaptive logframes	Move away from linear processes and fixed indicators. integrate learning and flexibility into programme design and allow unanticipated interventions as they emerge
	Flexible financial frameworks	Match the changes and evolving activities inherent to adaptive programming
monitoring evaluation	real time data	To gain and maintain up to date insight in performance and systemic issues. Interim shifts and re alignments in strategy rather than at the end of the cycle, which is especially important in crisis settings
	Bottom up inclusion	Local communities in decision taking increase sustainability and locally owned impact Better insights into local dynamics and appropriate programme adaptations
	Multilevel integrated learning	Well designed learning events and practices on different levels to ensure programmes can learn how to function effectively and adapt to changing environment
	Structured learning loops	Different ways to reflect on programme logic. Single loops focus on effectiveness and technical issues. Double loops question the assumption underlying programming strategies. Work well with theory of change formulations to translate

# Complexity – mistake – control loop



# OBJECTIVE OF THE SESSION – towards adaptable Interreg programme management?

way to manage risks



core programming  
strategy

design **go beyond the** implement evaluate?

# Adaptability and flexibility in Interreg

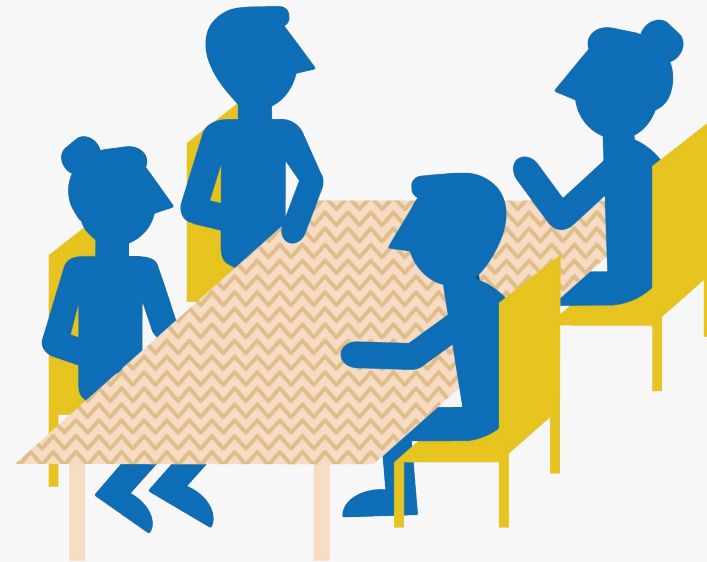
**macro/  
strategic**

- requires change in the legislation

**micro/  
programme**

- can be implemented without regulatory adjustments

# Input from the session „Simplification and harmonization needs for 21-27“

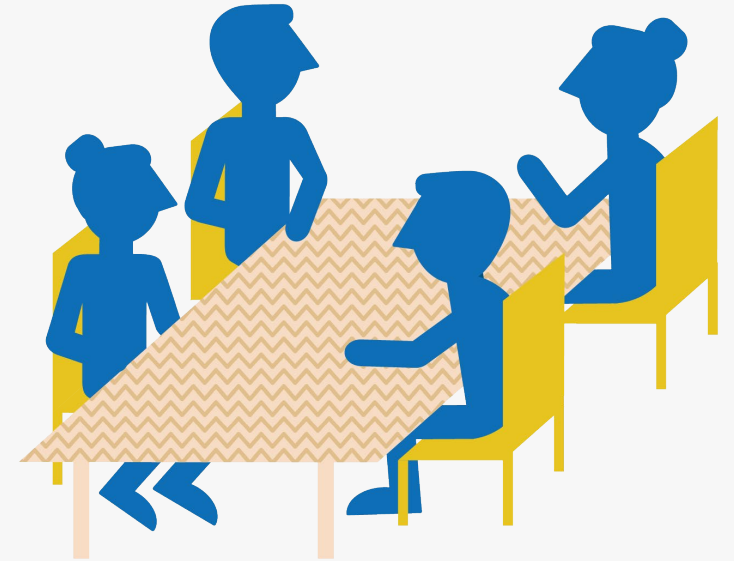


# Examples

<b>Macro level</b>	<ul style="list-style-type: none"><li>❖ thematically open PO/SO</li><li>❖ define programme at PO level (instead of SO)</li><li>❖ bigger flexibility in financing plan to shift without modifications</li><li>❖ indicator targets – contingency?</li></ul>
<b>Micro level</b>	<ul style="list-style-type: none"><li>❖ targeted calls, mix of different call types</li><li>❖ project selection procedure</li><li>❖ new approaches to monitoring &amp; evaluation – lean monitoring/ shorter evaluation cycles, etc.</li><li>❖ synergies with other programmes</li><li>❖ different (more flexible) set up for innovation/ICT/digital/social innovation projects</li></ul>

# Group work (25 min.)

- Decide on the session leader who will present the outcomes
- Select one option/come up with your own proposal for adaptability/flexibility
- Identify what is working well and propose what can be improved
- Present outcomes (up to 3 min.)



# Thank you for being here!

Your opinion matters to us.

Please take a few minutes to provide us with feedback to help us improve our services.





# Cooperation works

All materials will be available on:

[Interact / Events / Interreg Knowledge Fair \(5-7 March 2024\)](#)