

# Interreg Project Generation

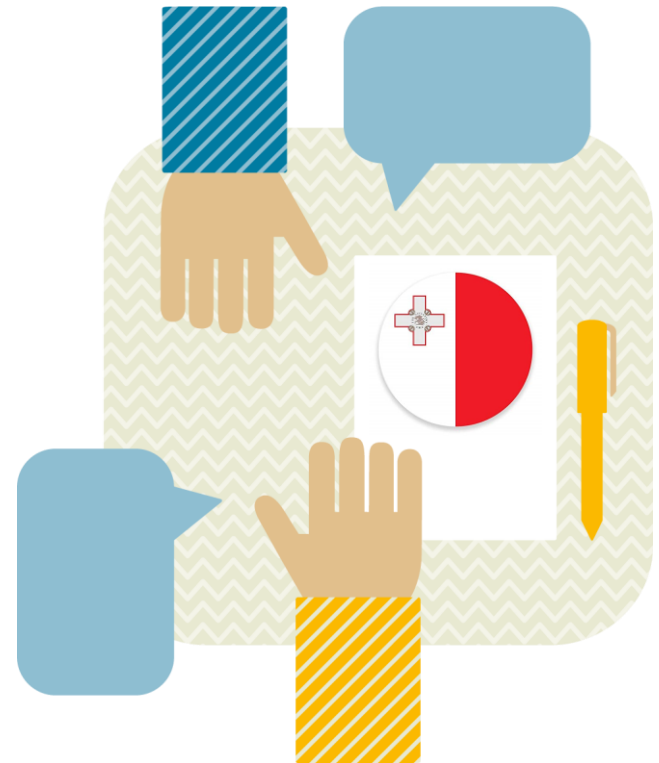
---

Advisory in Malta

14-15 February 2019 | Malta, MT

**Manuel Gonzalez, Interact**

**Ivano Magazzú, Interact**



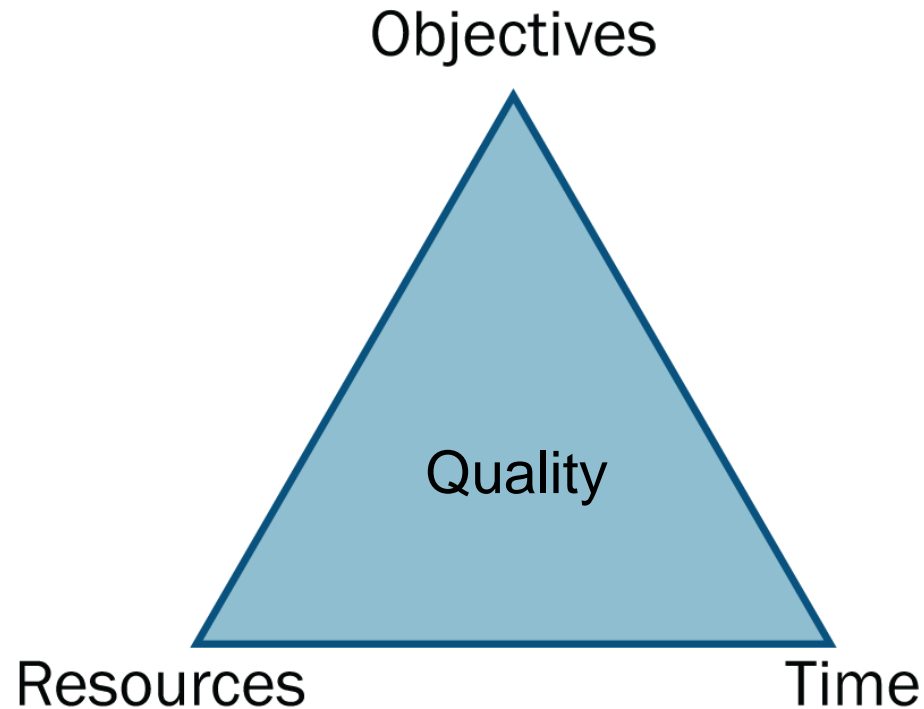
# **Interreg Project Generation training objectives**

1. Know the Interreg project characteristics and how to present the project idea.
2. Know the step by step process of linking the project and programme intervention logics (main terminology and concepts), as well as the generation of the project idea and application (project's elements and partnership, stakeholders, targets, etc.)
3. Learn existing practices in the project's lifecycle (development, selection, contracting, implementation, reporting phases) in order to ensure quality throughout the whole project life-cycle.
4. Be aware of common pitfalls during project implementation and existing solutions.
5. Understand the benefits of a cooperation project and demonstrate its contribution to programme results.
6. Discuss all stages of the project and financial management cycles in the context of Interreg.
7. Identify ways of addressing the most challenging aspects in project and financial management through a case study exercise.

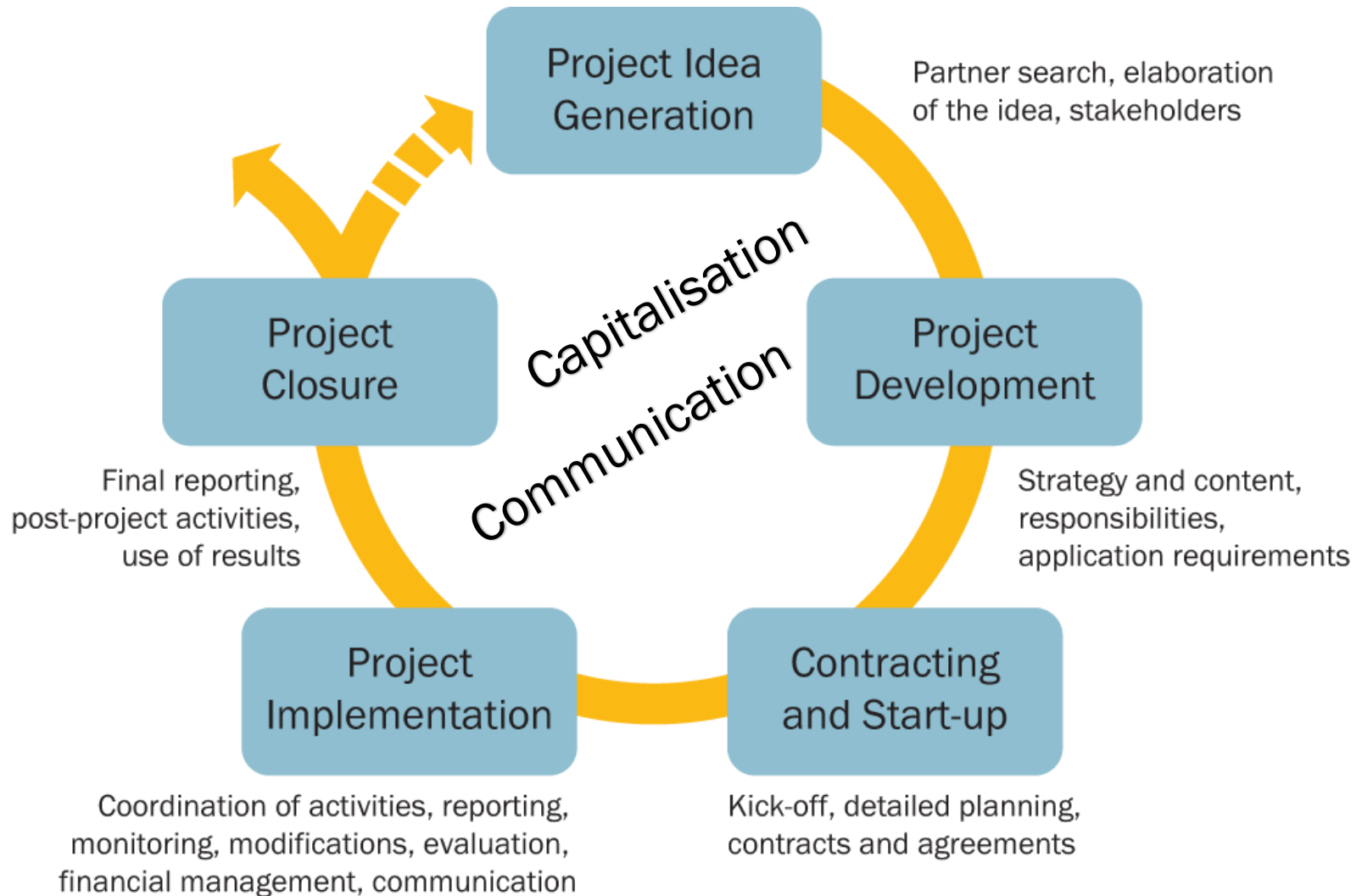
# Who are we?



# What is a project?



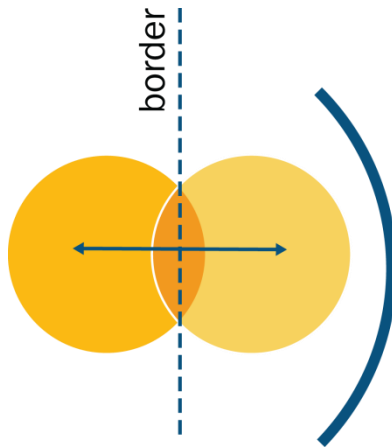
# Project life-cycle



Every project starts with an **idea** which is inspired by a **need** or a **problem** that has been insufficiently solved, or not solved at all.

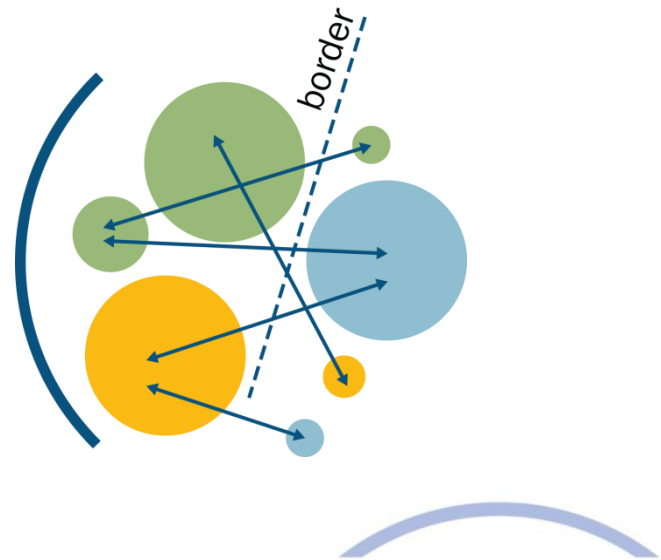
The Interreg context

**joint need**

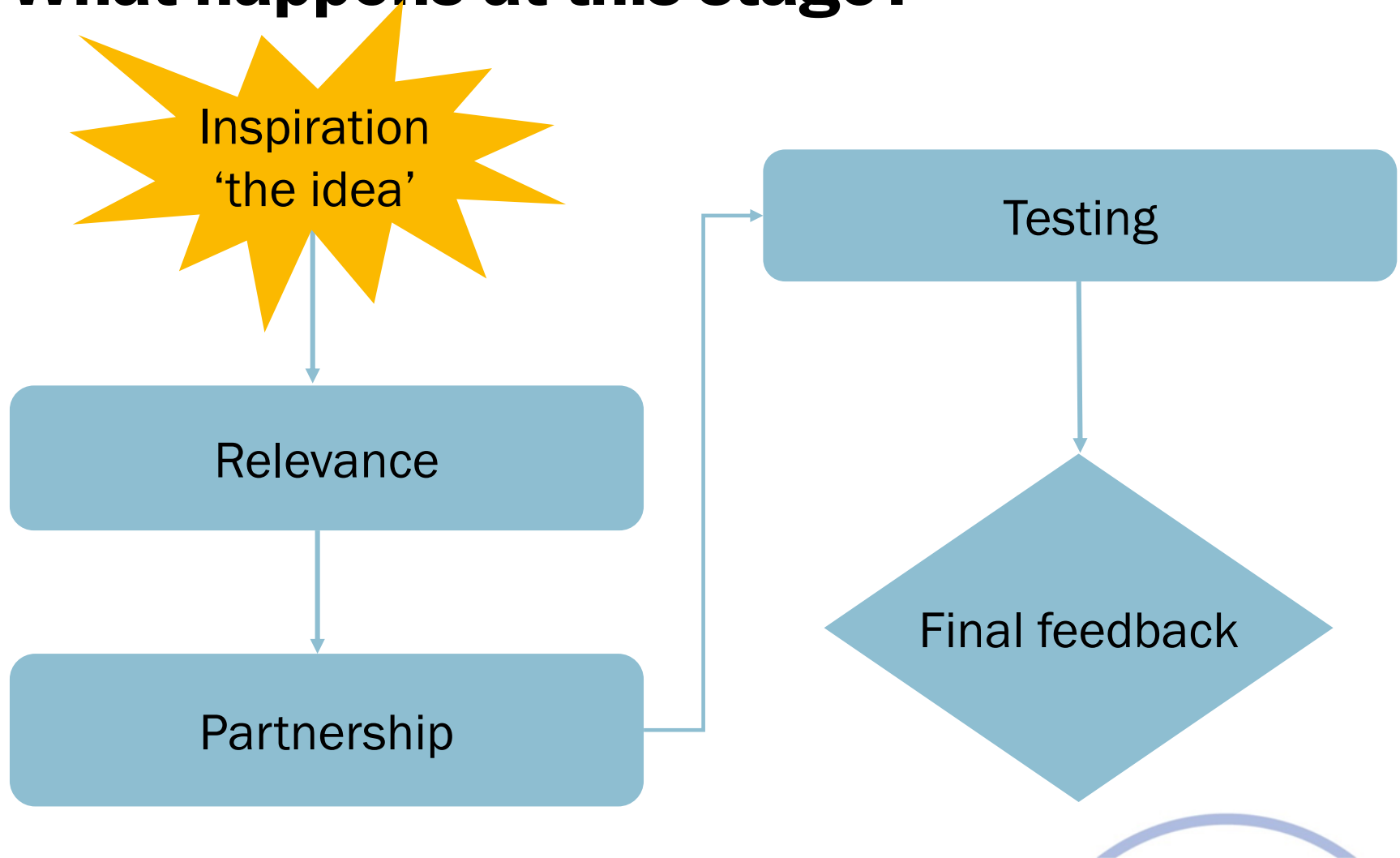


**vs.**

**common need**



# What happens at this stage?



# Is this the right programme for us?

Confirming the **relevance of the project idea**  
is a key starting point for a successful project.

Each project is part of a **programme strategy** where the thematic focus and expected results are defined by the programme. The framework set by the programme defines the type of beneficiaries as well as the indicative type of activities.





# Project idea relevance

- Does the project idea fit into the programme strategy? (i.e. What are the relevant territorial challenges addressed by the project?)
- Does the project idea link to other strategies/policies on the regional / national / EU level?
- Has previous work and knowledge been taken into account?
- Does the project demonstrate new solutions that go beyond the existing practice in the sector/programme area/participating countries or does it adapt and implement already developed solutions?



# What do we want to achieve?



The project idea shall represent a **joint agreement** of the **project result** - what is to change, where and for whom.

**Start with the result in mind!**

There is no one golden solution for the right partnership.

It depends on what is to be achieved.

In general, the right partners are those who can turn your idea into a unified set of activities and convincing results.

Key criteria for partners are:

- Shared needs and complementary expertise
- Knowledge of the relevant issues
- Commitment, enthusiasm and trust
- Financial reliability

**Partnerships must not be put together  
to impress the programme!**



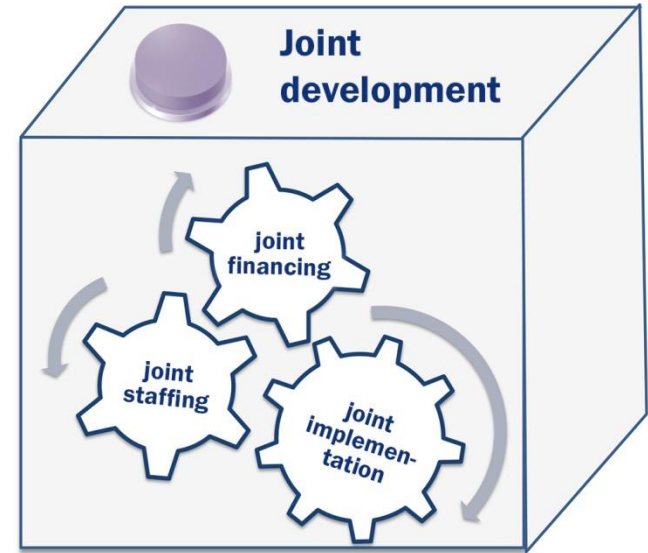
# Secure success

- **Which** categories and/ or organisations need to be involved? (division into priorities)
- **Who** are the most relevant people within the organisations? (field of expertise, position)
- **What** is our aim in involving them? (political backing, end-users, etc.)
- **What** are their needs? **What's** in it for them?
- **How** do we want to involve them? (conferences, Steering Group, piloting)
- **When** should they be involved?
- Do they have any other **conflicting interests** that might cause risks to the project?



# Partner roles

- Lead partner
- Project partner
- Assimilated partner
- Associated partner / Observer



- Project manager
- Work package leader
- Working group leader



# The Lead Partner Principle

The Lead Partner Principle (LPP) is one of the most important features of Interreg programmes.

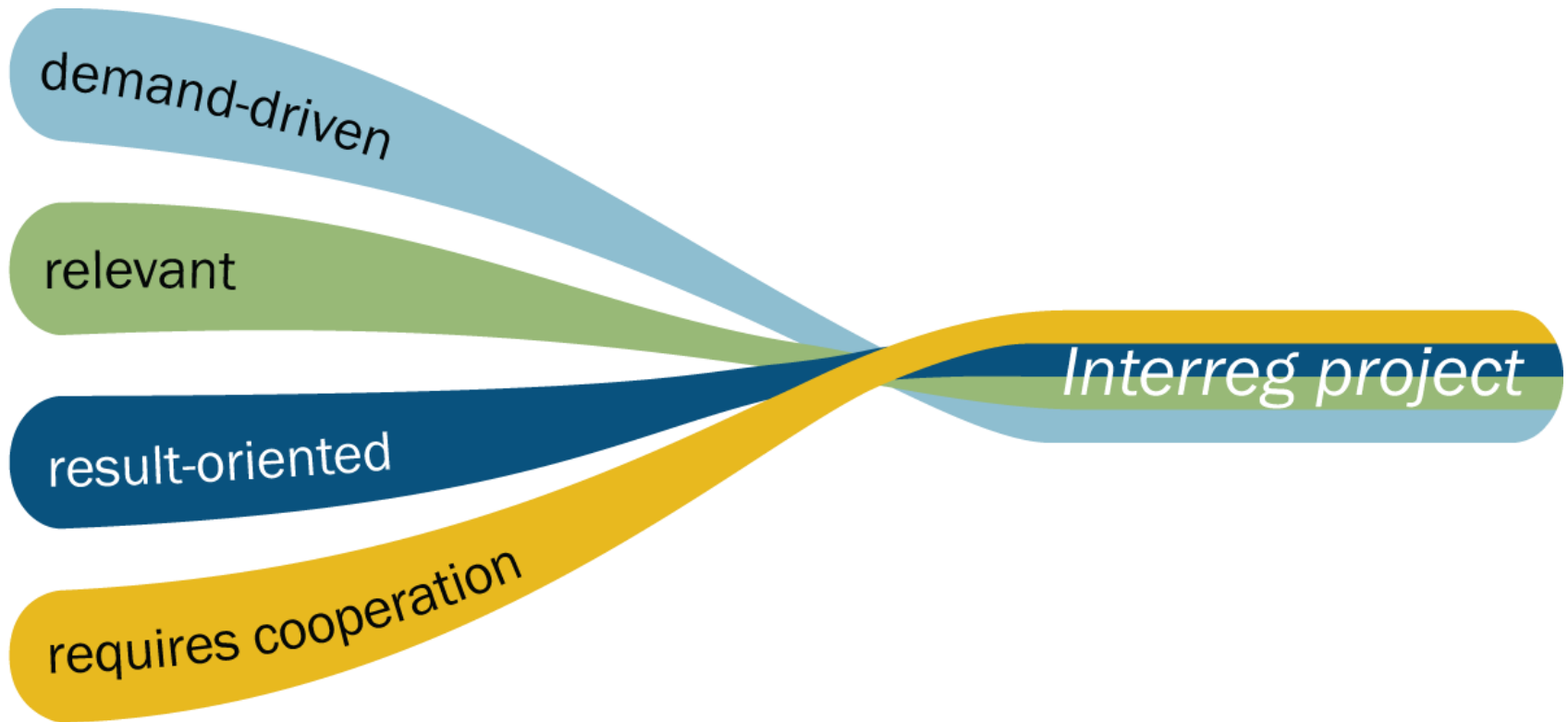
The lead partner is the formal link between the project partners and the respective programme.

Main (key) responsibilities:

- Partnership-building process.
- Formulating objectives together with other partners; project plan and structure of activities.
- Coordinating between project partners, keeping them involved and ensuring that their suggestions are taken on board.



# Project characteristics



# What makes a project stand out?

Passion

Innovativeness

Clear contribution  
to programme  
strategy

Relevant/novice  
partnership

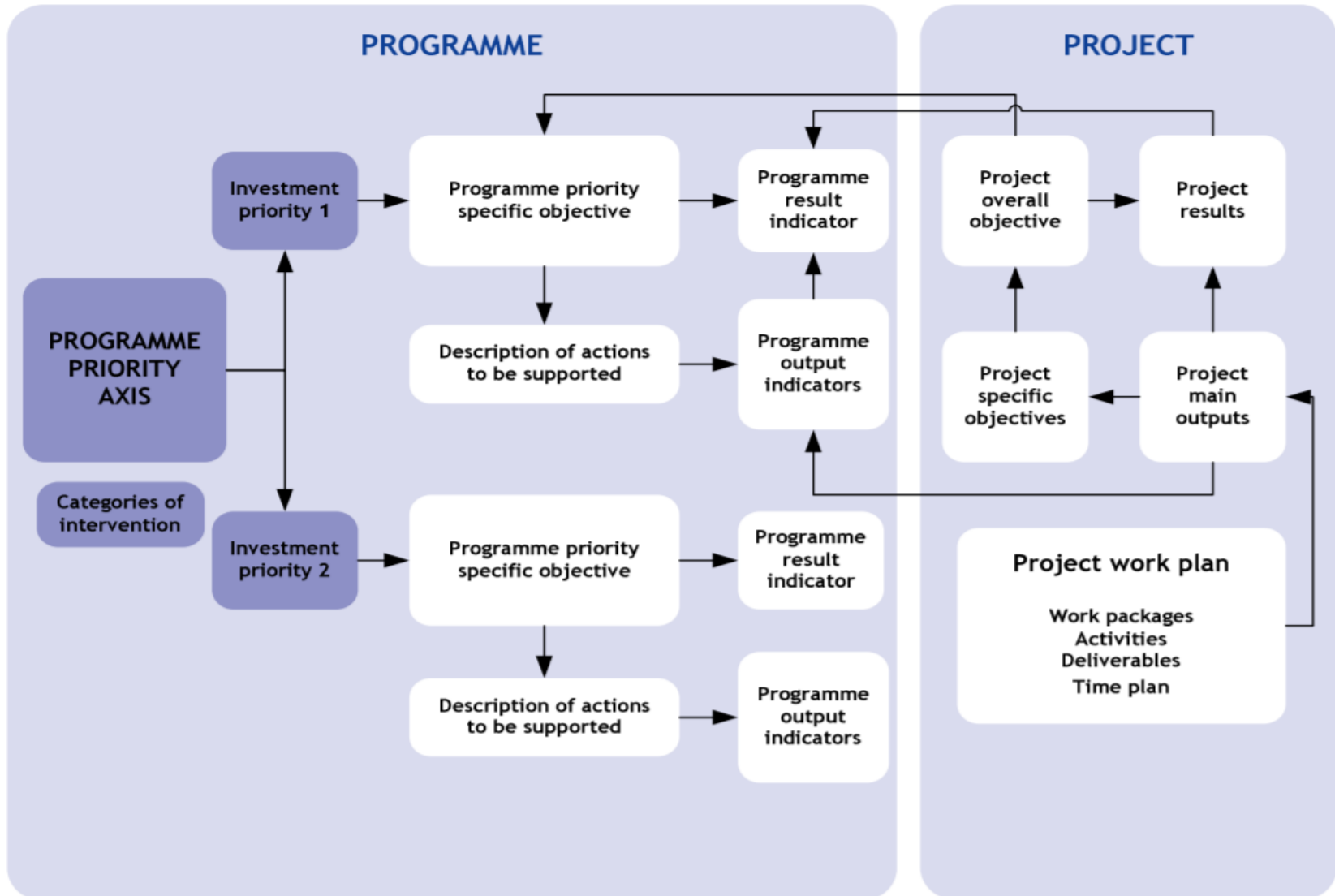
Targeted  
approach/scope

Stakeholder  
contribution and  
involvement

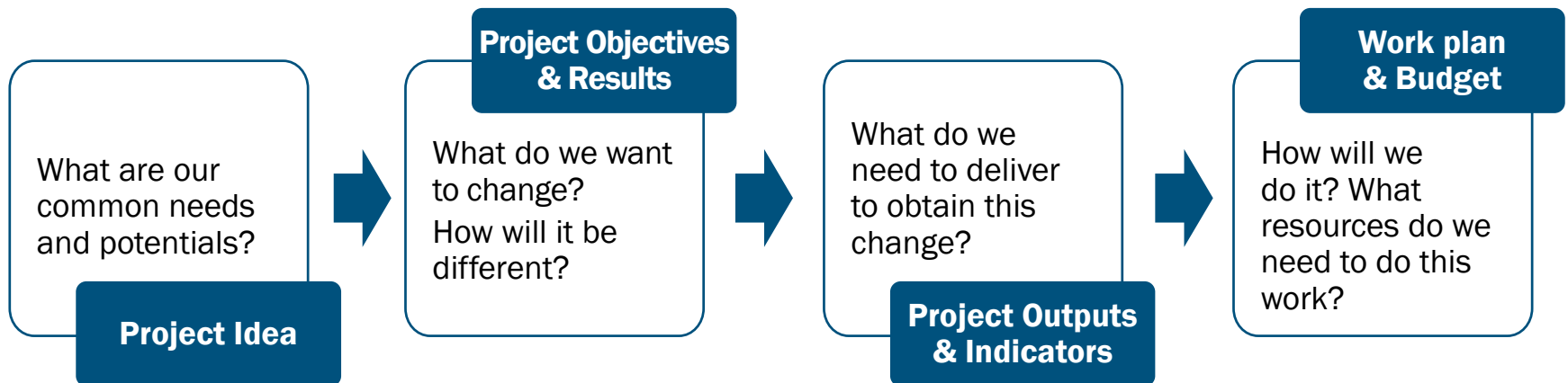




# Intervention logic - Programme



# Project intervention logic



# Project objectives

Overall objective	Specific objective
It relates to the <b>strategic aspects</b> of the project and provides overall context for what the project is trying to achieve.	A <b>concrete statement</b> describing what the project is <b>trying to achieve</b> 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.



# Project results and outputs

Project result	Project main output
<p>The <b>immediate advantage</b> of carrying out the project telling us about <b>the benefit</b> of using the project main outputs. It should indicate <b>the change</b> the project is aiming for.</p>	<p>The product of the activities funded telling us what has actually been <b>produced for the money given</b> 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 km<sup>2</sup> covered by project's measures</p>

# Project results and outputs

Project result	Project main output
<p>The <b>immediate advantage</b> of carrying out the project telling us about <b>the benefit</b> of using the project main outputs. It should indicate <b>the change</b> the project is aiming for.</p>	<p>The product of the activities funded telling us what has actually been <b>produced for the money given</b> 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 km<sup>2</sup> covered by project's measures</p>

# Quality characteristics of project outputs

Capture what the  
resources are  
spent on

Clear contribution  
to programme  
output indicators

Measurable  
targets

Target groups  
involvement

Durable

Transferable  
(if possible)



# Project intervention logic

<p><b>Overall objective</b></p> <p>→ To reduce the impact of fires to the environment and population in the Tamtam lake area.</p>	<p><b>Specific objective</b></p> <p>→ To establish a cross-border Coordinated Response Protocol (CPR) in case of fire in the Tamtam lake area.</p>
<p><b>Project result</b></p> <p>→ 40 % decrease in surface areas affected by fire in the Tamtam lake area.</p>	<p><b>Project main output</b></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 km<sup>2</sup> covered by project's measures</p>



# Check list: What is a good project?

## Project/programme coherence

- Relevance to specific programme area needs.
- Contribution to programme objectives, results and outputs.
- Clear need for cooperation across the border.
- Identification and involvement of stakeholders throughout the project.
- Long lasting solutions and effects.

## Internal project coherence

- Sound project objectives with a logical flow between objectives, results, outputs and activities.
- Clear division of roles and responsibilities on the basis of specialisation and capabilities of partners.
- Well-defined and realistic work plan.
- Convincing unity of the project application.





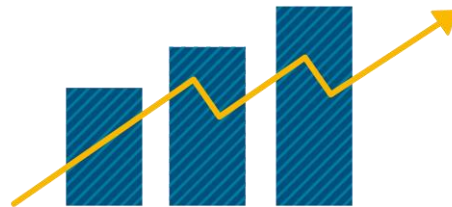


**For the programmes it is important to continuously improve the quality of projects because they are supported by public money.**

**It is their moral and professional obligation to spend their programme budget efficiently**

# The projects need to prove their value, because:

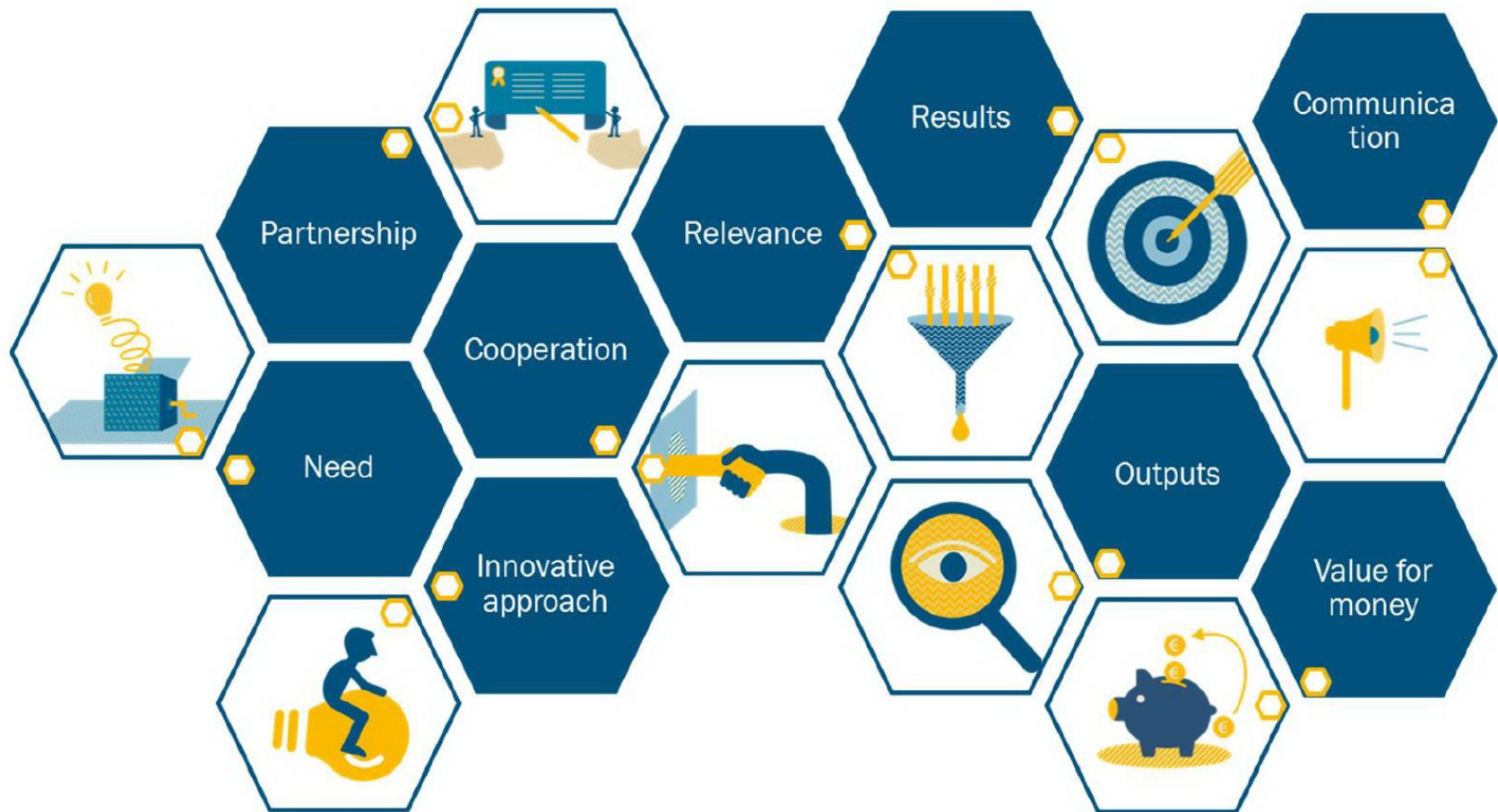
1. Interreg contributes to the solutions to common challenges in the programme areas
2. Interreg is a good example where European identity can be created
3. Interreg gives the possibility to work beyond national borders and make a visible change
4. The clear evidence can convince decision makers about the added-value of Interreg and secure the future of cooperation in Europe





**What are the quality  
characteristics of Interreg  
projects?**

# The quality project characteristics:



# How do we increase quality? Phases



1. Guidance for projects



2. Project assessment



3. Project selection and complaints



4. Project implementation



5. Project reporting and quality check



6. Project underperformance and follow up activities

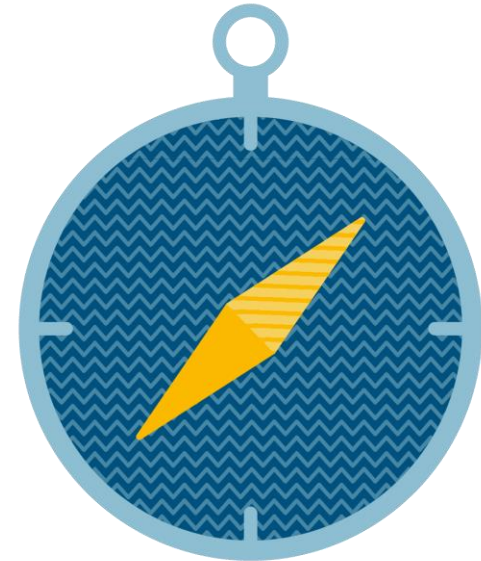
# 1. Guidance for projects - continued

- Project quality self-check
  - Self-assessment tool
  - Calls for proposals
  - Evaluations of the calls
  - Information in the application stage
- Seed money

2-step calls

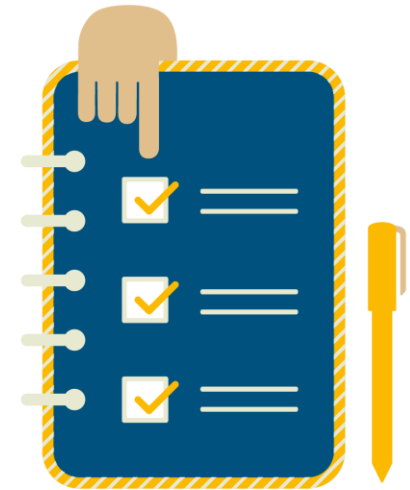
Ongoing

Limitations



## 2. Project assessment

- Two-step assessment
- The procedures: external, internal, mix
- Scoring systems: quantitative/qualitative
- Additional points ¿?
- Creation of ranking of projects
- Separation advisors / assessors



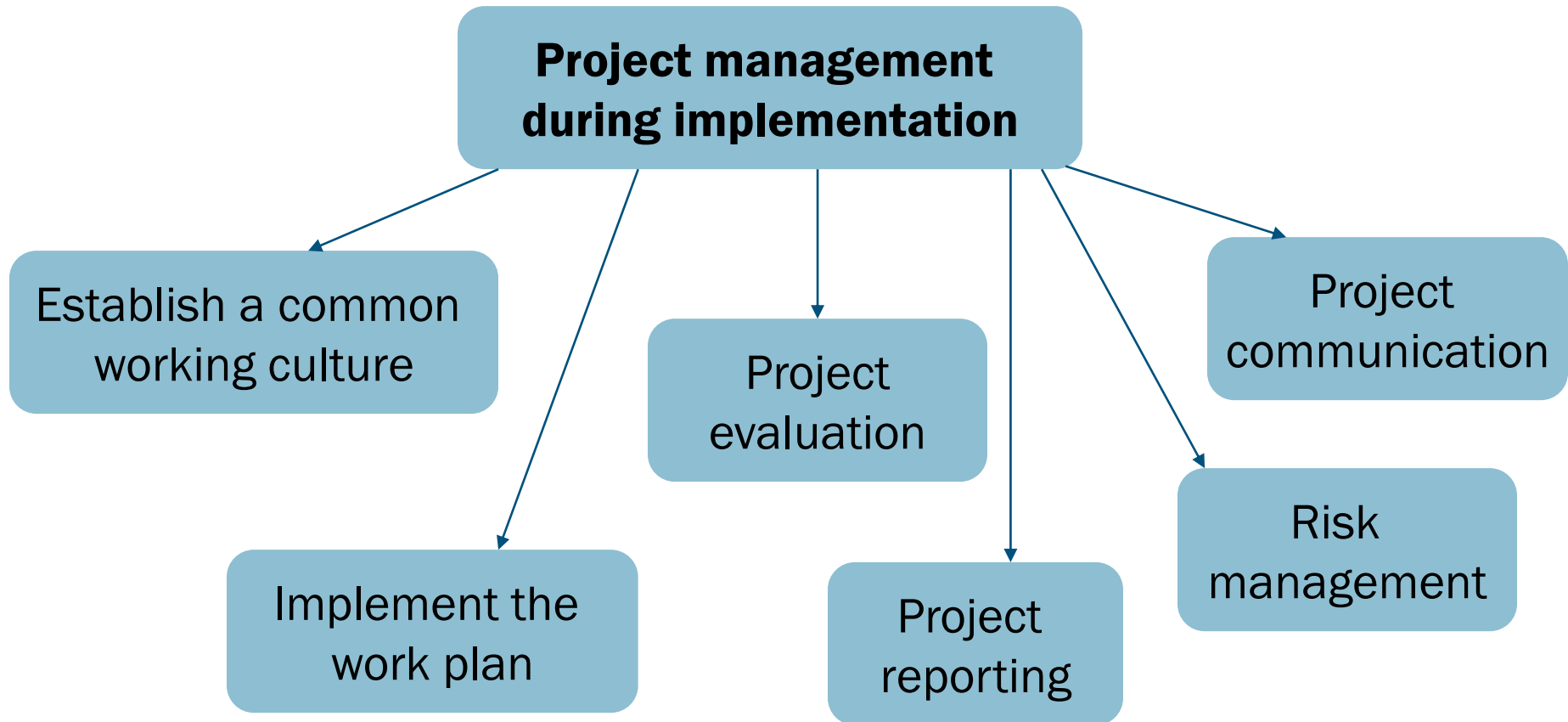
### 3. Project selection and complaints

- Definition of quality project
- Organise workshops for MC
- Conflict of interests
- Role play

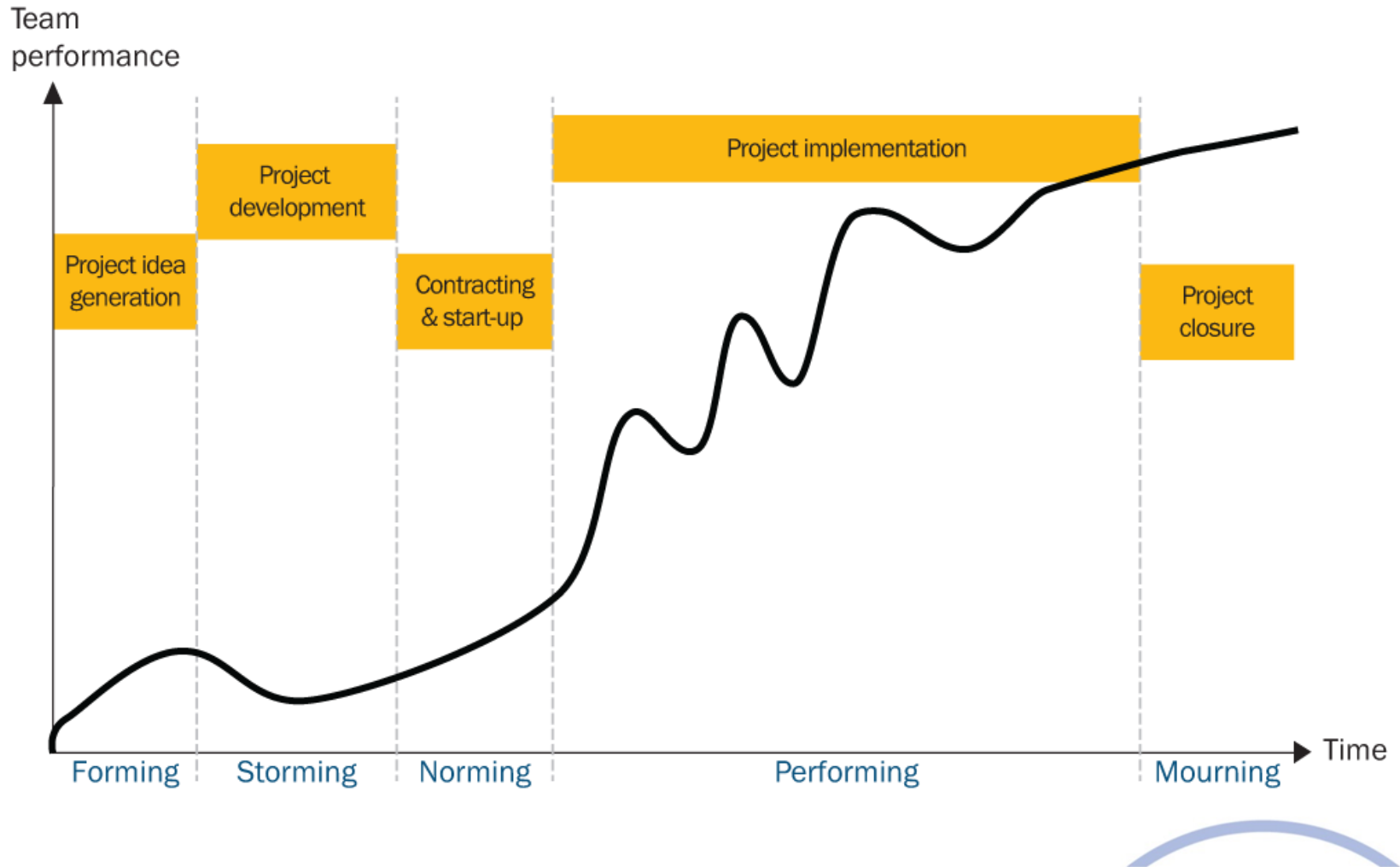




# What happens at this stage



# Remember: Team development stages



# Responsibilities: LP vs PP

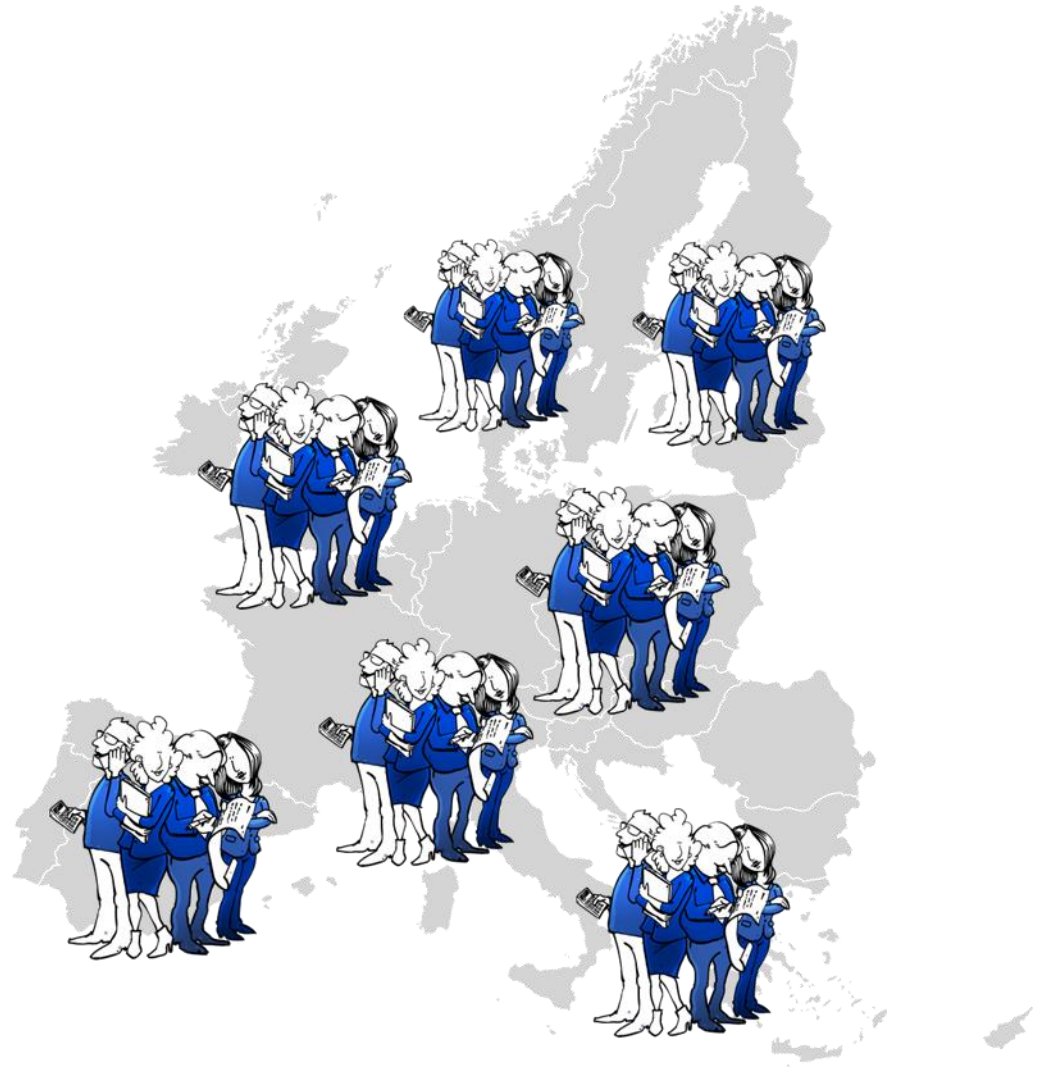
	Lead partner (LP)	Project partner (PP)
Project idea generation	Owner of the idea (usually) Coordinates the process	Actively involved
Project development	Coordinates the process Signs and submits the application	Actively involved Provides necessary doc
Contracting and start-up	Coordinates clarification process Signs subsidy contract Prepares partnership agreement	Signs partnership agreement
Project implementation	Overall coordination Verifies expenditures and submits progress reports to the programme Receives payments from the programme Transfers funds to the partners	Implements assigned activities Ensures that expenditure has been certified Submits reports to the LP
Project closure	Pays back any amounts which have to be recovered to the programme, and recovers these funds from the PP	Responsible and liable for irregularities in the expenditure it has declared

# Teams in Interreg



# Virtual team

Virtual team is  
a group of people who  
work together with  
a common purpose  
but are not located  
in the same place.



# Main challenge = trust building

The much-needed team cohesion for virtual teams can be encouraged if face-to-face meetings are held at three points in the life of a virtual team:



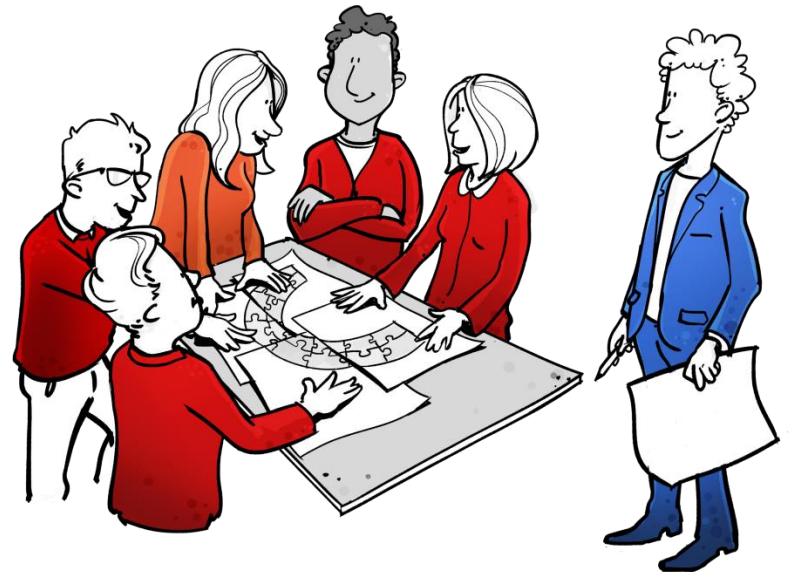
**At project  
kick-off**

**At an  
intermediate  
stage**

**At project  
closure**



**“If a project leader understands  
that one of their key tasks is  
to provide the right conditions  
for the team to relate well,  
the relationships actually  
create capacity.”**



# Internal partnership communication

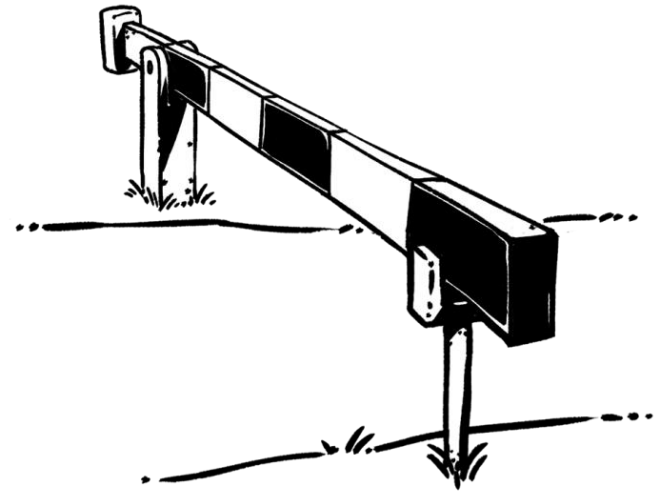
- **What** needs to be communicated and why?
- **Who** needs to be informed?
- **When** and how often do they need to be informed?
- **How** should they be informed? What is the most appropriate medium?





# Managing risks

Risks are internal or external events that may occur during project implementation and could **threaten the achievement of project objectives** and the project as a whole.



# Assess risks through a risk assessment matrix

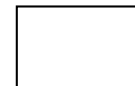
Severity	Likelihood of occurrence				
Severity of consequence	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
5 Catastrophic	5	10	15	20	30
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5



Tolerate this risk



Treat on a case by case basis



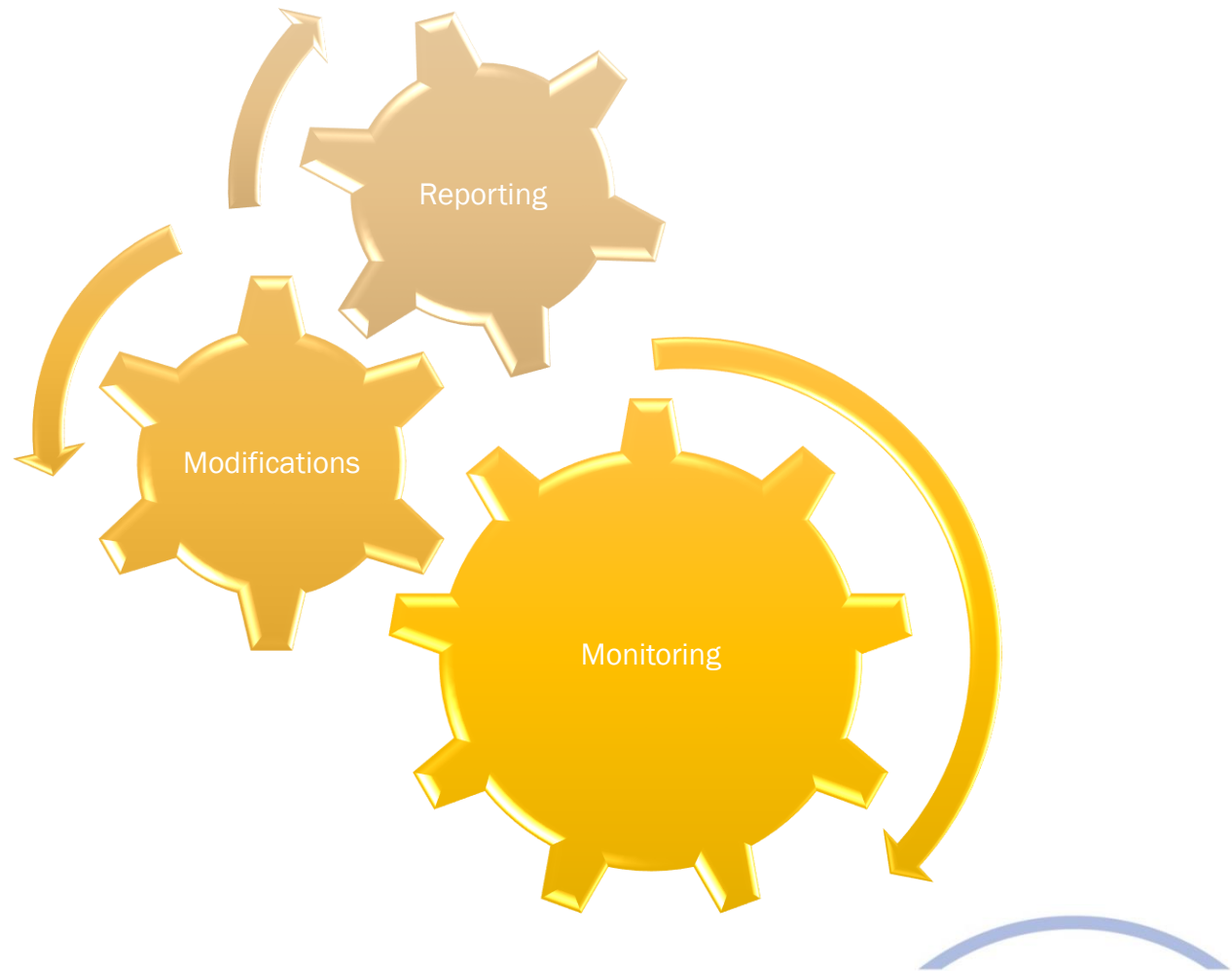
Treatment required



In-depth treatment or  
terminate activity



# Project implementation elements



# Monitoring

- To assure that project expenditure incurred:
  - Is in line with budget
  - Complies with the rules of eligibility
- On-going process
- Allows problem identification
- Verifies and provides transparency on the spending of public funds
- Knowledge of current situation always simplifies decisions making, especially if corrective actions are need



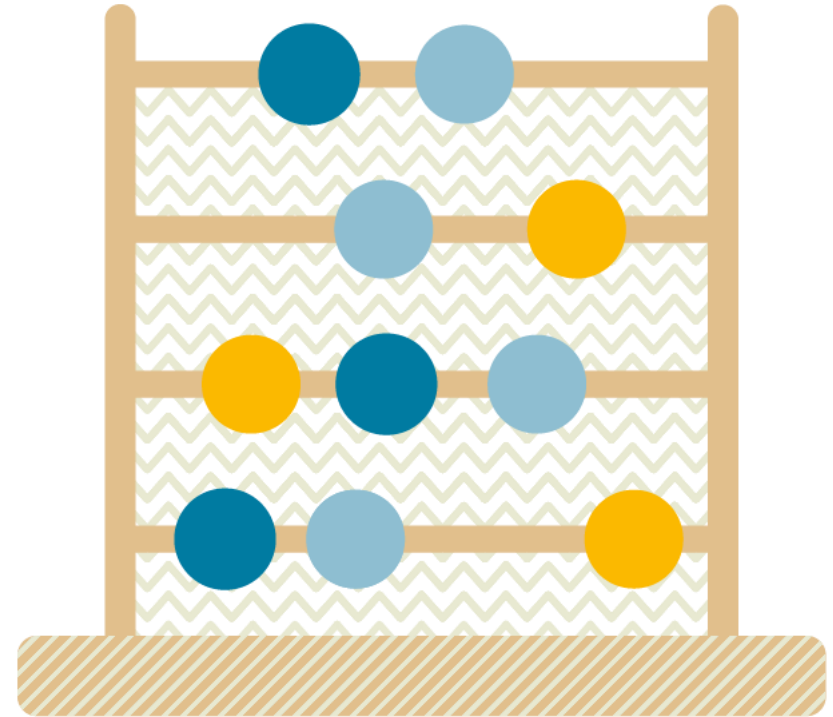
# Reporting

All programmes require

- Financial content of reports:
  - List of eligible expenditures
  - Expenditures attributed to LB and WP
  - Certificate
  - Claim of total ERDF in EUR
- E-cohesion

Differs programme by programme

- Frequency
- Deadlines
- Content
- Attachments



# Reporting – Lead Partner responsibilities

- Deliverables comply with content and quality requirements
- Cost as budgeted
- Determine the information needs in the partnership
- Make sure that all information available on programme reporting procedures and reporting templates is passed on to the partner level
- Provide clarification related to the information/requirements
- Making sure that the partners provide the right information in order to produce the project report
- Making sure that any feedback from the reports reaches the partners



# Reporting – Partners responsibilities

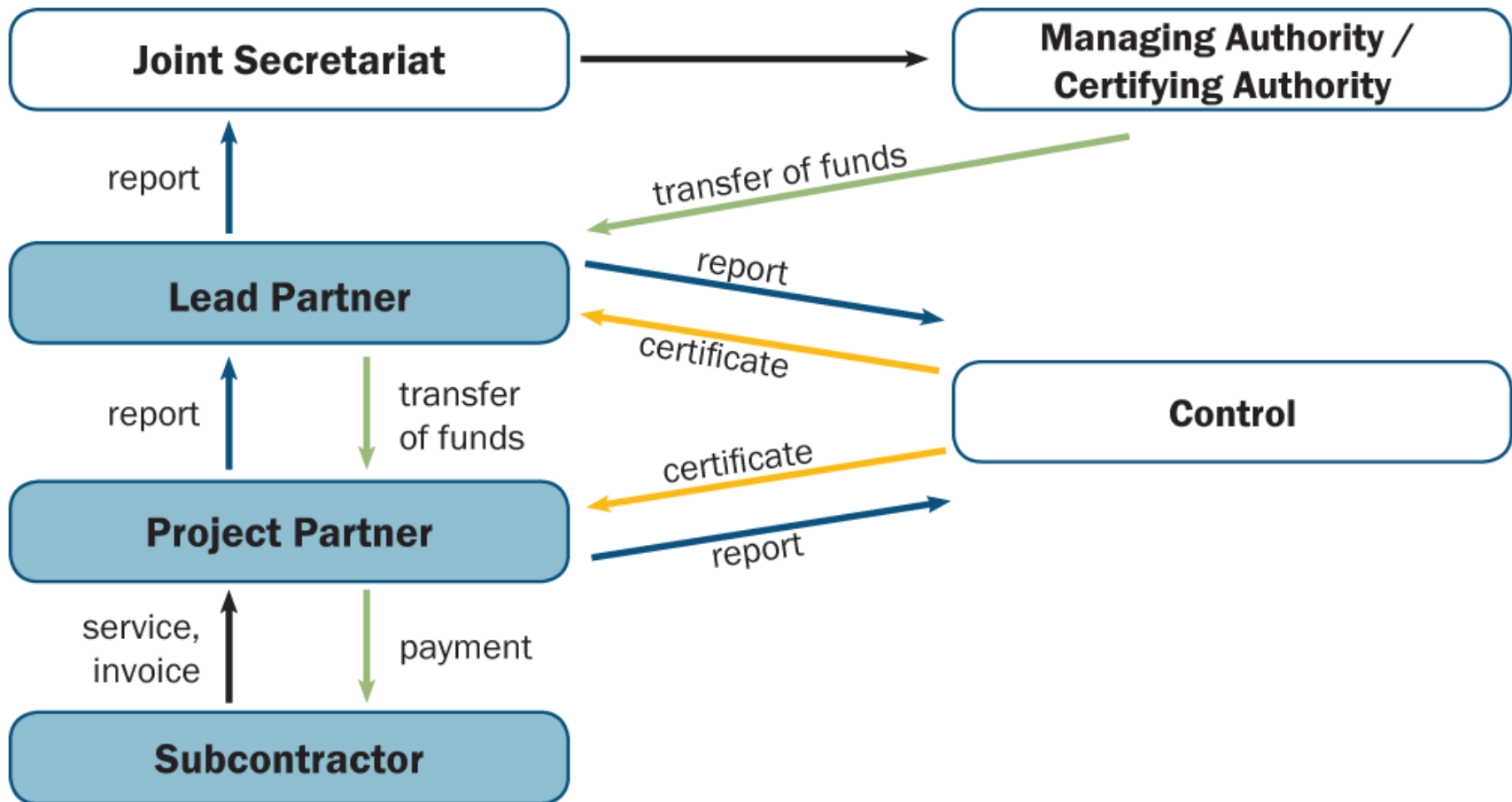
INTERact



- Review progress of tasks on partner level
- Report to the LP/ inform about the progress
- Inform of the potential risks and problems associated with risks
- Inform about information needs and discuss them with the LP and the rest of the partnership
- Regularly exchange status information
- Present / discuss plans for next actions



# Reporting process and cash flows





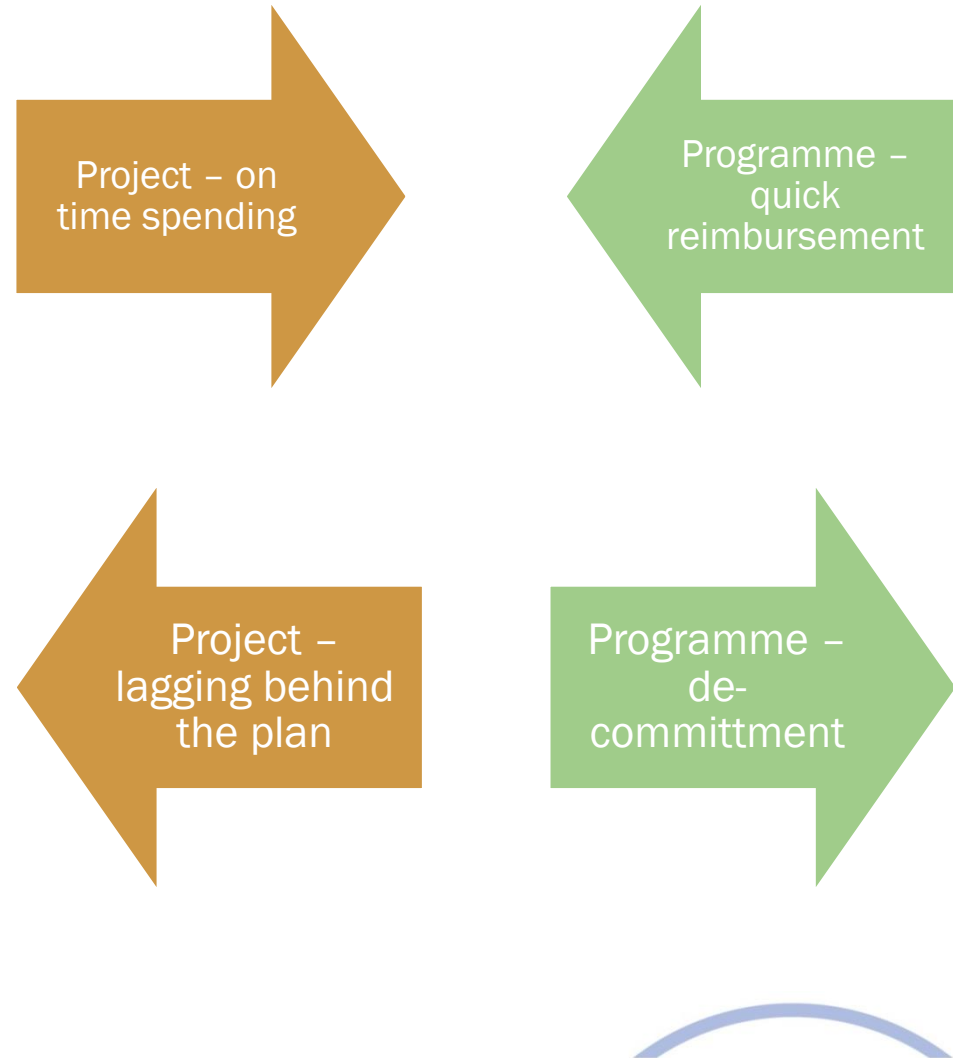
# Reporting – what can get wrong?

- Queuing for verification
- Discrepancies in interpretations
- E-cohesion
- Irregularities (procurement)
- Lack of funds at programme account



# Balancing the relation programme – project

“The joint secretariat shall ... assist beneficiaries in the implementation of operations.”  
(ETC Regulation, Article 23.2)

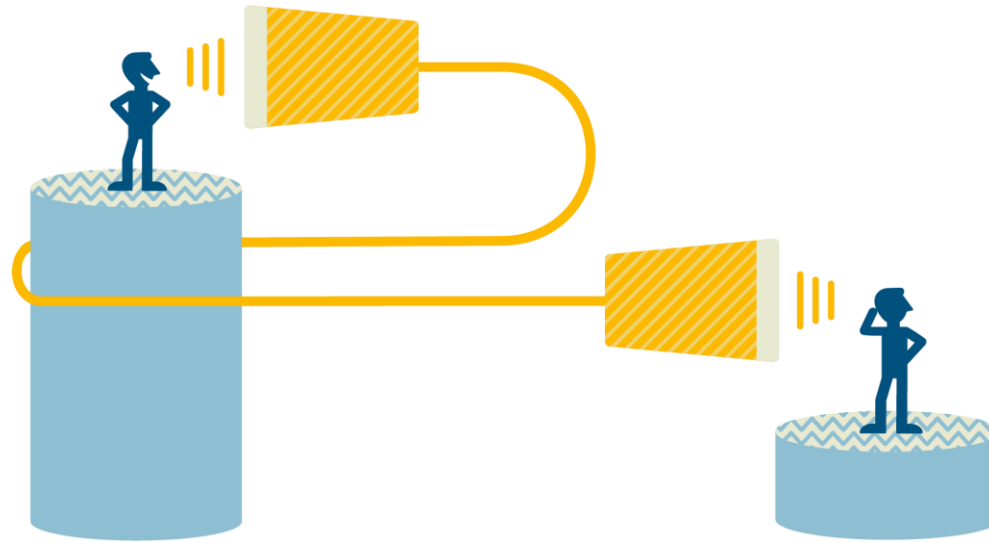


# Project implementation warning signs

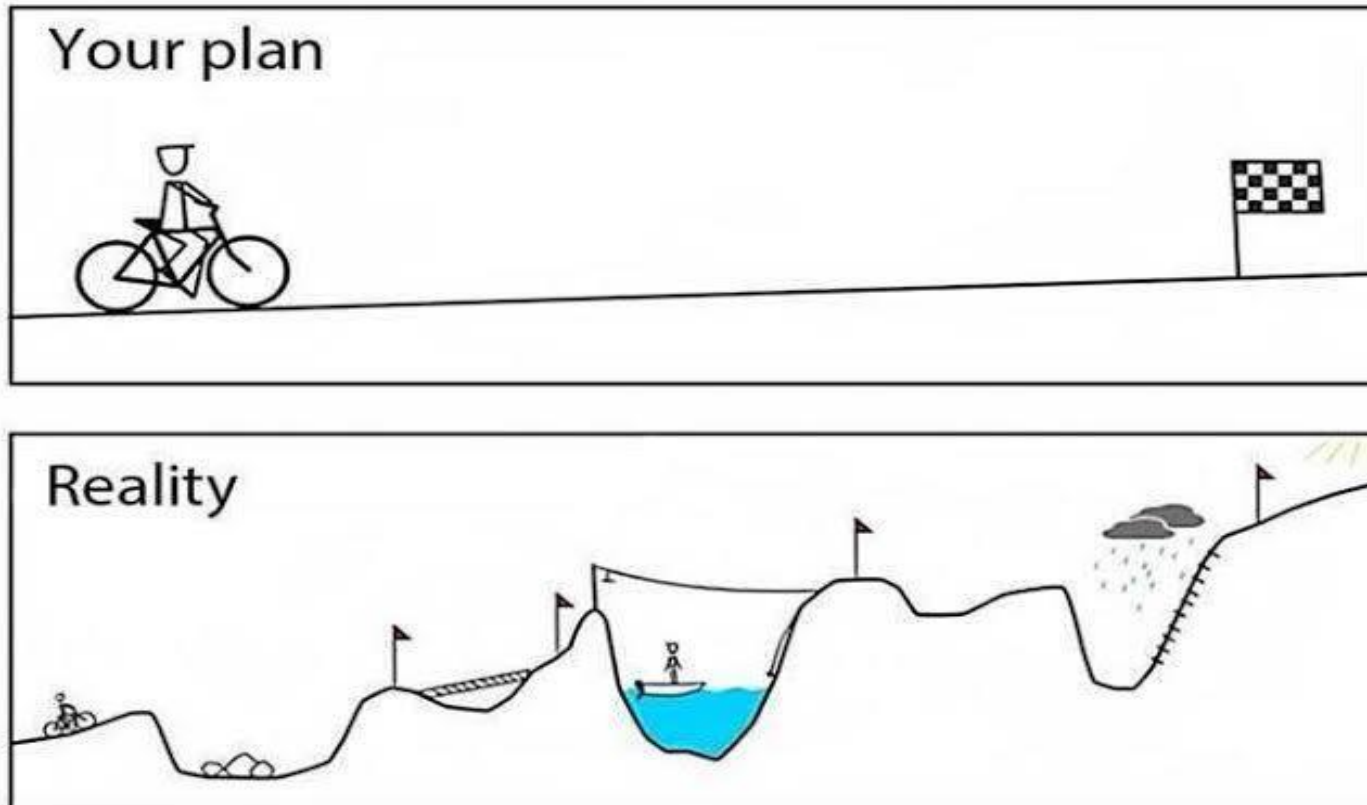
- No proper monitoring  
*(where is the invoice for these constructions works?)*
- No clear leadership  
*(should we buy it now or next year?)*
- Inexperienced project management  
*(I am not into finance – consult your accountant)*
- Little communication at every level  
*(I did not know it is important)*
- Competing priorities  
*(I am told to help my boss with other duties)*



# Project modifications



**Nothing goes as planned, but that is fine  
provided someone controls the situation**



# Project modifications and programme reactions

Modification	Programme reaction
Activity	Accepted, budget implications considered
Roles	Join implementation is not threatened
Partnership	Serious change
Outputs and results	Questioned
Time plan	Accepted, de-commitment considered
Budget	Flexibility of 10 – 20 %



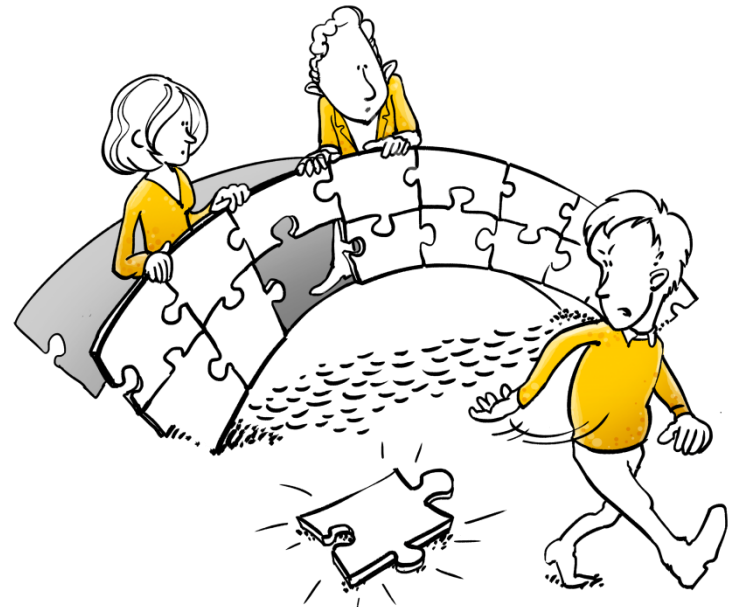
# Modifications

## Budget modifications:

- Budget line – Budget line
- Work package – Work package
- Partner – Partner
- Mixture of all above

## Programme approval:

- Joint Secretariat
- Managing Authority
- Monitoring Committee



## Questions asked by programme before modification considered

- Is it really necessary to implement this modification?
- What should be done in order to avoid this modification?
- The nature of modification (activity, partnership)?
- Who does it affect (1 partner, whole partnership)?
- Does it affect project budget?
- Does it affect project timeline?
- Is it dangerous for delivery of some outputs or results?





# How to avoid modifications ?

- Define the responsibilities and procedures for day-to-day management and coordination
- Involve partner finance managers from the start
- Make sure reporting procedure is clear
- Have in place risk and quality management
- Make sure communication within partnership is smooth, open and honest



## Unavoidable

Erupting volcano, fire in the office, flooded investment



# Reporting tips



- Make it interesting, informative.
- Provide information that your audience needs.
- Limit it to the requested period.
- Compare actual performance with respect to the plan in the application form.
- Include no surprises (report problems).
- Don't forget final check.

# Project evaluation ...

- Is NOT a legal requirement.
- Is a tool to measure your project performance.
- Should be seen as a learning exercise.
- Can be carried out during and after the project implementation



# Project monitoring – project evaluation

## Definition:

**Monitoring:** Ongoing analysis of project progress towards achieving planned outputs/results with the purpose of checking if the project is on track.

**Evaluation:** Assessment of the effectiveness, efficiency and impact of the project.

## Who:

**Monitoring:** internal management

**Evaluation:** internal or external experts

## When:

**Monitoring:** on-going during the implementation

**Evaluation:** mostly at the end of the project but also during the implementation (mid-term or on-going evaluation)

# Key features of a project evaluation

- What is the **purpose** of your evaluation?
- What exactly are you evaluating? What is the **object of evaluation and its scope**?
- Who does the project aim to deliver? Which **stakeholders** are involved in the evaluation?
- Who will carry out the evaluation? Will you use **internal or external evaluators**?
- What **methodology** will be used? Which evaluation questions and criteria will you use?

# What is the benefit for the project for carrying out an evaluation?

- **Accountability** - How well has the project used its resources and what has been its impact?
- **Implementation** - How efficiently was the project implemented?
- **Knowledge production** – What have we now learned about what works?
- **Planning/efficiency** - Was your project worth implementing?

# **What is the benefit for the programme for carrying out an project evaluation?**

- Additional data/information which the programme might need to collect
- Data on certain themes (TOs) across projects
- Outcomes of project evaluations might support the programme evaluation

# Practical tips for project evaluation



- **Be pragmatic!** Consider that your resources are limited, administrators are not always efficient, coordination can be imperfect, knowledge is patchy and data are often not available. Even modest outputs can make a big difference!
- **Contact your programme to find out if there are some guidelines you have to consider.** Inform them about your evaluation, including the purpose, questions, method.
- **An evaluation can be carried out during the project implementation to reveal weaknesses in project design or be carried out at the end of the project implementation to appraise success or weaknesses.**



# Practical tips for project evaluation



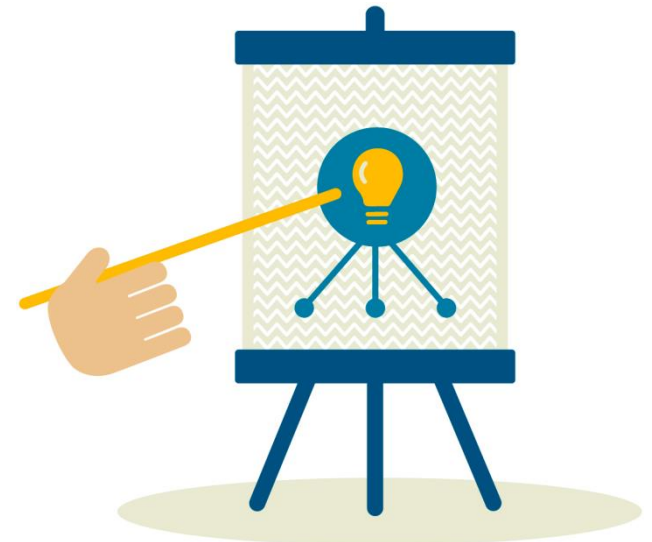
- Make sure that **the evaluation is integrated into project planning and management**. An evaluation takes time and human resources.
- Make sure that you **involve the right stakeholders** – if a major stakeholder interest is ignored, this is likely to weaken your evaluation, either because it will be poorly designed or because its results will lack credibility.
- **The importance of evaluation questions in an evaluation design can not be overstated.** Formulate evaluation questions in a way that is easy to answer. Ask questions that someone will find useful.

# General Data Protection Regulation and Interreg

## Disclaimer

This presentation represents only the point of view of the presenter and serves for information purposes only.

By no means it constitutes a legal advice.



# General Data Protection Regulation (1)

- Regulation 2016/679 (GDPR) came into force in May 2016 (before directive was the legal basis)
- But applicable from 25 May 2018
- 2 years to prepare passed
- Data protection provisions apply to programmes as they process personal data

# GDPR and Interreg

Financial Regulation (FR) of 18 July 2018 defines the obligation to apply GDPR by programmes:

- Any processing of personal data by Member States bodies responsible for the management and control of Union funds shall comply with Regulation (EU) 2016/679 (article 63 (4) FR)

# General Data Protection Regulation (2)

- General rules – some MS establish more detailed sectoral rules
- Specific provisions
  - Designation of Data protection officer (DPO) depending on the body where MA/JS is located – public/private
  - Records of processing activities depending if institution employs >250 persons, unless dealing with sensitive data
- Case law yet to come, practicalities and details often missing

# GDPR – reasons

- Stress the importance of personal data
- Better protect personal data of EU citizens in a digitalized world
- Give the same rights to all EU citizens concerning their data
- Make public and private bodies think which data is processed, what for and how it is protected
- Think about the data risk management system

# Definitions (1)

## Personal data (GDPR)

- any information relating to an identified or identifiable natural person ('data subject')
- multiple items put together that can identify the person (eg. IP address, function and nationality)
- the data can be processed by automated and manual systems

## Personal data (practice)

- where an individual is the focus of an image the image is likely to be personal data
- contact data of employees are their personal data

# GDPR Definitions (2)

## Data controller

- Data controller is the data owner
- Responsible to individuals
- In Interreg MA/JS will usually be the data controller

## Data processor

- Processes the data on behalf of the data controller
- Follows the instructions of the controller
- eg. a company contracted to manage publicity of the programme (info campaigns, newsletter)



# Legal basis for processing (1)

The data can be processed when there is:

- 1) Consent
  - 2) Contractual necessity
  - 3) Compliance with legal obligation
  - 4) Necessity to protect vital interest
  - 5) Performance of tasks in public interest or in exercise of official authority vested in controller (legitimate interest);
- Programmes must process some personal data due to legal obligations and contracts – inform the subjects that processing is in place
  - Consents can be revoked – what to do then?

# Consent

- Affirmative consent (opt-in tickbox, agree button, signature, etc.)
- In written
- Given in equivocal way
- No objection, silence, inactivity -> tacit content is no consent!
- No opt-out (prefilled tickbox)
- Be careful! Consent can be easily withdrawn!

# Legal obligation (example 1)

In any call made in the context of grants, procurement or prizes implemented under direct management, potential beneficiaries, candidates, tenderers and participants shall be informed that their personal data may be transferred to internal audit services, to the Court of Auditors or to the European Anti-Fraud Office (OLAF) and between authorising officers of the Commission (cf. article 57 FR).

- programme authorities shall request beneficiaries to provide this information to final beneficiaries

# Legal obligation (example 2)

## Payslips

Staff costs may be reimbursed either:

- (i) on a real cost basis (proven by the employment document and payslips);

Art. 3(3) Delegated Regulation 481/2014 specific rules on eligibility of expenditure for ETC

# Examples of personal data sources in a programme

- Project data in monitoring system (contact details, sometimes salary sheets)
- Applicants (IP addresses, contact details)
- Publicity campaigns (subscribers of newsletters)
- Employees (salary sheets, travels)
- Job applications in MA/JS
- Business cards collected at conferences
- E-mails received
- Images of focused faces (e.g. conferences)
- Competitions participants
- List of MC members

# Principles

- Collect only the data that you need – minimal approach
- Data lifecycle (delete when not needed)
- Accountability – the data correctly protected, legal basis for processing,
- If the data is transferred to 3rd party there also must be legal basis or consent of the data subject

# Data controller – responsibilities

## 1. Risk assessment

- implement appropriate technical and organisational measures to ensure GDPR compliance
- review and update technical and processes – audit mechanisms

## 2. Data mapping

- what and why, probability of losing the data
- identify the sources and classify the data (consent or legitimate interests) and the legal bases for processing – strategy for compliance

# Data controller – responsibilities

3. Protect the data (depending on the nature of the data)
4. Code of conduct encouraged
  - fair and transparent processing
  - legitimate interests
  - consider rights



# Security of processing (1)

- Appropriate measures to be taken (general provisions)
- Personal data can have different forms (electronic, paper, hand written participants list)
- Protection of the place where the data is stored, IT system, trainings for employees
- Encryption
- Data more vulnerable (health, card numbers) to be misused protected in a more sophisticated way
- Restore possibility if data lost

# Security of processing (2)

- Data collected for certain purpose can only be used for this purpose, not for others
- The data subject to be informed how the data will be processed and for which purpose it will be used.
- Data only for its identified purpose (do not send the newsletter to the database of applicants if no consent for that)
- Human factor - employees to be aware what they are entitled to do
- IT systems might be protected, but unaware employees might create leakage (unprotected pendrive or laptop lost or stolen, undestroyed papers thrown away)

# Information requirement (1)

Article 13 GDPR: Where personal data are collected from the data subject

Programme authorities need to inform the data subject, (e.g. beneficiary or auditee) in particular about:

- Identity of the data controller (authority)
- Purposes and legal basis of the processing
- Recipients (including audit services)
- Right to request data access etc.

# Information requirement (2)

Article 14 GDPR: Information to be provided to data subjects where data was not obtained from them (e.g. participants in project activities), includes in particular :

- Identity of the data controller (programme authorities)
- Purposes and legal basis of the processing
- Categories of data
- Recipients
- Right of the person to request data access etc.

# Information requirement (3)

Data controller	Legal entity DPO contact where applicable
Principal purposes and legal basis for processing	Advertising (consent) Audits (FR Art. 63(4))
Rights	Access Rectification Withdraw consent (if possible) Objection or restriction of processing (if possible) Erasure (if possible)
Principal recipients or categories of recipients	Managing Authority, First Level Controller, Audit Authority, European Commission, European Court of Auditors (etc.)
Additional information	Storage period or criteria used to determine it If data used for different purpose than originally collected information on the new purpose

# Rights of data subjects (1)

## Right of access on request to data undergoing processing

- Controller should be able to present all data processed and should be able to establish the deletion date.
- Might be difficult for a programme – data in different data bases

## Right to rectification

- rectification of "inaccurate personal data" and the completion of "incomplete personal data"

# Rights of data subjects (2)

## Right to erasure (right to be forgotten)

- the data is no longer processed
- only if no legal grounds for processing
- If 3<sup>rd</sup> party deals with the data it must remove it as well
- In case of Interreg much of the data must be retained for audit purposes according to the ESIF Regulations!
- Some MS require to keep some categories of data for a long time or forever!

# Rights of data subjects (3)

## Right to restriction of processing (if data inaccurate, objection)

- if a data subject objects to the processing of that data, but the controller has a legal requirement to retain it
- controllers may need to employ technical means to prevent a specific data subject's personal data from undergoing certain processing activities

## Right to data portability from one controller to another controller

- in a structured, commonly used, and machine-readable format. (csv, xml, pdf)
- where technically feasible

**Controllers have 30 days to respond to requests**



# Data breach notification (1)

- a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to personal data transmitted, stored or otherwise processed
- likely to result in a risk to rights and freedoms of natural persons should be notified to them without due delay
- Programme context: usernames and passwords to the monitoring systems are hacked and stolen, unprotected laptop with personal data lost or stolen

## Data breach notification (2)

- not only theft, but data spill
- 72 hours from the moment the data processor notices a breach notice the supervisory authority (independent public authority)
- only if results in an infringement of privacy of data subjects

# Compensation, fines and penalties

## Compensation

- Any person suffered material or non-material damage
- Right to receive compensation from controller or processor for the damage (if responsible)

## Administrative fines

- Individual cases analysed
- Gravest infringements – 20 m EUR fine or 4% of total annual turnover, whichever higher
- Google global turnover for 2017 – \$109 billion – max. fine:– \$4,36 billion

## Penalties

- Additionally MS lay down rules on penalties for infringements not covered by GDPR

# Compensation, fines and penalties

## Compensation

- Any person suffered material or non-material damage
- Right to receive compensation from controller or processor for the damage (if responsible)

## Administrative fines

- Individual cases analysed
- Gravest infringements – 20 m EUR fine or 4% of total annual turnover, whichever higher
- Google global turnover for 2017 – \$109 billion – max. fine:– \$4,36 billion

## Penalties

- Additionally MS lay down rules on penalties for infringements not covered by GDPR

# Project Communication and Capitalisation

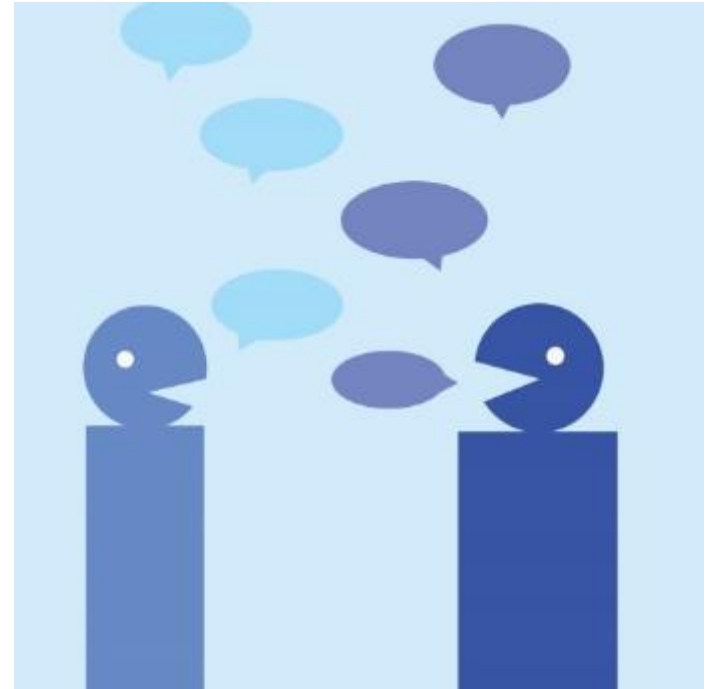
---



“The two words information and communication are often used interchangeably, but they signify quite different things.

*Information is giving out;  
communication is getting through.”*

Sydney Harris



# Information & communication requirements

- The information and communication rules for the 2014–2020 programming period are laid out in articles 115–117 and Annex XII of Regulation 1303/2013
- Implementing Regulation (EU) 821/2014 lays out the specific requirements for use of the European Union flag, plaques and billboards
- According to IPA Implementing Regulation, the communication rules laid down in CPR are applicable also for Interreg IPA CBC programmes.
- Visibility strategy and measures for ENI CBC programmes should be included in the programme document.

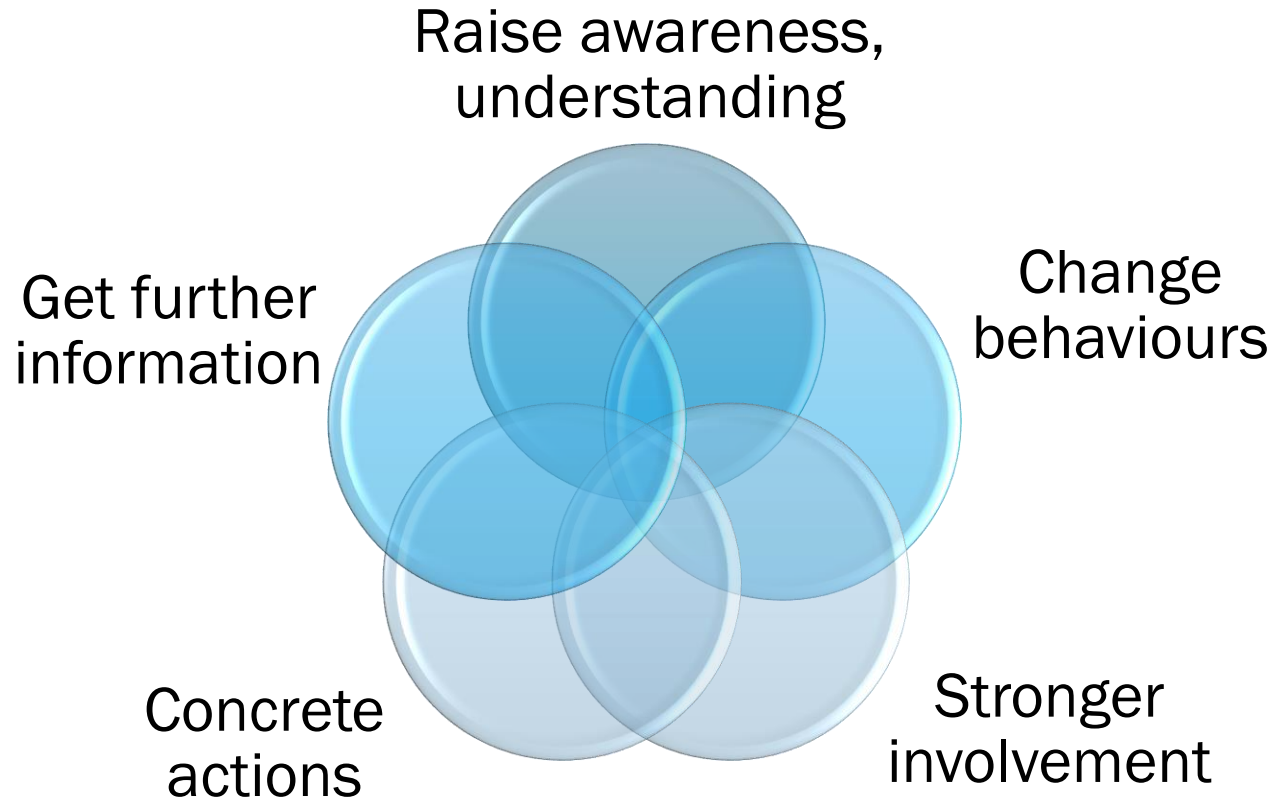
# Information & communication requirements

- For project beneficiaries:
  - the Union emblem and a reference to the Fund or Funds supporting the operation
  - if available the project website should provide a short description of the operation, including its aims and results, and highlighting the financial support from the Union
  - billboard during operations exceeding EUR 500 000
  - plaque or billboard after operations exceeding EUR 500 000





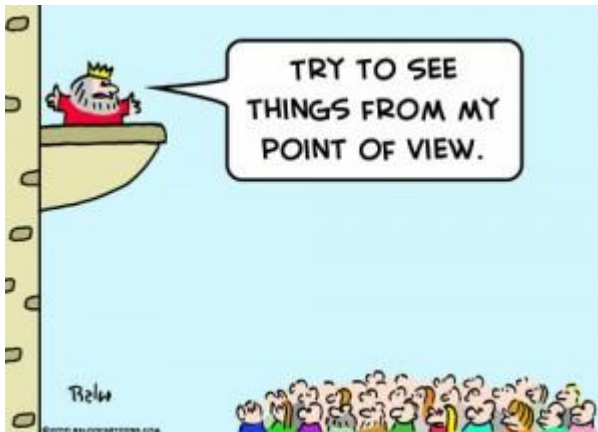
# What can be achieved through communication?



# Why does communication matter in Interreg?

- New programme orientation: 2014-2020
- Stronger focus on results
- Need for more visibility and transparency about the use of EU funds
- Additional effort for more promotion & dissemination
- Better understanding of what works and what doesn't
- Call for building on existing results
- Demand is for more creativity, deeper knowledge of the audience, and story-telling

# Communication pitfalls



- No communication objectives
- Communicating the wrong things
- Uninspired communication
- General communication instead of targeted communication
- Lack of knowledge regarding target groups
- Wrong timing

# Communicating Interreg achievements - Challenges

- Programme rules to follow
- Outputs already defined in application form with specific activities that need to be implemented
- Many different groups to address
- Different cultures, different languages that require specific actions
- Communication at local, regional, national, EU level
- Collecting and communicating achievements – how?
- Abstract results
- ...

# Preparing a communication strategy



# Defining communication objectives

## **The key communication objectives for our project are:**

1. To engage the target groups in project activities; and to communicate the benefits, the outputs and the impact of our project to the project target groups and general public
2. To communicate the benefits of the EU funding for the project to general public



# Communicating Interreg achievements









# Telling a story



# Examples of storytelling

“Storytelling is the most powerful way to put ideas into the world.”

Robert McKee

[Health insurance - Example 1](#)

[EU enlargement - Example 2](#)

# Stories versus facts

## **STORIES**

For politicians and policy makers. You will need to get them from your stakeholders by engaging in a conversation.

**FACTS and FIGURES** For experts and senior officials. You will need to aggregate them from your results and outputs.

**The tricky part is to FIND that story  
and to have the COURAGE to tell it ...**



# TELLS A STORY

So that you can **move** someone  
in a direction

So that someone **feels**  
something, **thinks** something,  
**does** something now

So that someone **absorbs**  
information better and faster,  
avoid the mistakes, rehearse the  
situations before they present  
themselves

So that other **storytellers** can tell better stories.

So that other **creators** can build better creations.

**TELL A STORY  
ABOUT A STORY**

**117 programmes**



**100 - 150 projects**



**11700 - 17000 projects**



**circa 11.000.000 - 17.000.000 people**



REAL PEOPLE. REAL STORIES.



Hello! My name is...



**Interreg**



EUROPEAN UNION

**Danube Transnational Programme**

## LIVING IT

Luke Skywalker is a young lad from a desert planet who dreams about leaving the planet for living adventures and who meets an old hermit called Obi Wan Kenobi, a former knight of the forgotten order of the Jedis. His adopted family is killed and he leaves the planet in search of a captive Princess.

## THE STORY

Thousands of years from now the galaxy is divided between light and darkness factions and a forgotten order of knights is fighting to keep democracy and freedom alive against a totalitarian power.

Luke Skywalker, an adopted boy from Tatooine, starts his journey to become a Jedi knight and help tip the balance of power in favour of the rebellion against the Empire.



# Easy solution? Communication pattern...

1. **Intro + Problem:** The big picture / The context - **BUT** - This region has a problem
2. **Problem specific:** Concretely people could not do that because of the previous problem
3. **Insight about people:** But we know people actually did that ...
4. **Solution:** So we created ...., which is the first / the best / a long-term solution to
5. **How the solution Works:** It works this way (3 features max)
6. **Proof it Works:** Thanks to ..... we managed to reach .... and transform the lives of... for only .....
7. **Vision & Brand:** By helping people this way we are pushing forward for... This is what INTERREG can do...

## THE STORY ABOUT THE STORY

### THE PROBLEM

The galaxy is at war between a totalitarian regime and a democratic rebellion which is about to be crushed

### THE PROBLEM (specific)

The Rebellion force, scattered across the Galaxy has recently lost track of its main figure, Princess Leia - who has been captured by the Empire and hope is lost

### INSIGHT

The Rebels are weak and disorganised and need to bring back Leia to consolidate their forces and reconnect with their past, when the order of the Jedi was helping counterbalance the dark forces of totalitarianism and violence

### SOLUTION

A young lad called Luke Skywalker is going through an intensive training to become one of these forgotten Jedi and is about to tip the balance of power

### HOW IT WORKS

The faith in a messiah and winning the war is all the Rebels needed to retake the advantage on a repressive and violent Empire

### PROOF

In a couple of months, the arrival of Luke is helping thousands of Rebels to destroy one of the most dangerous weapon ever created - the Death Star, a weapon capable of annihilating entire planets

### VISION & BRAND

The strength of an army is not in its numbers but in the conviction of a few individuals who have the faith to change the world. Star Wars.

→ [Cap&Com](#) → [Pattern Video](#)





# Results captured in KEEP

- The project has started its activities in October 2008 and finalised all planned activities in December 2011. The partners worked actively on local level and European level and in smaller project groups such as the Management Group (LP and thematic coordinating partner) and the group including the LP and all work package leaders. Moreover, the project held all EU partner meetings according to the work plan (preparatory meeting in November 2008, the official kick-off conference in March 2009, a meeting in March 2010 in a city and the midterm conference with a public PPP Forum in September 2010 in a city, a work meeting in a city in April 2011, final conference in a city in September 2011). Additionally the project held a public workshop during the OPEN DAYS in Brussels in October 2011. During the conferences panel discussions and presentations involved politicians, experts and practitioners from all project partner member states and EU institutions focussed on crucial topics such as public funding possibilities, investor search and contract application. The last project meeting took place in April 2011 in a city. This project seminar was based on the respective preparatory and thematic reports following the project work plan. During this reporting period, the transnational pilot project teams finalised the elaboration of the thematic reports on the topics on the topic Sources and Cooperation Models. The project fulfilled comprehensive communication activities. The website was regularly updated with news, events and material that derived from meetings and conferences. The project produced notes on the pilot projects and the last newsletter was issued. Besides the baseline paper explaining all Pilot Projects and the projects activities as a more detailed documentation of the entire project, the final outcome, a framework paper, an expert report evaluating all pilot projects and the policy paper with political recommendations were elaborated and finalised. The LP), financial manager and thematic coordinating partner commonly prepared the organisational and management related procedures necessary to ensure a smooth running of the project.



# Results captured in KEEP

The project has developed a forum for networking and a cross-border entrepreneurship programme as well as training material for creative industry students at universities.

Other activities included the creation of a cross-border internet-based platform for the exchange of ideas and support for the elaboration of business ideas with potential for international business cooperation.



# Promoting the results - use of social media





# Communication of an Interreg project

Communicate results, not activities

Deepen knowledge of your audience

Know the story you want to tell

Be creative



# The role of communication in Interreg

## Interreg Project Slam at EU Regions Week 2018

- Specific capitalisation activity at EU level to showcase good projects and communication stories!
- Promotion of to promote projects and programme achievements, also in social media!
- Partners' involvement, to build a story!
- Programme authorities support in the definition of the story
- Joint implementation!!!

**Interreg Talks:** 6 projects, 1 slam!

**Watch the final performances live**

**Register today!**



10 October 2018, Brussels - Part of the EURegions Week

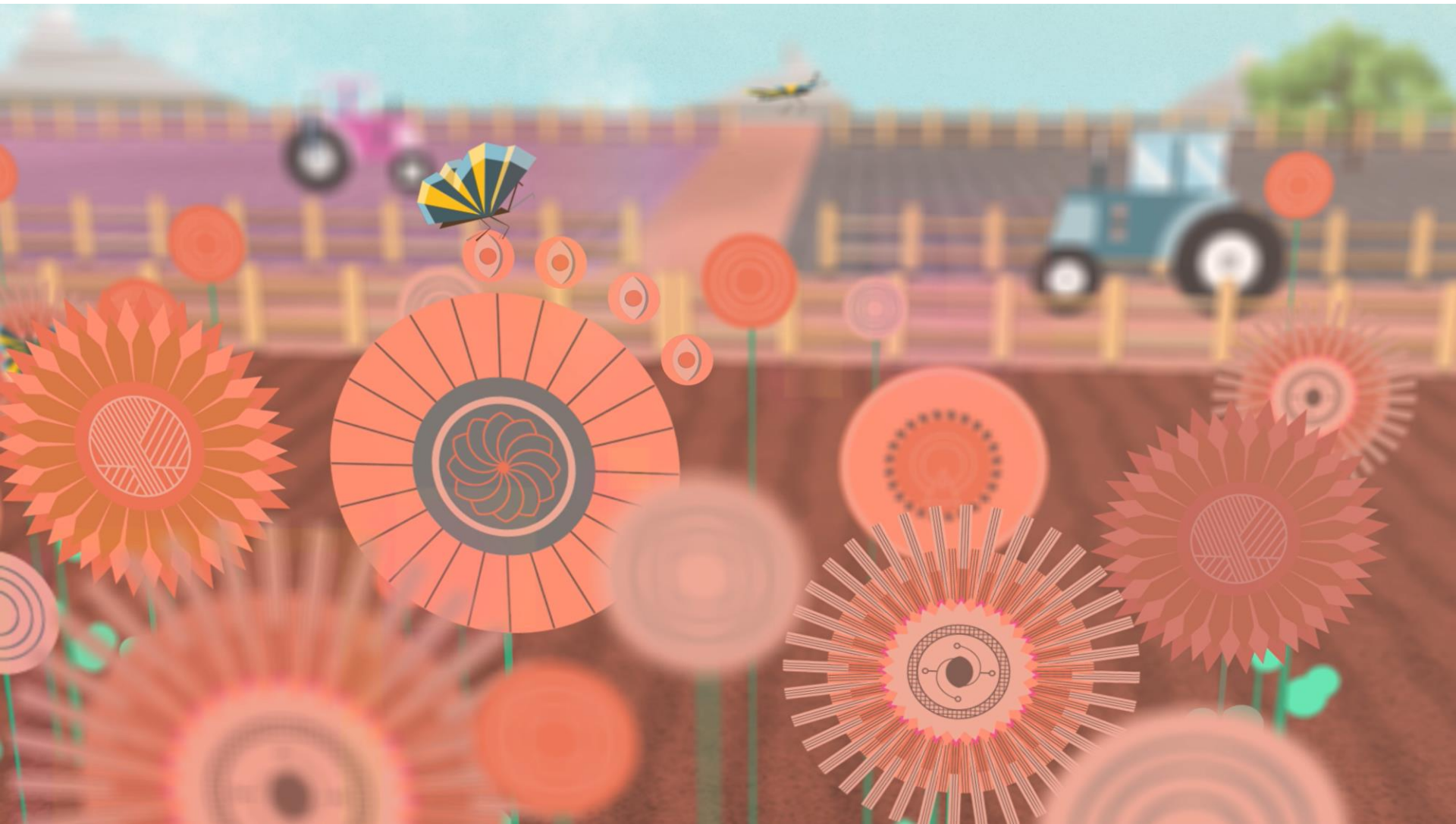
 **REGIONS & CITIES** | European Week  
Brussels 8-11 October 2018

 **INTERact** 

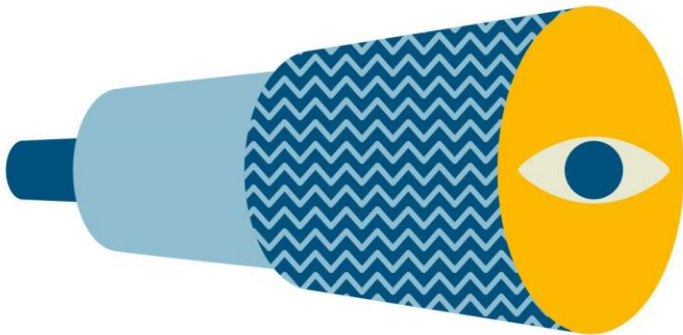
# **The role of communication in Interreg Project Slam 2018**



# Capitalisation is ...

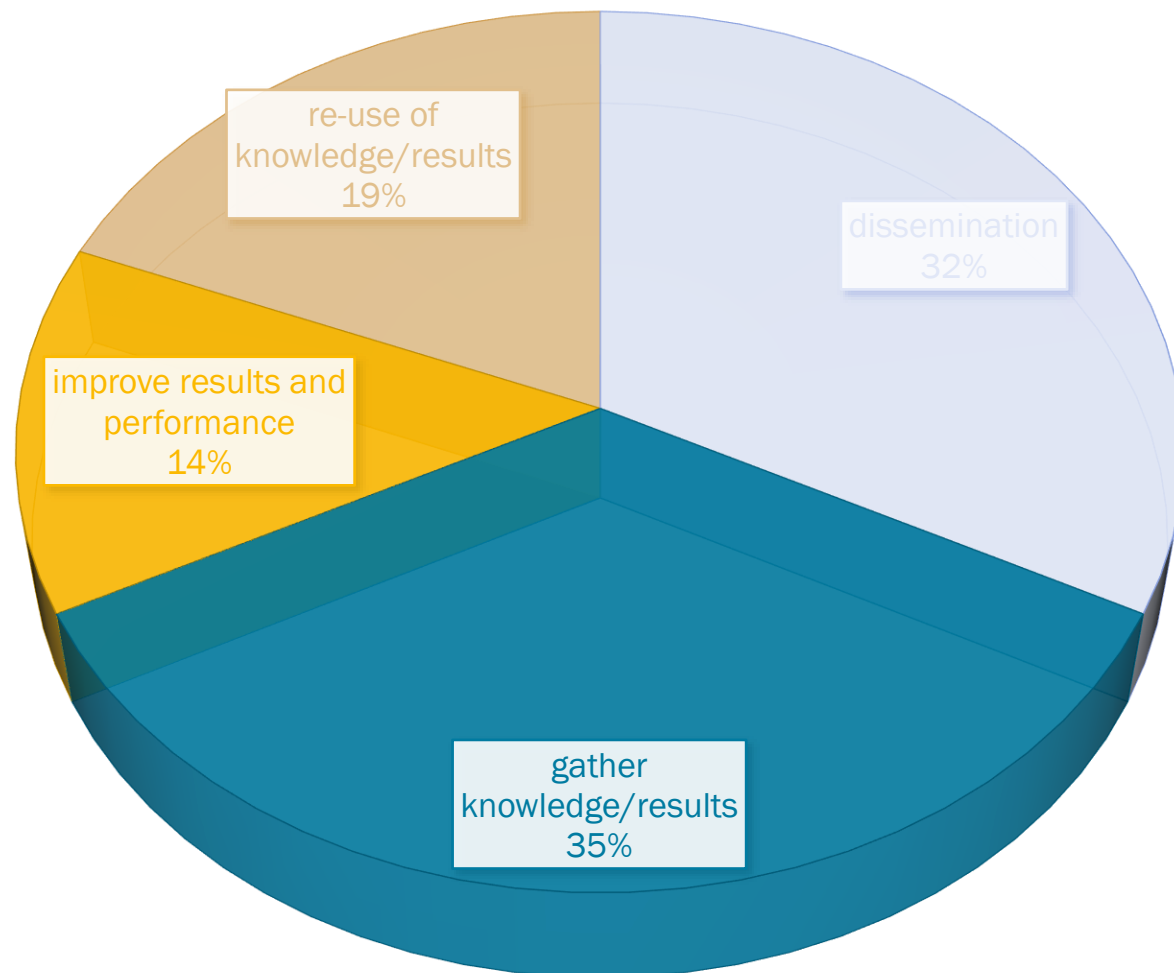


# Capitalisation, do we all have the same understanding?



1. **Capitalisation is about gathering, organising and building upon existing programme and projects results, within specific fields.**
2. **Capitalisation could concern data about the implementation of programmes, projects, impacts and methods used in order to make this knowledge generated by Interreg (capital) more accessible and usable for other programmes, projects or stakeholder groups.**
3. **Capitalisation (of results) looks into specific results in thematic fields in order to obtain additional improved results, to boost performance, delivery and to multiply the effects of achievements delivered.**

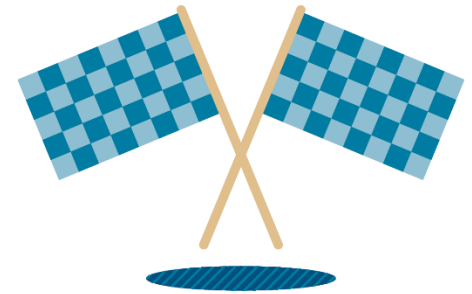
# What is capitalisation in Interreg?




# Challenges for capitalisation:

Indeed, capitalisation activities face several limits and challenges:

1. they are often restricted to the promotion of projects, and sometimes without tangible results on its added value,
2. they go rarely beyond the dissemination of results,
3. there are still stakeholders involved in ETC programmes who are not convinced of the added-value of such an exercise - like capitalisation - or who think that transfer is not suitable face-to-face with programme's territorial approach.





**Capitalisation shall transform  
the Programme's achievements  
into long lasting and durable  
values**

*(Danube TN Programme Capitalisation Strategy)*



# **A programme is like a coffee machine**





# **The projects are the coffee beans**

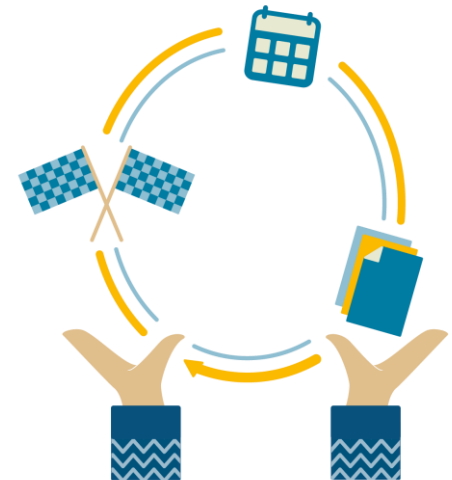


**Quality coffee is the key to a perfect espresso**



## 4. Project implementation

- Speed up the contracting phase
- Recommendations vs. negotiation
- Budget cuts
- Guidance to partners
- Withdrawal of partners
- Delivery assurance
- Team building / create confidence



## 5. Project reporting and quality check

- Check deliverables and outputs
- Active involvement of stakeholders
- Manage available knowledge
- Keep track of indicators
- Deliver results on time
- Manage risks and challenges
- Sustainability of results. ***Capitalisation!***



## 6. Underperformance and follow-up

- Not just financial underspending!
- Risks of budget cuts!
- Other corrective measures 🧐
- Programme evaluation and checks
- Monitoring project's outputs and results. ***Capitalisation!***
- Sustainability of partnership and lessons learned.



## 6. Underperformance and follow-up

### Follow-up activities

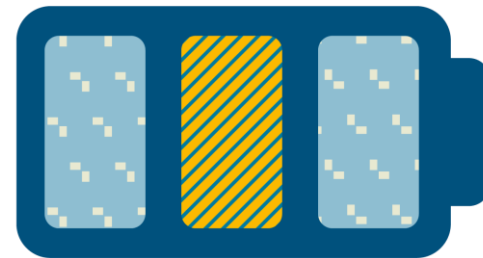
So far, there seem to be no follow-up activities after project closure except the regulatory requirements. However, the programmes identified possible activities of programme bodies and Member States to check the long-term outcomes of the project:

- Programme evaluation
- Visits to check on investments and revenues
- Monitoring the use of the outputs
- Try to find out what came out of the cooperation after the project ends
- Make a survey 5 years after the project ends including questions such as: "Is anyone using your outputs?", "Has the ownership of the project changed?", etc.
- Unofficial phone calls a year after the project ends to find out if there are any challenges. Knowing what happens after project closure could be useful for the following programming period (i.e., learning points for improvement).



# Project closure – steps to be taken

- Plan closure;
  - Resources
  - Timing
  - Last reimbursement
- Finalise all project activities
- Communicate all results
- Accumulate project records
- Prepare final report





# Obligations after project closure

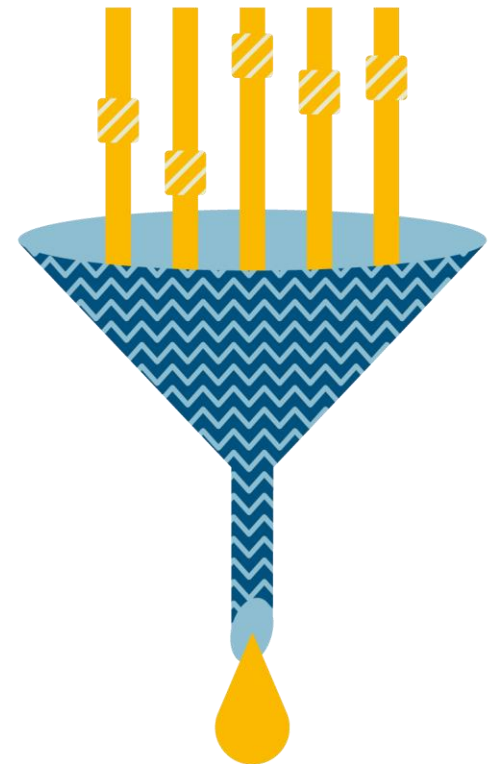
- Retention of documents:
  - Programme rules – 2 or 3 years
  - If State Aid involved – 10 years
- Ownership of project deliverables
- Revenues
- Irregularities found after project closure





# Project legacy

- Ensuring that project activities have a lasting impact on project partner organisations and stakeholders
- Ensuring that project activities have a lasting impact on the wider programme area and beyond
- Trying to ensure that there is commitment and funding to take the next steps
- Taking into account programme supportive activities



# Advice from projects already closed

- LP knows who to approach in partners institutions after the project closure
- Partners know all their obligations, and ensure there is staff ready to be approached should there be additional control
- Partners know about their obligations regarding paying back unduly paid funds, once irregularity is found after project closure.



# Cooperation works

---

All materials will be available on:

[\*\*www.interact-eu.net\*\*](http://www.interact-eu.net)