



ELEMENTS OF GOOD PRACTICES IN PROGRAMME MANAGEMENT AND DELIVERY:

- assessing the real impact of projects on territory through the use of indicators;
- evaluating projects sustainability and transferability;
 - involvement of final stakeholders;
- respect of time and budget previewed.





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BEST PRACTICE IN EVALUATING METHODOLOGIES:

APPLICATION OF PCM TO EQUAL PROJECTS



SESSION 3 - Identifying Good practice examples



Piedmont Region has been the pioneer in the application of PCM methodology in the second phase of EQUAL Programme.

Main lacks of past period planned projects:

- missed involvement of final beneficiaries
- absence of the monitoring process
- insufficient sustainability perspectives
- difficulty in organizing problems according to cause-effect principles.





Aims of the application of PCM methodology:

- to take the best profit from EQUAL principles, innovation and mainstreaming, partnership and transnational cooperation;
- enforcing capacity building of government representatives in charge of planning and implementing ESF programmes
- sensitize key stakeholders represented in the programme monitoring committees
- diffusing tools for planning, monitoring and evaluating Development Partnerships, based on the logical framework approach.





The analysis has been divided into four phases:

- an ex-ante evaluation on the 41 applications approved;
- an audit on 17 project proposals applying PCM;
- a focus group with the 17 selected partnerships;
- a meeting with regional government representatives, to highlight how the PCM supported evaluation and monitoring processes in attaining programme objectives.





This process highlighted a number of priorities related to the key themes of project planning:

- Strategic orientation and coherence
- Stakeholder engagement
- Monitoring and evaluation
- Designing effective delivery





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BEST PRACTICE IN PROGRAMMING

PISL (Integrated Territorial Development Programmes)



SESSION 3 - Identifying Good practice examples



Pilote experience in the Region:

- the first concrete opportunity to develop an integrated planning towards a better use of Structural Funds in next Programming period;
- a 'bottom-up' definition of policy priorities and by a cross-sectoral approach;
- reinforce Region's competitiveness and attraction through local development plans introduced within the context of the current programmes (obj.2, Phasing-out);
- proposing new systems of financing.





Priority aspects in planning:

- innovation
- environment/risk prevention;
- accessibility;
- European Employment Strategy.





Main characteristics:

- 'a set of integrated actions' of an inter-sectoral nature;
- aids to local authorities converging towards a specific common objective;
- based on an idea-strength and shared through partnership-based procedures;
- the outcome of a 'bottom-up' programming effort by the local social, economic and institutional partners, coordinated by the provincial authorities;
- project selection undertaken on the basis of expected impacts.





PISL main principle is integration, under different perspectives:

- territorial
- environmental
- financial
- functional





The programme, managed at regional level, delivers national resources for the realization of feasibility plans on integrated projects.

Applicants are required to provide a budget breakdown indicating resources allocation:

- 50% coming from regional and national financing
- 25% cofinancing
- 25 % coming from private resources (project financing)





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At subregional level, Provinces are involved in the evaluation procedures and are expected to provide technical assistance and to facilitate the coordination of local authorities in the planning process.



SESSION 3 - Identifying Good practice examples



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BEST PRACTICE IN DELIVERING:

PROGRAMME FOR ENTREPRENEURIAL DEVELOPMENT
OF ASTI, ALESSANDRIA CUNEO PROVINCES
IN PARTNERSHIP WITH BANCA INTESA



SESSION 3 - Identifying Good practice examples



BACKGROUND

- Analysis of local dynamics and policies, projects realized and planned, SWOT analysis
- Drafting guidelines for call for proposals, selection procedures
- Promotional campaign
- Assistance and support to project proposals
- Evaluation and analysis
- Final classification of funded projects





Aims:

- foster the renewal and growth of productive system in South Piedmont;
- supporting local entrepreneurship;
- favour local competitiveness, services, products and processes quality.





Type of interventions financed:

- investments in creative clusters;
- SMEs start up based on processes innovation or growing as spin-off;
- Constitution of consortium or other type of partnerships;
- Entrepreneurial character, guaranteeing sustainability and capacity to recover invested capital.





STEPS OF THE PROGRAMME:

- Signing of agreement between Banca Intesa and the Association of Italian Development Agencies;
- Creation of a plafond of 20 M Euros with special loan;
- Launching of the call for proposals;
- Networking of applicants selected in the South Piedmont Incubator.

