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# INTERREG V A Italy – Croatia CBC Programme

Strategic Calls for proposals

**Factsheet n. 1**

**Introduction and Background**

Version n. 1 of 17<sup>th</sup> September 2019





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## TABLE OF CONTENTS

<b>ACRONYMS</b> .....	2
<b>A. LEGAL AND STRATEGIC FRAMEWORK</b> .....	4
<b>B. WHAT IS EUROPEAN TERRITORIAL COOPERATION?</b> .....	7
<b>C. WHY PARTICIPATING IN AN ETC PROJECT?</b> .....	9
<b>D. THE CHARACTERISTICS OF THE PROGRAMMING PERIOD 2014 – 2020</b> .....	9
<b>E. THE INTEREREG V A ITALY – CROATIA CBC STRATEGIC PROJECTS AND THEIR CHARACTERISTICS</b> .....	13
<b>F. PROJECT LIFE CYCLE</b> .....	19
<b>G. WHERE TO FIND ASSISTANCE</b> .....	25





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## ACRONYMS

- AA** – Audit Authority
- AF** – Application Form
- CA** – Certifying Authority
- CBC** – Cross Border Cooperation
- CP** – Cooperation Programme
- CPR** – Common Provision Regulation; Regulation (EU) No 1303/2013
- EC** – European Commission
- ERDF** – European Regional Development Fund
- ERDF Regulation** – Regulation (EU) No 1301/2013
- ETC** – European Territorial Cooperation
- ETC Regulation** – Regulation (EU) No 1299/2013
- EU** – European Union
- EUSAIR** – European Strategy for the Adriatic and Ionian Region
- Financial Regulation** – Regulation (EU) No 966/2012
- FLC** – First Level Control
- IP** - Investment priorities
- JS** – Joint Secretariat
- LA** – Lead Applicant
- LP** – Lead Partner
- MA** – Managing Authority
- MC** – Monitoring Committee
- NA** – National Authorities





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**PA** – Priority Axis

**PP** – Project Partner

**SIU** – Sistema Informativo Unificato (Unified Information System)

**SME** – Small Medium Enterprise

**SO** – Specific Objective

**STC** – Strategic Themes Concepts

**WP** – Work Package





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## A. LEGAL AND STRATEGIC FRAMEWORK

Programme documents:

- The INTERREG V A Italy-Croatia CBC Programme document adopted by the European Commission on 15th December 2015, Decision C (2015) 9342 (CCI 2014TC16RFCB042) and following amendments approved on May 2017 with Decision C(2017)3705, on March 2018 with Decision C(2018) 1610 and as last amended on February 2019 with Decision C (2019) 277;
- The INTERREG V A - Italy-Croatia CBC Programme Strategic Environmental Assessment (SEA) Statement;
- The Strategic Environmental Assessment of INTERREG V A Italy-Croatia CBC Programme – Environmental Report;
- The Ex Ante Evaluation of the 9th November 2015;
- The Call announcement of the strategic Calls for proposals and other publications (e.g.: manuals and fact sheets published on the Programme web site).

European Structural and Investment Funds 2014-2020 key regulations:

- Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 on common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and on general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006;
- Regulation (EU) No 1301/2013 of the European Parliament and of the Council of 17 December 2013 on the European Regional Development Fund and on specific provisions concerning the Investment for growth and jobs goal and repealing Regulation (EC) No 1080/2006;
- Regulation (EU) No 1299/2013 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal;





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- Commission Delegated Regulation (EU) No 481/2014 of 4 March 2014 supplementing Regulation No 1299/2013 of the European Parliament and of the Council with regard to specific rules on eligibility of expenditure for cooperation programmes;
- Commission Delegated Regulation (EU) No 240/2014 of 7 January 2014 on the European code of conduct on partnership in the framework of the European Structural and Investment Funds;
- Commission Implementing Decision of 16 June 2014 setting up the list of cooperation programmes and indicating the global amount of total support from the European Regional Development Fund for each programme under the European territorial cooperation goal for the period 2014 to 2020 (2014/366/EU);
- Commission Implementing Decision of 16 June 2014 setting up the list of regions and areas eligible for funding from the European Regional Development Fund under the cross-border and transnational components of the European territorial cooperation goal for the period 2014 to 2020 (2014/388/EU);
- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002;
- Regulation (EU, Euratom) 2015/1929 Of the European Parliament and of the Council of 28 October 2015 amending Regulation (EU, Euratom) No 966/2012 on the financial rules applicable to the general budget of the Union;
- (Regulation (EU) No 1407/2013, and Regulation (EU) No 360/2012 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid granted to undertakings providing services of general economic interest") by the Member State of Italy, accordingly to the "Commission Notice on the notion of State aid as referred to in Article 107(1) of the Treaty on the Functioning of the European Union" (2016/C 262/01);
- Directives and rules on public procurement (Directive 2014/24/EU on public procurement; Directive 2014/25/EU on procurement by entities operating in the water, energy, transport and postal services sectors; Directive 2014/23/EU on the award of concession contracts);
- Common Strategic Framework (Annex 1 of Regulation (EU) No 1303/2013);





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- EUROPE 2020: A strategy for smart, sustainable and inclusive growth, Communication from the Commission, COM(2010)2020 final;
- Territorial Agenda of the European Union 2020: Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions, Gödöllő, May 2011;
- Seventh Report on Economic, Social and Territorial Cohesion: My Region, My Europe, Our Future, European Commission, October 2017.

Macro-regional strategy:

- Endorsement of the European Union Strategy for the Adriatic and Ionian Region (EUSAIR), European Council, Brussels, 23-24 October 2014;
- Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions concerning the governance of macro-regional strategies - 20.05.2014 - COM(2014) 284 final;
- Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - concerning the added value of macro-regional strategies - 27.06.2013 - COM(2013) 468 final;
- Commission staff working document - Accompanying the document "Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - concerning the added value of macro-regional strategies" - SWD(2013) 233 final;
- Action plan Accompanying the communication concerning the European Union Strategy for the Adriatic and Ionian Region - 17.06.2014 - SWD(2014) 190 final;
- Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the implementation of EU macro-regional strategies - 16.12.2016 - COM(2016) 805 final;
- Commission staff working document - Accompanying the 'Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the implementation of EU macro-regional strategies' - 16.12.2016 -SWD(2016) 443;

For reference and further documentation please consult the following website:

[http://ec.europa.eu/regional\\_policy/en/information/legislation/](http://ec.europa.eu/regional_policy/en/information/legislation/)





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Please refer to the glossary, available as a separate Annex, for the definitions of all terms used in this factsheet.

## B. WHAT IS EUROPEAN TERRITORIAL COOPERATION?

The INTERREG-V-A Italy – Croatia CBC Programme is a European Territorial Cooperation (ETC) Programme and therefore an integral part of the European Union’s Cohesion Policy. This Programme enables regional and local stakeholders from two Countries to exchange knowledge and experiences, to develop and implement pilot actions, to test the feasibility of new policies, products and services and to support investments.

The aim of cross-border cooperation is to overcome national borders and to address common problems or opportunities that would benefit from a common approach. Such challenges are faced by all border regions in the European Union as a result of the fragmentation of markets for labour and capital, infrastructure networks, fiscal capacity, and institutions.

In this respect, territorial cooperation stands out as a key tool in efficiently addressing common challenges. In particular, territorial cooperation in the European Union is about reducing disparities between regions, reinforcing cohesion and encouraging optimal economic development. By pooling together resources, exchanging knowledge and sharing good practices, cooperation projects improve the day to day lives of people throughout Europe and beyond.

The maritime dimension of the Programme is evident as the Adriatic sea is the only border the two Countries share. In this respect the Programme is exploiting the experience and the results of previous programming periods’ Maritime CBC Programmes, that perceived the sea as unique opportunity for cooperation rather than an obstacle, especially in relation to sensitive topics such as the need for integrated coastal zone management strategies, fundamental for the sustainable development of marine areas and coastal regions.

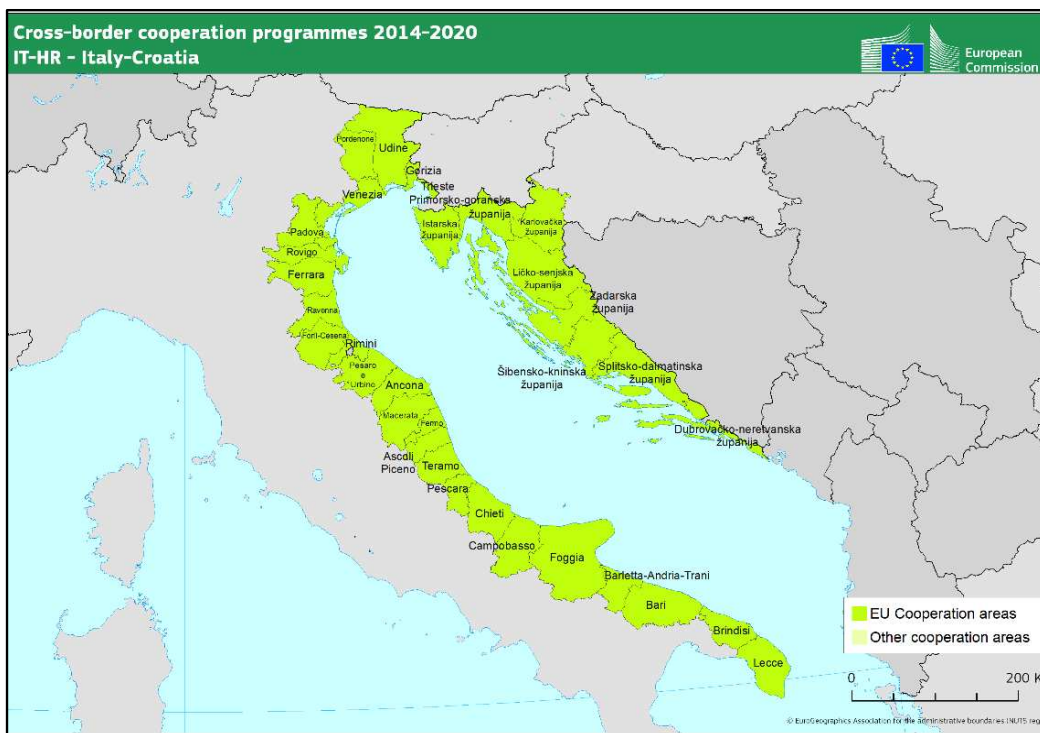
Considering the relevance and cross-cutting dimension of marine and maritime topics in ETC Programmes and, at a wider political level, for the development of an integrated maritime policy, the INTERREG V A Italy-Croatia CBC Programme pursues the objective to play an active role in contributing to the strengthening of cooperation in the Adriatic sea basin and to the achievement of EUSAIR Macro-regional Strategic objectives.







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As mentioned above, ETC Programmes such as the INTERREG V A Italy – Croatia CBC Programme, are part of the European Union’s Cohesion Policy, which is the main investment tool to deliver the EU2020 goals.

**Europe 2020** is the EU's growth strategy and the overall framework to which all adopted EU policies should contribute. It is aimed at overcoming the economic crisis, addressing the shortcomings of our growth model and creating the conditions for a smart, sustainable and inclusive growth. Five targets have been set for the EU to achieve by the end of 2020. These cover employment; research and development; climate/energy; education; social inclusion and poverty.

**European Union Macro-regional Strategy for the Adriatic and Ionian Region (EUSAIR)** is the strategy jointly developed by the Commission, together with the Adriatic-Ionian region Countries and stakeholders, in order to address common challenges together. It aims at creating synergies and fostering coordination among all territories in the Adriatic-Ionian region.





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**EUSAIR** is designed to promote the economic growth and prosperity of the Region by improving its attractiveness, competitiveness and connectivity, while protecting the sea, coastal and inland environment and ecosystems. Accordingly, EUSAIR Action Plan is based on four pillars: Blue Growth, Connecting the Region, Environmental quality and Sustainable tourism.

### C. WHY PARTICIPATING IN AN ETC PROJECT?

Organisations sometimes devise ideas within their policy field they would like to realise, but which may be difficult to implement on their own. The reasons can be many: the organisation works at too small a scale; the issue at hand is by definition not confined to a single territory; essential expertise is required to complement their own, etc.

Addressing the issue through a cross-border project could be a way to take things forward and move towards a solution or accomplishment of what had initially been envisaged. Working at a cross-border level has several distinct advantages: the scale at which a problem is addressed will be increased as a consequence of working with people across borders; if the issue at hand is a cross-border one by default, then it will also require a cross-border solution as suggested above; other organisations could dispose of the external expertise to complement their own which will facilitate mutual learning; etc.

Whilst improving the conditions of life of the people living in the Programme area is the primary achievement of territorial cooperation projects, benefits reach beyond this. Employees of the partner organisations involved in ETC projects, and therefore those organisations themselves, also benefit from working across borders with people who are experienced in similar topics.

### D. THE CHARACTERISTICS OF THE PROGRAMMING PERIOD 2014 – 2020

Whilst ETC (Interreg) is an instrument having a long tradition, there are some specific novelties for the current programming period 2014 – 2020 that should be duly taken into account.

As the focus on the overarching targets set at European level for the EU 2020 Strategy have to be maintained for ETC Programmes as well, the European Union has decided to streamline the available funding in fewer relevant themes. It is expected that this increased **thematic**





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**concentration** will strengthen the impact of the financial effort borne by the Union's budget and lead to more tangible and measurable results. For INTERREG V A Italy-Croatia CBC Programme in coherence with the principle of thematic concentration set by CPR, **4 thematic objectives** have been chosen amongst the 11 defined by the European Union (art. 9 of Regulation (EU) No 1303/2013), further broken down into **7 investment priorities** (amongst the IP defined in art. 5 of Regulation (EU) No 1301/2013 and art. 7 of Regulation (EU) No 1299/2013).

This choice was made on the basis of a thorough situation analysis looking at the Programme area and its strengths, weaknesses, opportunities and threats. That analysis has led to a definition of common needs, challenges and opportunities for the Programme area which helped to determine the Programme strategy. The situation analysis equally took into account development priorities defined at national, regional and local level which have been laid out by the respective Member States in their different strategies and policy documents.

The chosen thematic objectives and investment priorities have been translated into four **Programme priority axes**, which in turn are broken down into **7 specific objectives**. Both elements are Programme-specific but are consistent with the chosen thematic objectives and investment priorities as defined in the EU Regulations. This constitutes the basis of the Programme strategy. The central location of the sea basin (affecting the transportation patterns and socio-economic processes in the Programme area), the maritime character of historical trade relations, the joint asset of natural areas and cultural heritage, the shared importance of economy branches exploiting the rich natural sea based resources show the essential **role of the blue and green economy** for the sustainable regional growth in the cooperation area.

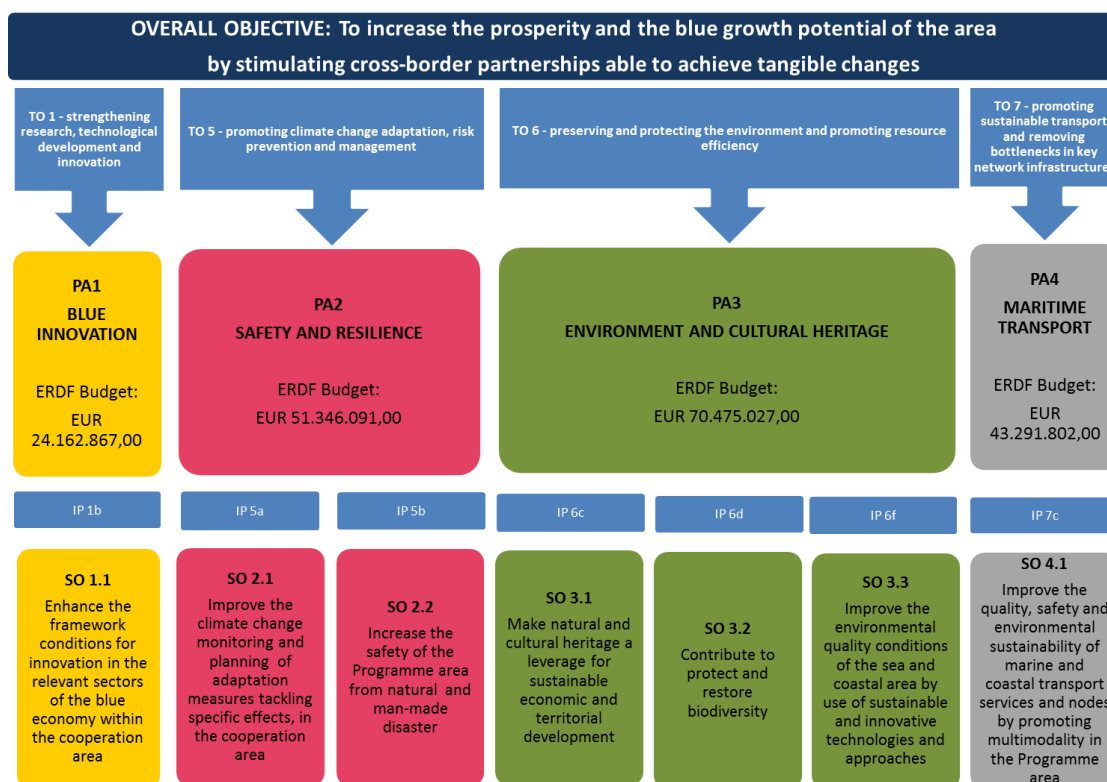
At the same time, the area shows considerable disparities in the socio-economic characteristics, exemplified by urban-rural and north-south divides in the economic attainment of the SME sector, innovation capacity and labour market trends, as well as east-west mobility patterns, that need to be addressed by joint actions across the borders.

These issues are at the core of the strategic intervention by the Programme, driven by the **overall objective: "To increase the prosperity and the blue growth potential of the area by stimulating cross-border partnerships able to achieve tangible changes"**.





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The table above illustrates thematic objectives, priority axes, investment priorities, specific objectives and the amount of resources available in the Italy-Croatia CP per priority axis.

2014-2020 Interreg Programmes not only have a clear thematic focus, they are also very much **result-oriented**. Through the process of devising the Programme strategy, Programme Authorities have decided on what they want to change in the Programme territories. This **change** is defined as a specific improvement of people’s or communities’ well-being. It should be brought about by financing projects that contribute to this change. Again it becomes evident that the Programme strategy can only be successful if projects contribute to realising the change the Programme envisages when achieving their own results. This implies a shift in the approach of projects from focusing on project activities to focusing on the results to which these activities lead.

The aforementioned thematic concentration and result orientation are both reflected in the Programme and project intervention logics. The **Programme intervention logic** can be defined





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as the theoretical framework that structures and visualises the entire logical and sequential process from defining the themes, investment priorities and specific objectives until the results that should ultimately be achieved. The **project intervention logic**, in turn, is then the sequential process of defining a project overall objective, one or several specific objectives as well as the outputs to be produced in order to deliver the results which are in line with the set objectives.

The Programme has established both **output and result indicators** for each adopted specific objective. Project and Programme intervention logics are therefore intrinsically intertwined and cannot be seen separately from each other. The coherence of the project intervention logic with the Programme one is a prerequisite to deliver the change in the territories as foreseen in the Cooperation Programme. The Programme intervention logic incorporates the following elements:

- Selection of thematic objectives, investment priorities and corresponding specific objectives – which relate to the needs of the territory to be addressed;
- Result indicators as variables that provide information on some specific aspects of the intended change for the territory/sector and that lend themselves to be measured – baseline and target (qualitative or quantitative);
- Output indicators which reflect the direct products of the activities in the priority.





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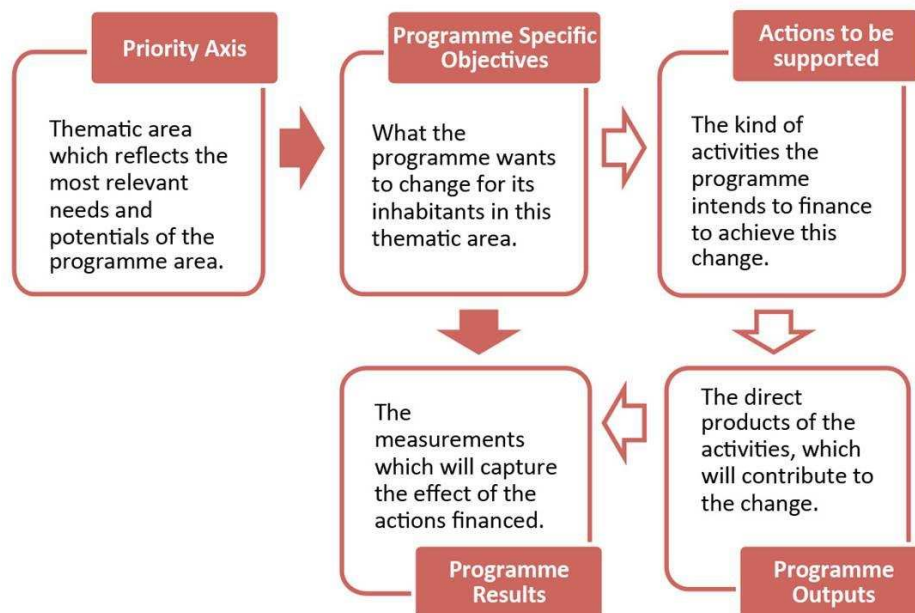


Figure 2 – Programme intervention logic - INTERACT

For more detailed information on how to effectively and efficiently put this in place when developing a project, please refer to factsheet 2 “Project Generation”.

## E. THE INTERREG V A ITALY – CROATIA CBC STRATEGIC PROJECTS AND THEIR CHARACTERISTICS

The first Interreg V A Italy-Croatia set of Calls for proposals, launched in Spring 2017, consisted of two Calls typologies (“Standard+” and “Standard”), each one opened for all Programme priority axes. Within the Standard+ Call for Proposals 22 Standard+ projects (i.e. projects aiming at capitalizing experience funded in the area in previous programming period) were approved and 18,57 million euros of ERDF allocated; as for the Standard Call for proposals is concerned, 50 projects (i.e. bottom-up initiatives) were financed, for a total of 101,1 million euros of ERDF.

The process which led to the strategic Calls for proposals started in late October 2017. In compliance with the institutional top-down approach foreseen in the Cooperation Programme for strategic project generation, a preparatory work has been carried out by the Monitoring







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Committee, through the establishment of dedicated Working Group and involving national authorities and relevant Institutions of both Member States. Starting from the recognition of the needs of strategic cross-border relevance stemming from the Programme area, in the preparatory phase of this Calls for proposals, the strategic nature of the identified theme and the importance of giving a common and cross-border solution to the identified needs emerged.

As a result, **11 strategic themes** have been identified through an institutional top-down approach. All strategic themes are result-oriented and characterized by a place-based approach.

In terms of contents, the themes represent the main challenges so far identified during the implementation of the Programme in order to achieve its objectives. The strategic themes are indeed in line with the Programme intervention logic and compliant with EUSAIR; moreover, in order to define the strategic themes, the gap between indicators covered by already financed Standard+ and Standard projects and targets set for the Programme have been considered.

For each defined strategic theme, the generation of project proposals stemming from a theme concept defined with an institutional top-down approach is expected. The identified themes are the following:

Priority Axis (PA)	Specific Objective (S.O.)	Strategic theme
1	1.1	<b>1.1.1) Blue technology</b> - Developing innovative technologies for sustainability of Adriatic Sea.
2	2.1	<b>2.1.1) Climate change adaptation</b> – Climate change data and modeling systems for knowledge and cooperation improvement for adaptation and mitigation strategies planning in urban coastal and marine environment.
	2.2	<b>2.2.1) Flood risk</b> - Developed methods and tools to be used for managing flood risks and their related impact in Programme area.
		<b>2.2.2) Oil spills and other marine hazards, fire and earthquake</b> - Strengthening of preparedness and prevention of Hazards.
3	3.1	<b>3.1.1) Coastal and inland tourism</b> - Smart specialization and improved quality in tourism for a





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		green and sustainable development for Mediterranean islands, coastal and inland.
	3.2	<b>3.2.1) Marine environment</b> - <i>Improve the environmental quality conditions and biodiversity of coastal, marine, and inland waters and ecosystems consolidating sustainable and innovative technologies and approaches related to integrated monitoring, modeling systems and restoration.</i>
		<b>3.2.2) Fisheries and aquaculture</b> - <i>Shared Governance of Sustainable fisheries and aquaculture activities as leverage to protect marine biodiversity resources in the Adriatic sea.</i>
	3.3	<b>3.3.1) Marine Litter</b> - <i>Shared actions and plans for integrated and cross-border management of the coastal and marine litter in a life cycle approach perspective.</i>
4	4.1	<b>4.1.1) Maritime Transport</b> - <i>Enhancing the environmental sustainability of port operations in the Programme Area.</i>
		<b>4.1.2) Mobility of Passengers</b> - <i>Multimodal transport solutions and services for fostering, supporting and promoting a new passenger sustainable mobility.</i>
		<b>4.1.3) Nautical services</b> - <i>Small ports as driver for improvement of maritime transport and sustainable development in the Adriatic area.</i>

The essence of strategic projects is that they have to comply with predefined strategic themes concepts which set the main objectives and the macro-activities and output to be achieved. They have a precise duration within which to reach specific goals. It is therefore necessary to reach a high level of agreement about how to organise the work among project partners, and plan it in a structured way in order to reach predefined expected results.

Ideally, a project proposal shall be capable of demonstrating excellence in the following fields:

- Relevance and strategy in regards to the context of the project. The project should address a common territorial challenge or a joint asset of the Programme area as specified in the Strategic Theme Concepts. Projects should be embedded in wider strategies adopted at one or several policy levels (EU/national/regional/local) and should consider knowledge that is already available.







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- Cooperation character. The importance of the cross-border approach to tackle the issue at hand is clear. The benefit of cooperating on this topic is evident for the project partners, target groups and the Programme area as a whole. Solutions to the issue the project will be working on go beyond existing best practices or these are adapted and implemented by the partnership. The cooperation principles of joint development, joint implementation, joint staffing and joint financing should be fulfilled as explained below.
- Contribution to the achievement of the Programme strategy. The project overall objective shall be clearly linked to a Programme Specific Objective. The results to be achieved by the project shall be clearly linked to the Programme expected results, and the project output indicators to be produced shall clearly contribute to a Programme output indicators. All these elements (objectives, outputs and results) shall be logically interrelated. In general, the main outputs and results must be realistic, specific, concrete and measurable and address a need of the target audience. Finally, both should be durable and transferable to other organisations, regions or Countries. If durability and/or transferability are not ensured, this should be duly justified. Moreover the strategic projects shall be consistent with all the requirements set out in the Call and in the concerned Strategic Theme Concept. All macro-activities listed in the concerned Strategic Theme Concept must be included in the strategic project proposal, that shall contribute to the achievement of the set output indicators. The project shall foresee a clear contribution to the "expected outputs" mentioned in the concerned Strategic Theme Concept.
- Relevance of the partnership. The partnership shall comprise the relevant organisations present in the Programme area as specified in the Strategic Theme Concepts to address the common challenge or joint asset and achieve the set objectives. Partners should demonstrate complementary expertise and seek to provide for a balanced relevant representation in terms of Member States, sectors and governance levels. They shall have the necessary capacity to contribute in tackling the issue at hand and must dispose of the required resources to implement an ETC project. The partners involved shall belong exclusively to the categories listed in the concerned theme concept. It is strongly recommended to involve in the partnership all indicated categories.
- Project management. Management procedures and structures are appropriate in view of the size of the project, number of partners, etc. Procedures shall be clear, transparent, efficient and effective and allow for input from all partners involved. Internal communication within the partnership must be assured. The lead partner in





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particular shall have sufficient competency in managing EU-funded or similar projects. It is considered crucial that the project has a proper risk assessment scheme in place.

- Project communication. Communication activities should be in line with the project objectives, proposed work plan and related budget, as well as with project main outputs and results. The relevant target groups and stakeholders must be identified and reached by means of tailored communication activities, news and effective messages that are expected to meet their interest, enabling at the same time the awareness raising and informing the stakeholders and the interested public about the project, as well as creating, managing and sustaining constant relationships with the key audience. Furthermore, the communication activities should be able to reach effectively the final target groups and end-users and guarantee the effective use of the project outputs and results.
- Realistic, consistent and coherent work plan. The distribution of tasks among the partners is appropriate and sensible in view of partners' experience, budget, etc. The time plan is realistic and takes into account potential contingencies. The proposed activities are hence relevant and will lead to a timely delivery of the planned outputs and results. This presupposes that project activities and outputs are sequentially planned.
- Coherent budget. The project disposes of sufficient financial means to properly implement the project activities. Nevertheless, the budget shall be proportionate and reasonable in light of the proposed work plan and the outputs and results the project is trying to achieve. Value for money needs to be assured. The budget per partner makes sense considering the distribution of tasks. The planned costs in terms of budget lines, periods and work packages are sensible with regard to the work plan. Planned costs shall be clear or realistic in general.

As referred to above, the EU Regulations stipulate four cooperation criteria that specifically characterise territorial cooperation projects (art. 12(4) of Regulation (EU) No 1299/2013).

These four cooperation criteria are:

- Joint development. The project idea and scope are jointly developed by the partners.
- Joint implementation. The activities, outputs and results are jointly realised by the partners.





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- Joint staffing. All partners assume the necessary role to coordinate and take a part of the responsibility.
- Joint financing. All partners contribute financially to the project resources.

According to the aforementioned art. 12(4), partners of ETC projects shall cooperate in the development and implementation of projects and in financing. In addition, they can cooperate in the staffing .The table below explores these concepts into more detail:

<p><b>Joint development</b></p> <ul style="list-style-type: none"> <li>• All partners should contribute to the development of the project.</li> <li>• Partners define how the project will operate. Joint development of objectives and outputs, budget, timing and responsibilities for work packages and activities to achieve the objective.</li> <li>• Identifying knowledge and experience, which each partner brings to the project and what each partner expects to get from the project.</li> <li>• This approach secures the joint activities and joint results required by the Programmes.</li> </ul>	<p><b>Joint implementation</b></p> <ul style="list-style-type: none"> <li>• The lead partner bears the overall responsibility for the project; all partners take responsibilities for different parts of the implementation.</li> <li>• Each project partner responsible for a work package coordinates and ensures that planned activities are carried out, milestones are met and unexpected challenges to implementation are dealt with.</li> <li>• Several partners contribute to each work package as per work plan.</li> </ul>
<p><b>Joint staffing</b></p> <ul style="list-style-type: none"> <li>• All project partners have a defined role and allocate staff to fulfil this role.</li> <li>• Staff members coordinate their activities with others involved in the activity or work package and</li> </ul>	<p><b>Joint financing</b></p> <ul style="list-style-type: none"> <li>• The project has a joint budget with funding allocated to partners according to the activities they are carrying out (the budget split reflects partner responsibilities).</li> <li>• The budget includes annual spending</li> </ul>





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<p>exchange information regularly.</p> <ul style="list-style-type: none"> <li>• There should be no unnecessary duplication of functions in different partner organisations (for example one project manager per project, rather than several).</li> </ul>	<p>targets and spending targets per work package.</p> <ul style="list-style-type: none"> <li>• All partners contribute financially (except Associated Partners).</li> <li>• All partners (except Associated Partners) participate financially in common activities and joint outputs, such as databases, publicity, project management costs, etc.</li> </ul>
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## F. PROJECT LIFE CYCLE

Projects of all types have very similar lifecycles. That is to say, they go through comparable phases, whether these projects are engineering operations or cross-border cooperation projects.

The idea behind a circular visualisation of this lifecycle is that the lessons learned and outputs as well as results of a project can lead to the generation of new project ideas building to some extent on these. As a general rule, projects shall take into consideration the achievements from previous ones while developing their own. This is to avoid duplication of efforts and add value on what has already been funded.

The Programme guidance documents for potential applicants and approved beneficiaries are structured on the basis of and encompass the aforementioned different phases of a project lifecycle. A factsheet is available for each project phase, providing relevant information with regard to that specific moment in a project lifecycle as well as useful links to other factsheets, key documents, etc. The aim is to facilitate easy access to information by people who are in different phases of the development or implementation of their project. The titles below indicate what is understood by every project phase and the contents of the dedicated factsheets linked to that phase.





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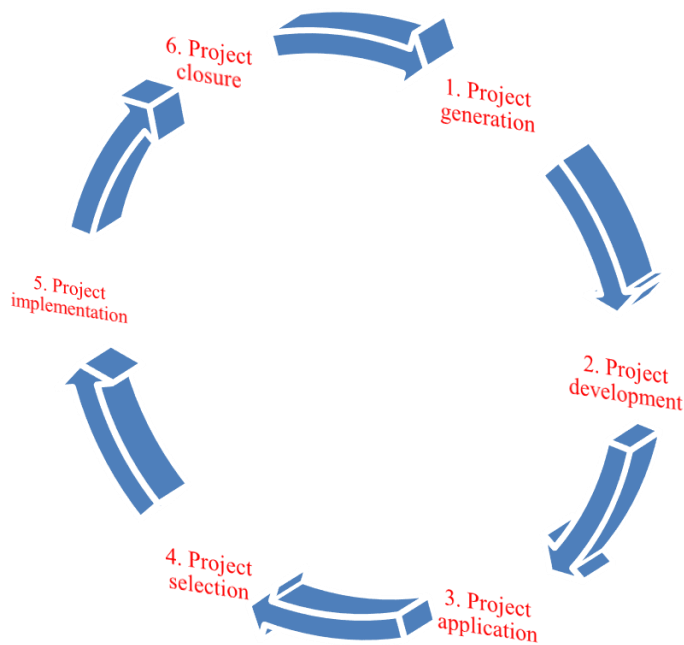


Figure 3 - Project life cycle

Project generation

This is the time when an idea is being shared among potential partners until the moment it becomes clear that it is necessary, relevant and strategic to the communities in the Programme area. In other words, until the moment when it becomes evident that the project idea addresses a common need, challenge or opportunity of the territories involved in the Programme with regards to one of the PA and SO chosen by Italy –Croatia CP or, specifically referring to the present strategic Call, as defined in one of the 11 identified strategic themes.

The main actions are:

- To identify the common needs and potential for a project in the Programme area;
- To verify whether the project ideas fit in one of the 11 identified strategic themes and in general with the Programme strategy and intervention logic;





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- To establish the baseline, i.e. what has been already carried out and how to eventually capitalise on this or how to introduce innovative activities and approaches;
- To search for and involve partners;
- To outline the general scope and content of the project and revise it as more partners join the project.

**The factsheet n. 2 “Project Generation”** focuses on:

- Align the project ideas with the Programme strategy and with the strategic themes concepts;
- Programme result indicators and Programme output indicators;
- Looking for suitable partners
- Where to find assistance during this phase.

#### Project development

In this phase partners are translating their initial project idea into an actual project proposal, by defining the strategic and operational framework as well as the responsibilities amongst the different partners. The aim of this phase is to be able to draft a project which fits with Strategic Themes Concepts and strategic Call requirements and capable to formally apply to the INTERREG V A Italy – Croatia CBC Programme.

The main actions are:

- To agree on what needs to be exactly achieved and how to get there, all of which shall be in line with the chosen strategic theme concept;
- To organise the responsibilities and accountabilities in the partnership and agree on who will take the role of the lead partner;
- To develop the project content and rationale with the partners & stakeholders;
- To work in detail on the project proposal, its justification and expected contribution to the Programme strategy and to output indicators as defined in the Strategic Themes Concepts, with the support of the guideline on requested information/templates;
- To prepare the project budget;





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- To keep contact with the national and regional authorities and with Joint Secretariat to get information on the Programme and on the application phase.

**The factsheet n. 3 “Project Development”** focuses on:

- Programme area;
- Partnership requirements;
- How to build a workplan;
- Project activities as a means of achieving the sought after results;
- Planning a budget: important financial principles related to budgeting, budget lines, eligible costs, and horizontal issues;
- Where to find assistance during this phase.

#### Project application

This phase concerns the actual delivery of the project proposal to the Programme Managing Authority through the established procedures. The application procedure consists of a single step.

The main actions are:

- To fill out the application (application form) using the online platform (SIU);
- To draft the complementary documents;
- To submit the application to the Programme in accordance with the relevant procedures and rules.

**The factsheet n. 4 “Project Application”** focuses on:

- The templates, web application and procedures in order to submit the application to the Managing Authority of the Programme;
- Where to find assistance during this phase.







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### Project selection

This phase concerns the different Programme bodies involved in project selection on the basis of submitted full application forms.

The main action is:

- A formal decision on the application: rejected, approved under conditions or approved.

**The factsheet n. 5 “Project Selection”** focuses on:

- The admissibility and eligibility of the application: assessments performed by Joint Secretariat with the support of automatic checks carried out by the SIU system ;
- Quality assessment of the application on the basis of pre-defined criteria;
- The subsequent Monitoring Committee decision and notification thereof;
- Where to find assistance during this phase.

### Project implementation

This phase is the largest and most important one in terms of time, delivering what has been foreseen in the approved application, and administration and management efforts. It touches upon several different elements.

The partnership carries out the work planned to produce the desired outputs and results. Regular administration, management, monitoring and reporting activities will take place, along with communication and promotion tasks as stipulated in the application form. Changes and issues in the project are managed according to the established procedures and rules.

The main actions are:

- To sign the subsidy contract with the Managing Authority;
- To prepare the partnership agreement and to have it signed by all partners;
- To carry out project activities to deliver the agreed project outputs to budget and time schedule;
- To set up smooth monitoring procedures;
- To follow procedures for reporting and reimbursement;







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- To anticipate and manage risks in agreement with the partners and the Programme;
- To identify and solve issues among partners, to keep things working smoothly;
- To communicate and promote project work and achievements;
- To build up a network of relevant contacts and initiate the uptake and use of project knowledge, outputs and results.

**The factsheet n. 6 “Project Implementation”** focuses on:

- Initiation stage: contractual arrangements and requirements imposed by the Programme in terms of management and administration;
- Project management: generic tools and methods to guarantee a proper project implementation;
- Where to find assistance during this phase.

#### Communication

Project communication aims at making the general public, thematic experts, decision makers and other target groups in the Programme area aware of the project results and achievements, and has become one of the key elements to ensure durability and transferability of outputs and results.

**The factsheet n. 8 “Project Communication”** focuses on:

- Project communication during application stage;
- Project branding and visibility rules;
- Legal basis, copyright, disclaimers, quality of communication;
- Where to find assistance.

#### Project closure

At this phase the project content activities should be completed and all outputs delivered. The partnership takes care of the final administrative provisions before the funding is over. The project and the Programme reflect together on the results and lessons learned. The focus at





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project closure is on the objectives, results, impacts achieved and expenditures occurred in comparison to what has been proposed in the application phase and changes subsequently approved by the Programme.

The project lifecycle formally ends with the closing date of the project, however the project outputs and results are intended to continue producing value, e.g. being used or enjoyed by the community. Depending on the nature of the outputs and results and of the users they are produced for, there should be different concrete measures taken during and after implementation.

**The factsheet n. 7 “Project Closure”** focuses on:

- Documentation to be produced and submitted to the Programme to formally close the project;
- Legal requirements to consider after project closure;
- Controls after project closure;
- Where to find assistance during this phase.

## G. WHERE TO FIND ASSISTANCE

Different Programme bodies can support applicants and beneficiaries, before the submission of a project proposal and during the implementation of approved projects, respectively.

This paragraph is meant as a general introduction to these bodies. Detailed descriptions on how these Programme bodies can be of assistance during a given project phase will be described at the end of each chapter on the respective Programme factsheet.

### *Managing Authority (MA)*

The Managing Authority is the body responsible for managing and implementing the Programme in accordance with the principle of sound financial management.

The MA acts for the benefit and the smooth Programme implementation in cooperation with the Member States and it carries out the functions described in art. 125 of Reg. (EU) 1303/2013 and art. 23 of Reg. (EU) 1299/2013.





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Furthermore, it ensures sound communication flow with the Member States, the European Commission, the applicants and beneficiaries providing all the necessary documentation and information.

#### *Joint Secretariat (JS)*

The Joint Secretariat assists the Programme authorities in carrying out their respective functions, and in particular it is charged with supporting the Managing Authority in the day-to-day management of the Programme. It also support the Monitoring Committee providing project assessment to be offered to MC for selection decision and Programme monitoring.

The JS main tasks toward potential beneficiaries and partners are:

- help desk office, as first contact point for information about the Programme to potential beneficiaries;
- support to beneficiaries during project implementation;
- monitoring of approved project activities and expenditure.

As shown above, the JS assistance and support take a higher importance during the implementation and closure phases of a project.

The JS is based in Venice, with two branch offices one in Zadar and one in Dubrovnik and can be contacted at any time by Lead Applicants and Lead Partners for any queries related to project development, implementation, finance, communication, management, etc.

Contact details of the JS are:

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