**ANNEX 4: Questionnaire for the assessment of 2007-2013 IPA CBC strategic projects**

**20XX-20XX IPA CBC PROGRAMME** <country A – country B>

**1. Strategic projects**

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| Strategic projects are defined as those which have a significant cross–border impact throughout the programme area and which will, on their own or in combination with other strategic projects, achieve in particular a specific objective put forward in the CBC programme document. A strategic project aims to achieve, in an extraordinarily integrative way, a significant and long lasting impact by improving peoples’ lives on the whole or large parts of the eligible programme area. It involves the main stakeholders usually responsible for the type of policy or domain in which the project is contextualized. It is beyond the scope of projects that could be funded under calls for proposals. | | |
| * 1. Do you agree with the above definition for strategic projects? | | |
| 🞎 Yes | | 🞎 No |
| If ‘yes’, please select from the list of characteristics below those **eight** that you consider the most important: | | |
| 🞎 Produce long-lasting effects | | 🞎 create permanent structures |
| 🞎 create permanent services | | 🞎 produce an expansion of local markets |
| 🞎 ensure long-term growth | | 🞎 entail a tangible impact |
| 🞎 encompass at least half of the eligible territory | | 🞎 cause an upgrade in entrepreneurial ventures |
| 🞎 bring in an innovation in the social system | | 🞎 have multiple effects across programme thematic priorities |
| 🞎 address several needs identified in the programme document | | 🞎 contribute to the improvement of life of citizens |
| 🞎 have an added value for the implementation of local/regional/national strategies | | 🞎 gather all relevant stakeholders in an inclusive way |
| 🞎 are able to utilize a considerable amount of programme funds | | 🞎 attract other financial contributions from different sources |
| 🞎 Other | If “Other”, please specify which one(-s): | |
|  | | |
| If ‘no’, please explain your understanding of what a strategic project is: | | |
|  | | |
| * 1. Does your CBC counterpart share this definition with you? | | |
| 🞎 Yes | | 🞎 No |

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| * 1. How many strategic projects have been generated and/or implemented with your participation under the 2007-2013 CBC programmes at Western-Balkans internal borders? |

Please complete the table below

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **No** | **Project name** | **Budget\*** | **Duration** | **Implementation status** | **Contracting Authority** |
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\*Please indicate if there was any co-financing from public budgets.

**2. Project generation**

|  |  |
| --- | --- |
| 2.1. Do you have a specific approach for generating strategic projects? | |
| 🞎 Yes | 🞎 No |
| If ‘yes’, please explain briefly this process/approach (refer to the provisions of the CBC programme document in relation to the issue of generation of strategic projects, if any): | |
|  | |

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| --- | --- | --- |
| 2.2. Please describe how do programme management bodies or other structures support strategic projects in the various phases of project generation? | | |
|  | | |
| 2.3. Who was/is involved (e.g. local, regional, central levels, decision makers, etc.)? | | |
|  | | |
| 2.4. Which interactive methods were/are used? | | |
| 🞎 High level coordination | 🞎 Targeted Conferences | 🞎 Public consultations |
| 🞎 Collection of expression of interest followed by other restricted competitive steps | 🞎 Bottom-up and/or top-down approaches | 🞎 Cross-border technical working groups |
| 🞎 Other | If “Other”, please specify which one: | |
|  | | |
| 2.5. Which kind of activities were/are supporting the generation? | | |
|  | | |
| 2.6. Which of the following dimensions was the most important for the project generation? (please select a maximum of three) | | |
| 🞎 Institutional lobbying | 🞎 Geographical conditions | 🞎 Competitiveness |
| 🞎 Innovation | 🞎 Environmental aspects | 🞎 Accessibility |
| 🞎 Balanced Cross Border structures | 🞎 Social cohesion | 🞎 Common political support |
| 🞎 Other | | |
| If ‘other’, please specify which one: | | |
|  | | |

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| --- | --- | --- | --- |
| 2.7. What has proved most successful in each of the phases (activity/ies, methods, etc.)? | | | |
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| 2.8. Were there any success factors in each of the phases? (please select a maximum of three) | | | |
| 🞎 Appropriate design of the tender dossier for the procurement of the works, services or supplies | 🞎 Procedural transparency | | 🞎 Prior experience with similar cases |
| 🞎 Existence of regional networks | 🞎 Strong personal contacts | | 🞎 Proximity of the actors involved |
| 🞎 Availability of the structures for meetings | 🞎 Strong coordination and management | | 🞎 Other |
| If ‘other’, please specify which one: | | | |
|  | | | |
| 2.9. Were there any major difficulties/obstacles in any of the phases? | | | |
| 🞎 Yes | | 🞎 No | |
| If ‘yes’, which ones (please select a maximum of four) | | | |
| 🞎 Highly time demanding | 🞎 Complex preparatory steps | | 🞎 Budget shortage |
| 🞎 Weak maturity | 🞎 Complicated execution | | 🞎 Low popularity |
| 🞎 Absence of political support | 🞎 Questionable CBC dimension | | 🞎 Other |
| If ‘other’, please specify which one: | | | |
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| 2.10. What support roles for strategic project generation did the various actors cover? | | | |
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| 2.11. Please confirm whether the following statements describe the sustainability aspects of your strategic projects | | |
| The partners will be/are able to capitalize on the results of the project | 🞎 Yes | 🞎 No |
| The partners will be/are able to disseminate results in a multi-sector, multi-level mode | 🞎 Yes | 🞎 No |
| The number of relevant stakeholders is/was manageable | 🞎 Yes | 🞎 No |
| There is/was experience of previous successful cooperation | 🞎 Yes | 🞎 No |
| There was publicity during the process | 🞎 Yes | 🞎 No |
| The project deals/dealt with a sensitive issue | 🞎 Yes | 🞎 No |
| Please provide any other statement: | | |
|  | | |

**3. Cross-border communication quality and visibility**

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| --- | --- | --- | --- |
| 3.1. How did/does the communication between partners, especially in the generation/preparation but also during the implementation phases, take place (formal, informal channels, etc.)? | | | |
|  | | | |
| 3.2. When did/does it take place? | | | |
| 🞎 During the programming phase | 🞎 During the implementation phase | | 🞎 When there are/were leftovers from the calls |
| 🞎 Other | If ‘other’, please specify when: | | |
|  | | | |
| 3.3. Which were/are the entities involved? | | | |
|  | | | |
| 3.4. What differences in communication quality have you noticed between different programmes and partners, where you are participating? | | | |
|  | | | |
| 3.5. What might be the reason for these differences? | | | |
|  | | | |
| 3.6. What are the most important success factors for effective and efficient cross-border communication? (please select a maximum of four) | | | |
| 🞎 Similar administrative systems and set up | 🞎 Comparable size of population | | 🞎 Comparable structure and institutions |
| 🞎 Common language across the border | 🞎 Common understanding of the process | | 🞎 Similar level of economic development |
| 🞎 Transparency of the process | 🞎 Mutual trust between the partners | | 🞎 Same hierarchical level representation in the meetings |
| 🞎 Other |  | |  |
| If ‘other’, please specify which one: | | | |
|  | | | |
| 3.7. What are the major difficulties/obstacles to effective and efficient cross-border communication? | | | |
|  | | | |
| 3.8. Have you undertaken any publicity or visibility measures with regard to the strategic projects? | | | |
| 🞎 Yes | | 🞎 No | |
| If ‘yes’, which ones? | | | |
|  | | | |