



**SRN Final Conference**  
**Bristol - UK**  
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The experience of the ALSO project



Achievement of Lisbon and Gothenburg  
Strategy Objectives by INTERREG



REGIONE MARCHE



**INTERact**

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# WHY

- **Need at Programme Management level for evaluation methods and set of indicators in order to evaluate INTERREG projects impacts**
- **Lack of coordination between regional planners and INTERREG operators/project managers in order to better transpose into INTERREG the regional programming activities**
- **Necessity to develop common tools of communication and better instruments in order to diffuse the INTERREG results at regional, national and European level**
- **Strong necessity for training of regional planners and INTERREG operators/project managers**

# Questions to be answered

WHY

- **To what extent Interreg III projects can contribute to the achievements of the Lisbon and Gothenburg Strategy objectives from a regional point of view?**
- **Did the Interreg III projects bring their relevant territorial systems nearer to the objectives indicated in the Lisbon and Gothenburg Strategy Agenda?**

# While talking about assessment...

WHY

## Performance

is a key word for both businesses and for not-for-profit activities.

- It defines the level and the capacity of an organization to deliver the intended priorities and measures into the verifiable results.
- It covers the critical factors that enable an organization or a project to be a high-performing.

# ALSO:

An instrument for supporting regional operators,  
decision-makers and project managers

in the efficient implementation of territorial cooperation

for the realization of Lisbon Strategy Objectives at local and regional level.

## ALSO project aims at:

- increasing the **inter-regional cooperation** within the European Community **in order to achieve the Lisbon and Gothenburg Strategy Objectives**.
- offering supporting tools for new projects to be developed under the 2007-2013 programming period.
- promoting exchanges of best practices to be transferred from the Regional Administrations already involved in INTERREG projects and those of new Member States.

# WHO: Partners

- **“STRAND A” – North Europe**: Regional Council of South West Finland (FI); Ita-Usima Region (FI); Klaipeda Regional Development Agency (LT); Hiiu County Council (EE)
- **“STRAND B” - East Europe**: Marche Region (IT), Sviluppo Marche RDA (IT), Ervet - RDA (IT), A Del-Alfoldi Regioert- Organizing Public Association (HU), C.E.I. – Sub regional co-operation Initiative in Central and Eastern Europe (16 Countries), Bulgarian Ministry of Regional Development and Public Works (BL)
- **“STRAND C” – South and West Europe**: Région Lorraine (FR), Cambridgeshire County Council (UK), Arco Latino – network of second-tier local Administrations in the Western Mediterranean region (59 members)
- **Scientific Partners**: E.I.P.A. (NL) and ULB (BE)

# WHEN and HOW MUCH

## Timetable:

The ALSO project lasts 24 months: June 2005 - June 2007

→ Extension till October 2007

## Total Costs and ERDF required:

The ALSO project total budget is 1.376.047,79 Euros

The ERDF required is **677.303,87 Euros**

# In-depth analysis of the selected pilot projects: objectives and procedure

- The ALSO Evaluation Model is based on a **set of indicators** for evaluating the **INTERREG Projects impact on the achievement of the Lisbon Strategy objectives**. These indicators are **to be retrieved directly from the projects**. The following procedure has been followed in order to find out the most useful indicators from the projects:
  - **screening** of the collected projects in order to select the ones more directly linked to the Lisbon Strategy;
  - **in-depth analysis** of the projects in order to sort out the necessary information to build the indicators.

# The ALSO Methodology

*More than 100 projects received*

*First screening and selection: 59 projects*

*Second screening and final selection: 24 projects*

*Analyzing 6 pilot projects in-depth  
(written material, field visits)*

*ALSO Workshop I (March 2006)*

*Analyzing other 18 (of 24) projects in-  
depth (written material, survey...)*

*ALSO Workshop II (October 2006)*

*Dissemination & Use for 2007-2013*

*Process-based  
Model development  
and piloting*

# Methodology

- **The eligibility criteria for Interreg III projects collection:**
  - direct or indirect involvement of the partner in the projects according to the relevant STRAND
  - 1/2 of their planned duration
  - not below 200.000,00 Euro
  
- **More than 100 Interreg projects collected by the ALSO PPs**

**KEY PRINCIPLES**

- *Lisbon Strategy based and related*
- *Multidimensional*
- *Provides balanced view on project performance (intended and realized)*
- *Understandable*

# Conceptual Framework for the ALSO project assessment

**Results**  
( outputs/ impacts)

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- Making Europe and its regions more attractive place to invest and to work
- Improving knowledge and innovation for growth
- More and better jobs

**Cooperation**  
*Critical Success Factors*

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- Coherence of the project consortium
- Internal and External Communication
- Joint Implementation

**Resources**  
*Critical Success Factors*

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- Sound financial management
- Joint financing
- Joint staffing

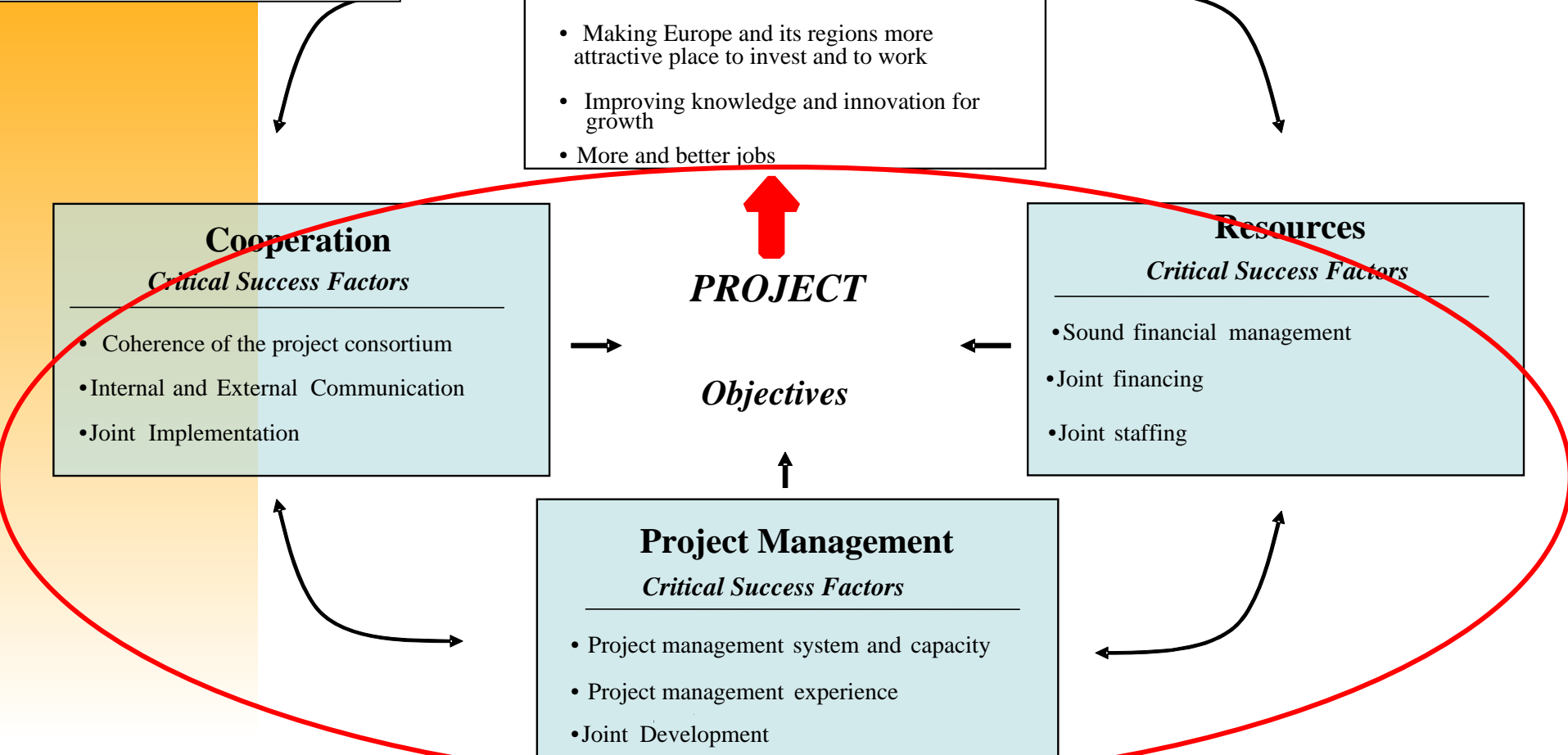
**Project Management**  
*Critical Success Factors*

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- Project management system and capacity
- Project management experience
- Joint Development

**PROJECT**

*Objectives*



# Methodology/Progress steps

- **Involvement of the Project Partners in the assessment.**
- **Preparation of questionnaire.**
- **Field visits.**
- **Introduction of regional indicators.**
- **Scoring of indicators.**
- **Selection of best practices.**
- **Testing of the *Targetor*"Cube" software application.**

# Criteria and Indicators

How to determine the *indicators*?

- Analysis of existing indicators
- Relevance of the indicators
- Availability of the information/data
  - Information from project partners
  - Field visits
  - In-depth analysis

# Criteria and Indicators

- How to determine the *indicators*?
  - Lisbon strategy indicators
  - Regional indicators
  - Innovation indicators
  - Results indicators
  - Output indicators
  - Other indicators

# Criteria and Indicators

- **Lisbon Strategy Indicators**
  - **Regional competitiveness**
    - Indicators prepared by EUROSTAT, DG REGIO, STRINNOP, etc
  - **EC evaluation criteria**
    - **efficient, effective, impact, sustainable projects**

# Indicators

- Results indicators
  - Results dimension of the ALSO Model
- Enablers Indicators
  - Cooperation
  - Project management
  - Resources dimensions of the ALSO Model

# Scoring Indicators

- 1<sup>st</sup> step: relevance and availability of data for the indicator
  - Due to irrelevance of indicator or lack of information (NR & NA)
- 2<sup>nd</sup> step: level of impact or achievement of the indicator (0-4)

# Scoring Formula

- NR and NA scores
  - Indicators scored NR are not counted in the formula
  - Indicators scored NA are counted in the formula but with a different weight than the other scores
- Show formula in the Excel Sheet

# Scoring

- Dimension scores for
  - Project management
  - Cooperation
  - Resources
- Total score: 40% of results dimension + 20% of the sum of the other dimensions

# CRITERIA and INDICATORS

- Evaluation Framework, 4-dimensions
  - Results dimension
    - 20 indicators
  - Cooperation dimension
    - 20 indicators
  - Project management dimension
    - 10 indicators
  - Resources dimension
    - 10 indicators

# CRITERIA and INDICATORS

## Results dimension

1. Increased level of private investment
2. Contribution to renewable energy resources
3. Contribution to domestic expenditure on R&D
4. Level of science and technology graduates
5. Increased participation in lifelong learning
6. Increased level of business expenditure on R&D
7. Level of EPO high-tech patent applications
8. Increased level of venture capital
9. Contribution to job creation
10. Impact on job-loss prevention
11. Impact on establishing new companies
12. Creating “innovation & entrepreneurship culture”
13. Facilitating access to technology & service providers
14. Contribution to the creation of new products
15. Impact on number of start-ups
16. Private initiative within regional cluster
17. Public initiatives for networks & clusters
18. International networks created
19. Increased coherence of regional policies
20. Increased contacts at inter-regional level

# CRITERIA and INDICATORS

## Cooperation dimension

1. Percentage of partners with contacts before the project
2. Percentage of partners with experience of cooperation
3. Percentage of PPs previously working together
4. Number and quality of dissemination activities/outputs
5. Number of target group reached
6. Number of new cooperation agreements
7. Commitment to future cooperation
8. Number of policy-makers involved
9. Number of provisions for sustainability
10. Number of provisions for qualitative communication
11. Quality of internal communication tools
12. Level of commitment of all PPs
13. Clear and balanced responsibilities
14. Balanced involvement of all PPs
15. Degree of exchange of experience
16. Contribution to new methods/tools
17. Improving existing methods
18. N. of new policy instruments introduced
19. Acceptance of changes on regional level
20. Common approaches in regional policies

# CRITERIA and INDICATORS

## Project management dimension

1. Percentage of reports submitted in due time
2. Percentage of progress reports approved instantly
3. Clear management and co-ordination
4. Flexibility and problem solving ability
5. Shared and effective administration
6. Percentage of partners with INTERREG experience
7. Quality of SWOT analysis
8. Quality of project evaluation
9. N. of future contacts among the PPs
10. New international networks created

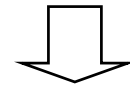
# CRITERIA and INDICATORS

## Resources dimension

1. Effective financial and accounting procedures
2. Number of seminars for financial management
3. Budget spent within agreed timetable
4. Absorption of the operation
5. Timely submission of financial claims
6. Co-financing from the regional authority
7. Participation of PPs in co-financing
8. Clearly defined resources
9. Costs for PPs clearly defined
10. Balanced N. of skilled staff

# Selection of the best Practices

- Scoring of the indicators
- Measurement and ranking according to a technical formula



A set of best practices

(in relation both to the dimensions and for a global score per strand)

# ASSESSMENT - SCALES

## *EX-ANTE*

## *MID-TERM/EX-POST*

Score

0 No evidence or only anecdotal evidence of an approach

1 An approach is planned

2 An approach is planned and the implementation is described

3 An approach is planned the implementation is described and the monitoring system is set.

4 An approach is planned the implementation is described and the monitoring system, including verifiable targets are set.

Score

0 No results are measured

1 Key results are measured and show negative trends

2 Results show modest progress

3 Results show substantial progress

4 Excellent results are achieved and positive comparisons to own targets are made

# Conclusion: a new approach and a wide impact

☞ **A new approach (the ALSO Model)**  
towards INTERREG proposals writing, projects evaluation and results dissemination is expected by the ALSO targets, with particular reference to the framework the Lisbon and Gothenburg strategies and the new European Territorial Cooperation Objective

☞ **A wide impact**

## Direct Beneficiaries:

- **The INTERREG Community:** regional officials, regional planners, project managers
- **The Policy Makers** mainly regional and local level politicians

## Indirect beneficiaries:

- **The civil society and the three INTERREG geographical area communities** (“STRAND A” – North Europe, “STRAND B” – East Europe and “STRAND C” South and West Europe)

# Thank-you for listening!

Would you appreciate more information on the ALSO activities and results, do not hesitate to contact Marche Region and SVIM:

**mmoselt@svimspa.it**

**+39.071.28.994.1**

**[www.alsoproject.eu](http://www.alsoproject.eu)**