Past
is experience
Present
is experiment
Future
is expectation

So better use your experience
in your experiment
to meet your expectation!

Interact aims to contribute to:

*"**reinforcing the effectiveness of cohesion policy** by promoting exchange of experience concerning the identification, transfer and dissemination of good practices and innovative approaches in relation to the implementation of cooperation programmes and actions as well as to the use of EGTCs."*

(Article 2 of the ETC Regulation)

*"**enhancing institutional capacity** of public authorities and stakeholders and **efficient public administration**."*

(Thematic Objective 11)
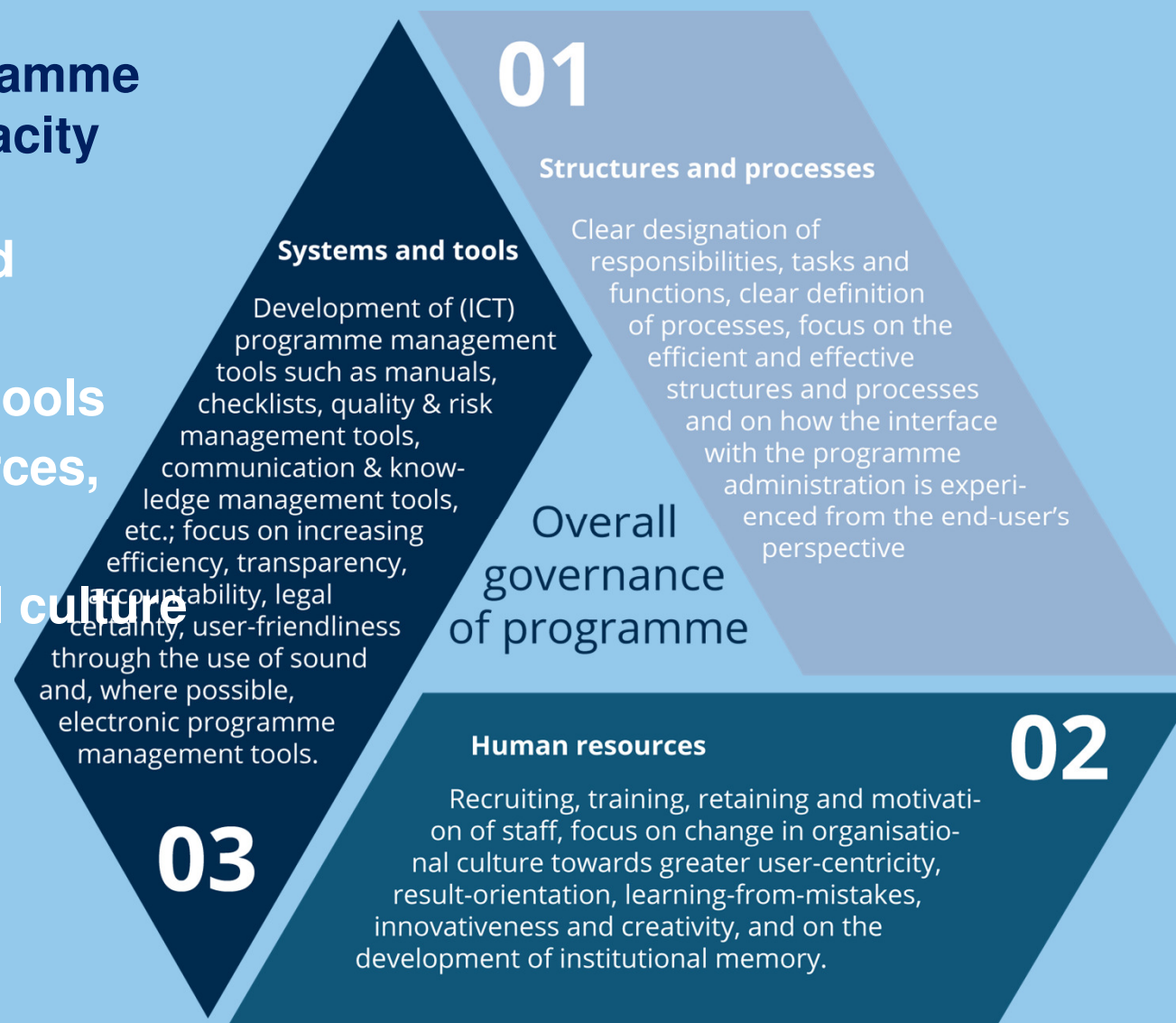
Mid/long-term programme impact

immediate programme result

Programme management capacities... ?

Enablers of programme management capacity

1. **Structures and processes**
2. **Systems and tools**
3. **Human resources, including organisational culture**

01

Structures and processes

Clear designation of responsibilities, tasks and functions, clear definition of processes, focus on the efficient and effective structures and processes and on how the interface with the programme administration is experienced from the end-user's perspective

Systems and tools

Development of (ICT) programme management tools such as manuals, checklists, quality & risk management tools, communication & knowledge management tools, etc.; focus on increasing efficiency, transparency, accountability, legal certainty, user-friendliness through the use of sound and, where possible, electronic programme management tools.

Overall governance of programme

03

Human resources

Recruiting, training, retaining and motivation of staff, focus on change in organisational culture towards greater user-centricity, result-orientation, learning-from-mistakes, innovativeness and creativity, and on the development of institutional memory.
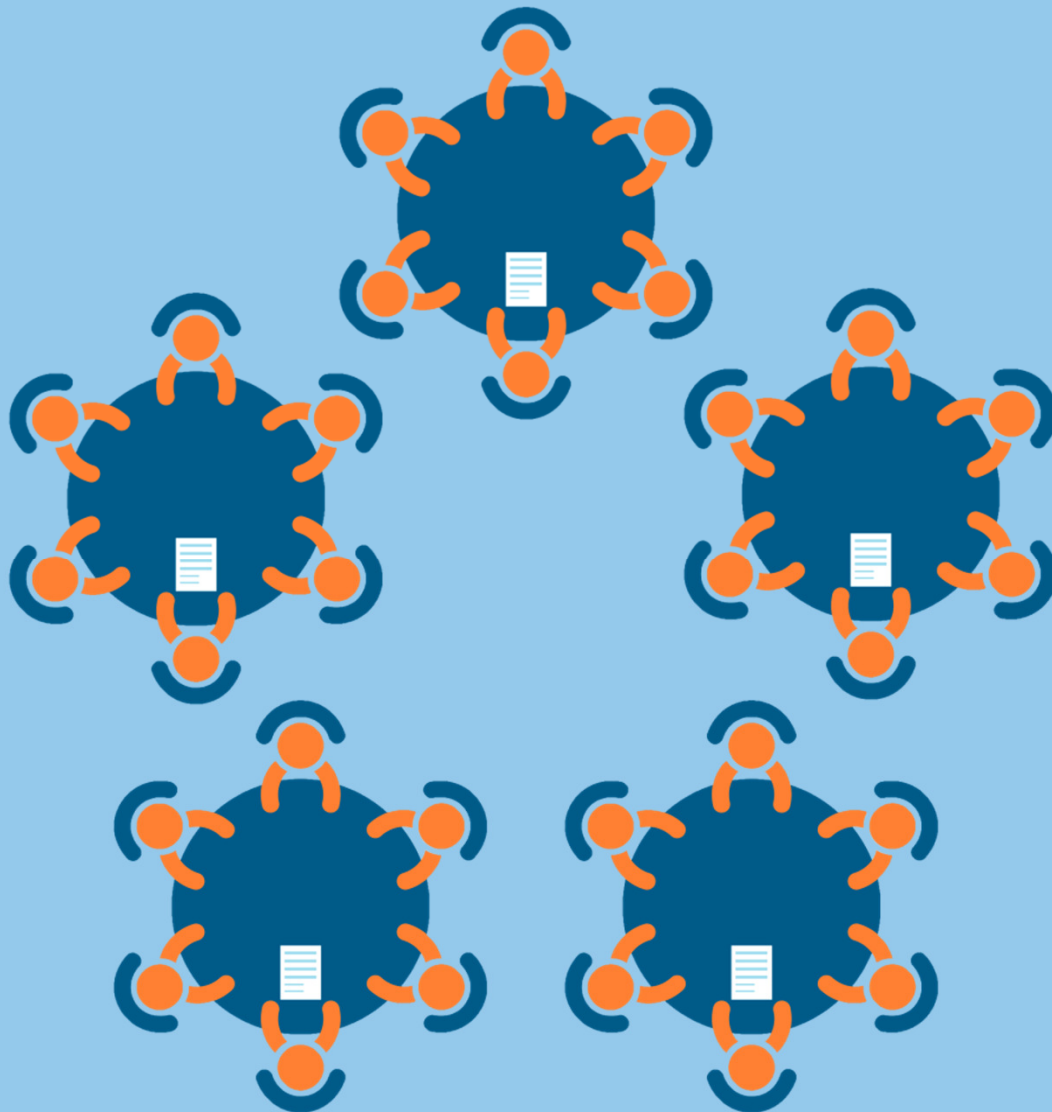
02

Case-based evaluation

To what extent have the following Interact projects built programme management capacities, and to what effect?

1) Harmonised Implementation Tools (HIT)

2) Electronic monitoring system (eMS)

3) keep.eu

4) Harmonised Interreg branding

5) Support to the implementation of the EU macro-regional strategies.

Round table discussions:

- 3 short rounds of table and plenary discussions

- Validate and challenge survey results

- Look behind the numbers (stories, context)

- Develop and discuss potential conclusions

Round 1: Reflections on the collaborative HIT development

How do you rate the following statements about the development process of HIT?

The development process of HIT strengthened cooperation across Interreg programmes beyond the development of HIT. — Agree: 87,5% / Rather agree: 12,5%

The development process of HIT was transparent, i.e. decisions were taken and communicated in a transparent way. — Agree: 62,5% / Rather agree: 37,5%

The development process of HIT was inclusive, i.e. it allowed all interested programmes to participate in the development and shape the final tools. — Agree: 50,0% / Rather agree: 50,0%

The development process of HIT was run efficiently by Interact, i.e. it made efficient use of programme's time and was result-oriented. — Agree: 50,0% / Rather agree: 50,0%

Legend:
- Agree
- Rather agree
- Rather disagree
- Disagree

Axis: 0% 20% 40% 60% 80% 100%
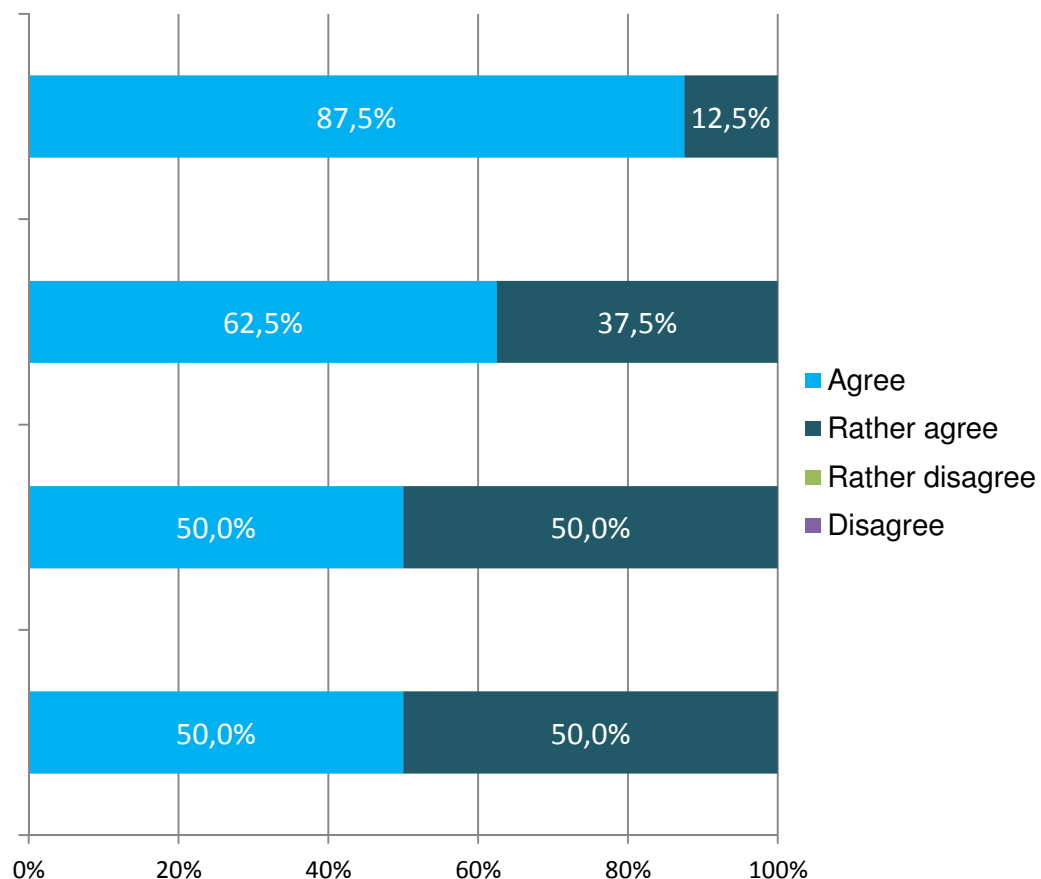
Statements

"The development of the HIT tools was very democratic and inclusive, it clearly strengthened cooperation between the programmes but it was also a very heavy and slow process at times. The pro's clearly outnumber the con's but the process wasn't painfree."

"On efficiency: the process started in a rather unstructured way, however things improved over time. […] Furthermore, HIT and eMS templates were not aligned and more coordination should be envisaged in the future."

Questions for discussion

- What did you like / not like about the collaborative HIT development?

    – think about the format, the composition of working groups, timing, the frequency of meetings, coordination of HIT and eMS development, democracy versus efficiency, etc.;

    – be specific about which of the processes you refer to.

- If you did not participate in the HIT development what expectations do you have on the process and what role do you want for your programme in it?
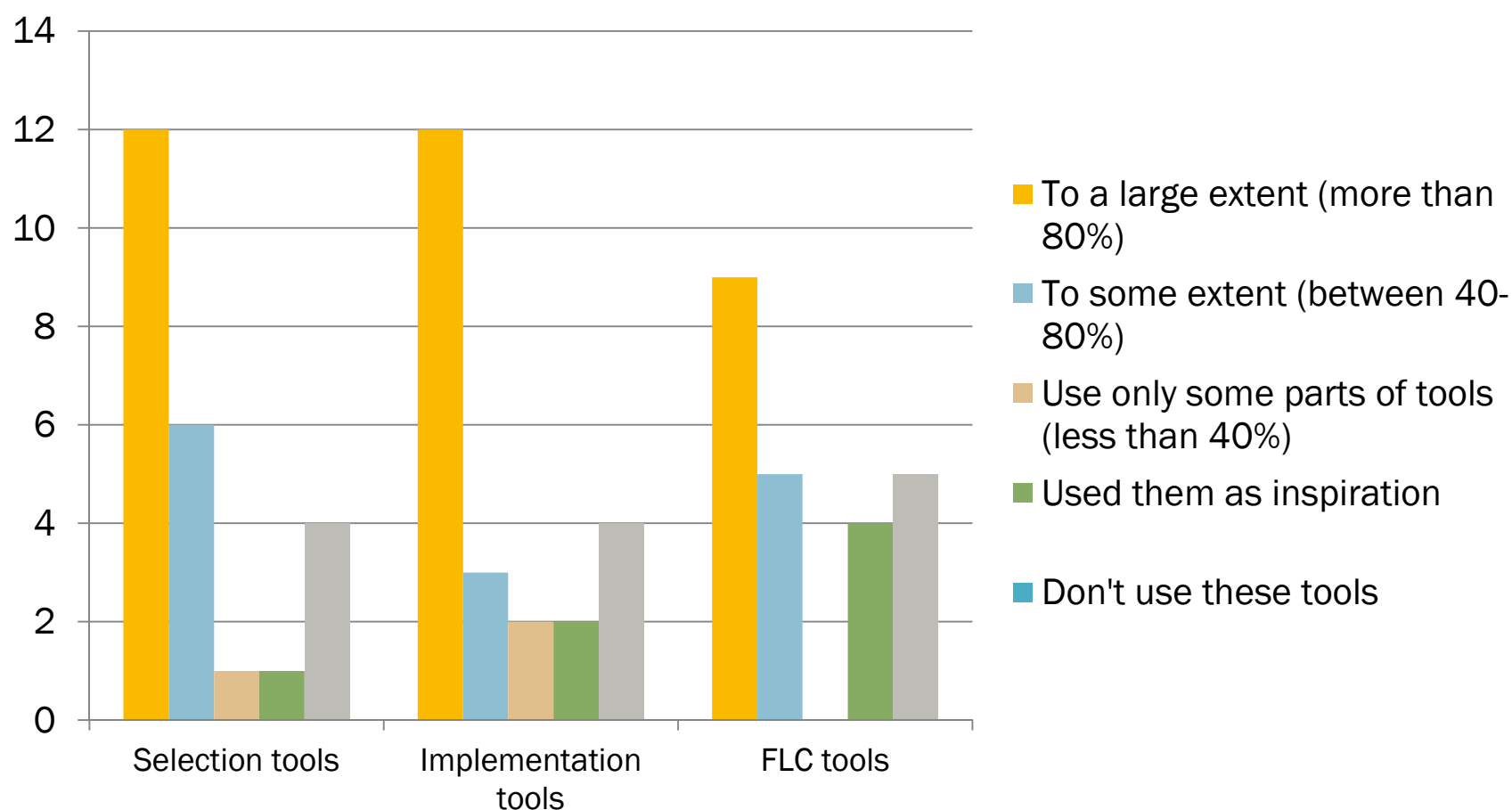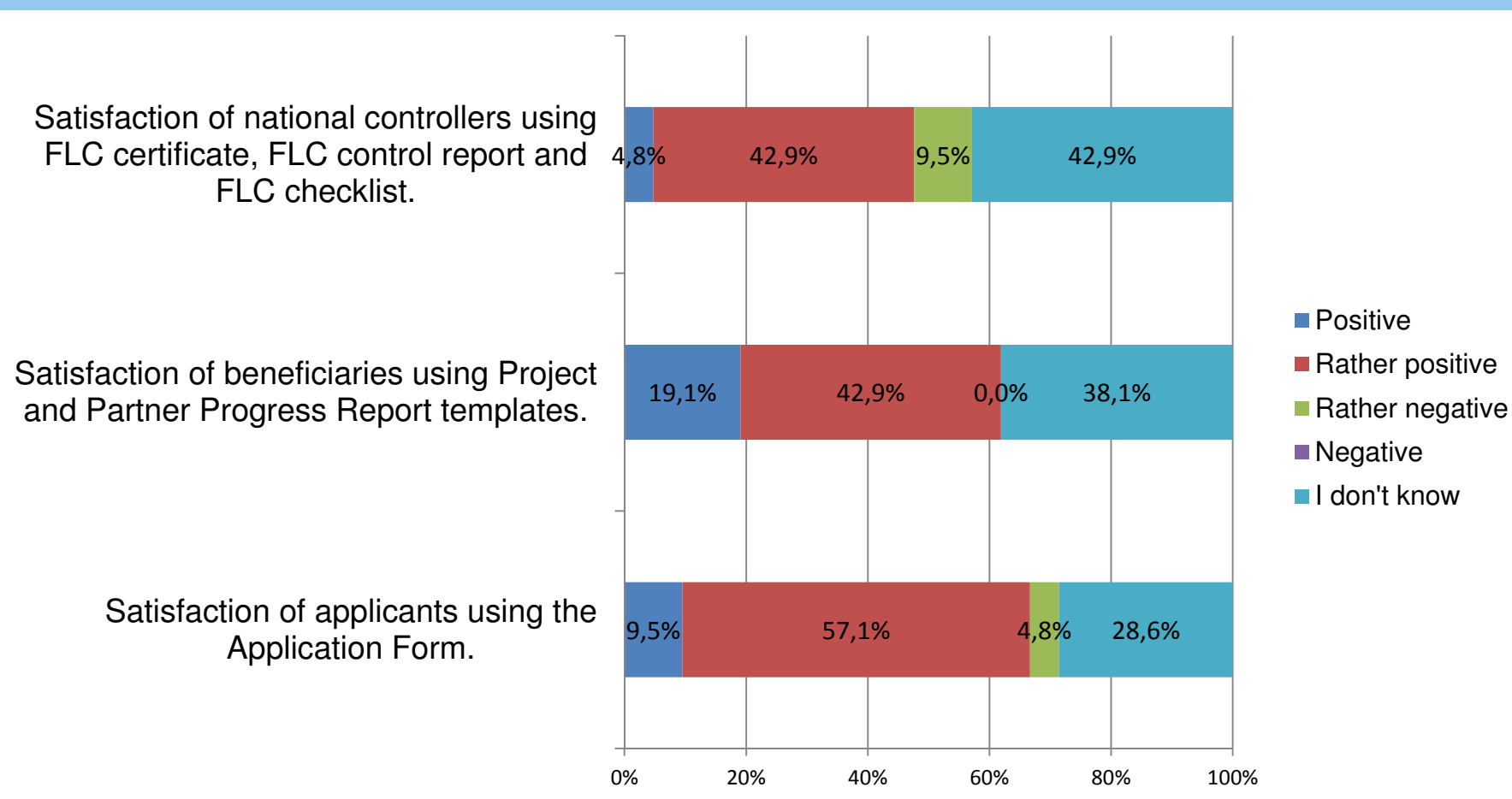
Statements

How well did applicants handle the section of the Application Form asking projects to link their objectives, expected results and main outputs to the programme's intervention logic?

"They had to learn this (and we had to learn how to interpret this too). In the early application calls it was not easy for the applicants, but with time, and with improvement of the instructions/clarifications provided in programme documents it seems to be working well. "

"I has been challenging but proved to be important. The quality of the project has substantially risen."

"There is still a big confusion between the meaning of result, output, deliverable. In particular output is confused with deliverables."

"We simplified this part and it seems to be OK."

Questions for discussion

- What do the different user groups of HIT (programme management bodies, including control bodies, applicants/beneficiaries) like or not like / find challenging about the tools? Which harmonised tool / parts of the tools do (not) work well for them?

  – Why did you have to change HIT to make it work in the context of your programme?

  – Where do you see further scope for harmonisation and/ or simplification?

- If your programme does not use HIT in this programming period, what were the reasons? What are reasons for joining the HIT development now?

How important are the following benefits of harmonising programme implementation tools for your programme?

What other benefits did your programme derive from using HIT?

If any, what are the drawbacks of using HIT?

Statements

"HIT allowed us to think about our procedures and shake our habits. Often you realise that others do or ask something different."

"In our programme, it helped the simplification of procedures."

"Having harmonised application forms helps cross-checking with other programmes the potential existence of overlaps/double funding."

Sometimes (especially eligibility rules or FLC checklists) you notice the difference in having drafted a rule and interpreting vs having received a rule and interpreting it. In the first case you're much more confident as you know the background, why you said it like this, why this is important."

"HIT was too extensive therefore the possibility for programmes to use optional features resulted in rather different templates between programmes, thus making life of applicants/beneficiaries not as easy as it could be."

Questions for discussion

- What (positive / negative) effects did the adoption of HIT have in your programme and on your programme's stakeholders?

  – To what extent you agree with the effects proposed?

  – Can you add anything?

  – If HIT led to simplifications / complications in your programme, why so?

- If your programme does not use HIT, what benefits do you expect from using HITs in the next programming period?

Round 4: Simplification ↔ Harmonisation ↔ Flexibility

The future generation of HIT should strive for