A stylized illustration of two figures, one blue and one white, holding hands and reaching upwards towards several yellow stars. The background is light blue with a subtle grid pattern.

Regional JTS Workshop

TWG on IPA II CBC Strategic Projects:

A survey analysis

23-24 May 2017
Durres, Albania



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The survey



The present analysis aims at guiding the reader through all the key issues related to the character and importance of strategic projects under the 2014-2020 IPA II CBC programmes.

It is based on the responses provided to a questionnaire on the experience the operating structures of the 2007-2013 IPA CBC programmes had with this type of projects.



Survey's questions



The analysis addresses fundamental questions such as:

- What is a strategic project?
- Strategic for whom?
- What are the dimensions and/or characteristics of a strategic project?
- Why and how should strategic projects be developed?
- How the CBC stakeholders (OSs, JMCs, JTSs, etc.) support the development of strategic projects?
- How can “each project partner” generally contribute to the preparation of strategic projects?



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Structure of the analysis



The analysis is structured in three main parts, namely:

- Strategic projects – definition and understanding
- Strategic projects' generation
- Cross-border communication and visibility



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General information on the questionnaire



No	Programme name	OS responding
1	AL-XK	AL
2a & 2b	AL-ME	AL & ME
3	MK-AL	MK
4	MK-XK	XK
5	RS-BA	RS
6	HR-BA	HR
7	HR-RS	RS
8	HR-MNE	HR

The IPA CBC programmes BA-ME, ME-XK and RS-ME had no strategic projects



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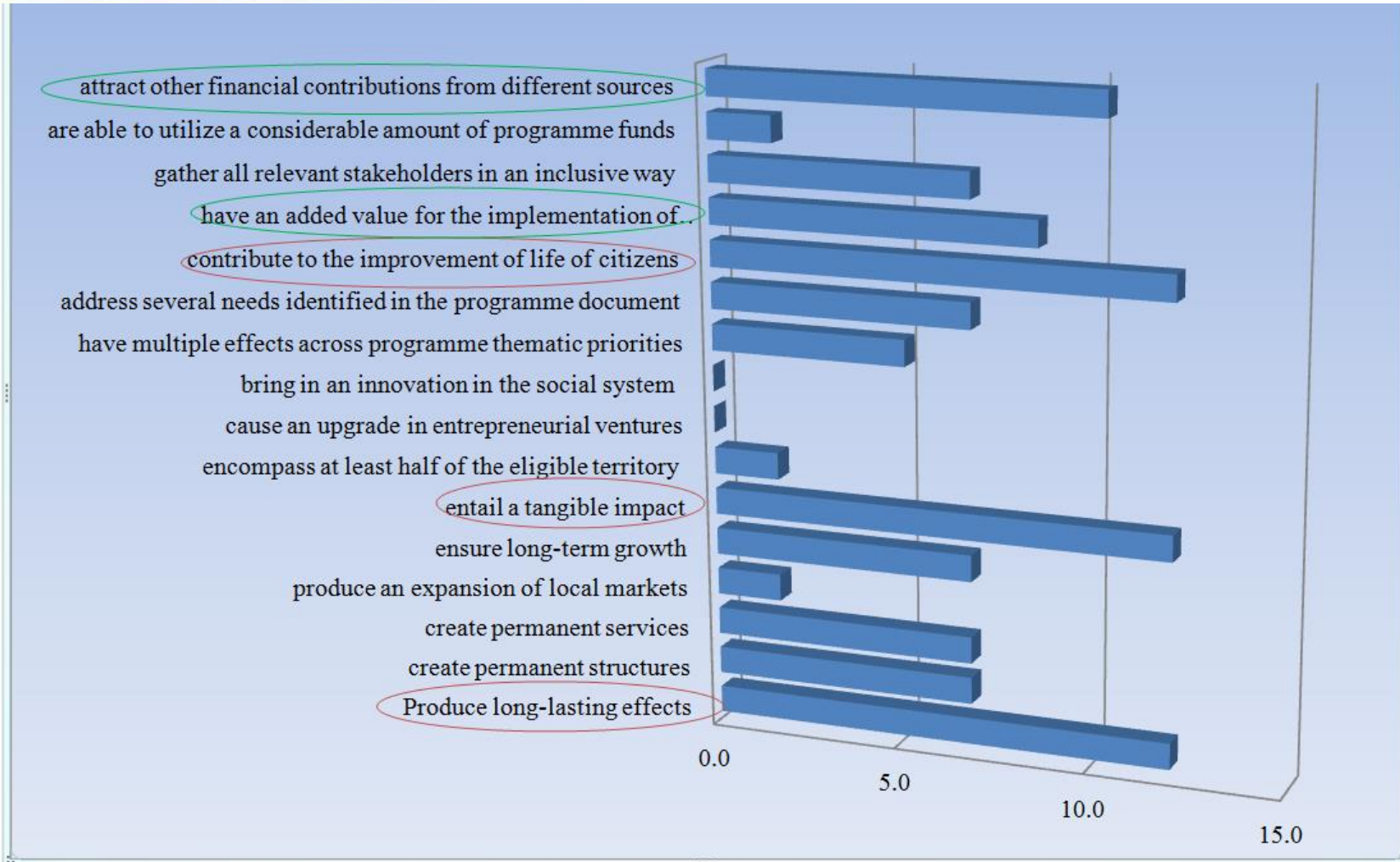
1. Strategic projects – definition and understanding



- 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. Strategic projects – definition and understanding



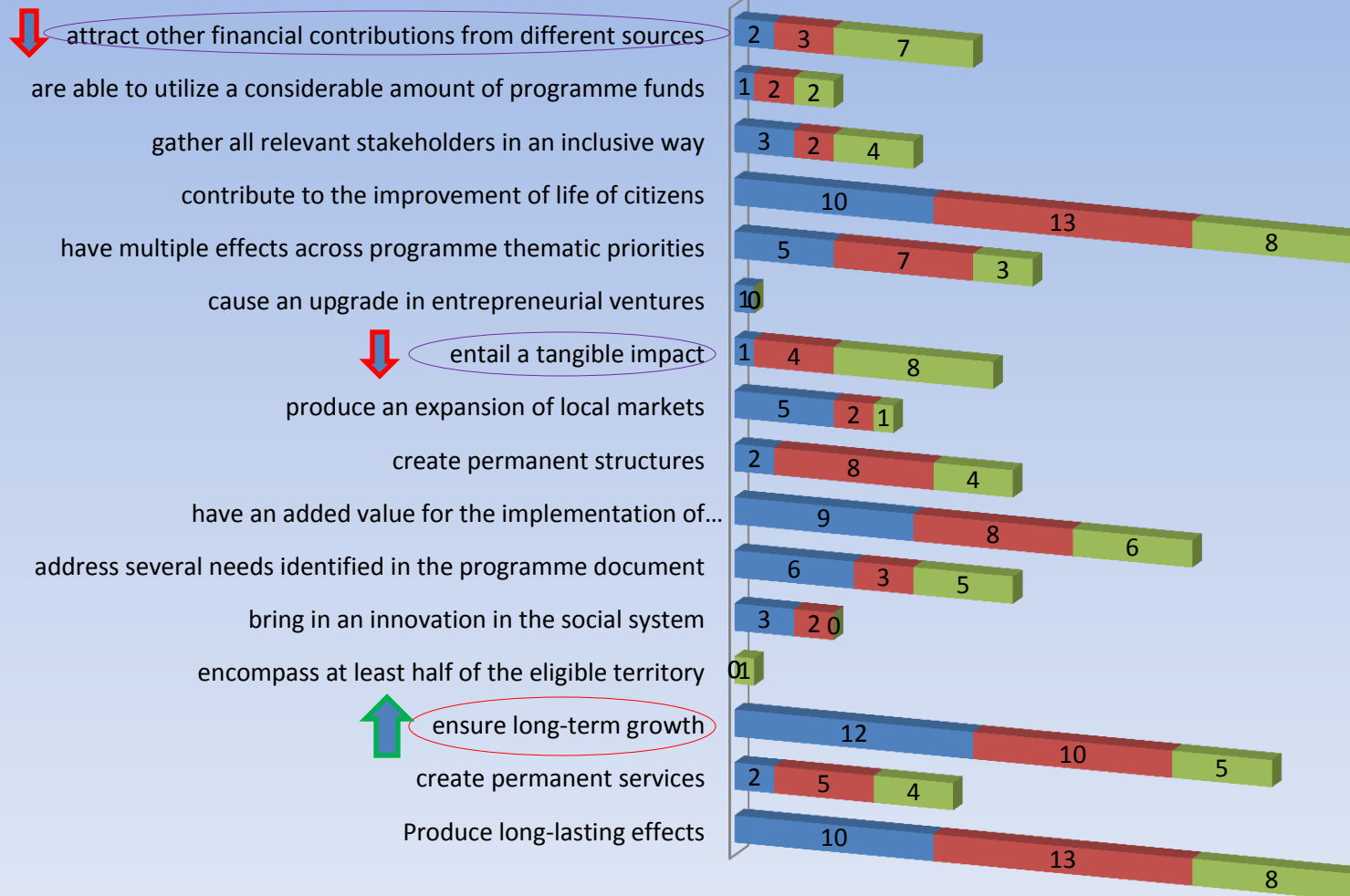
Q 1.1 Do you agree with the definition for strategic projects? If 'yes', please select from the list of characteristics below, those eight that you consider the most important



1. Strategic projects – definition and understanding



■ JMC MK-AL ■ JMC AL-XK ■ OSs



1. Strategic projects – definition and understanding



Only the OSs: Out of the 16 **characteristics** available for prioritization, the following five proved to be the most popular amongst the respondents.

- Produce long lasting effects
- Contribute to the improvement of life of the citizens in the eligible border area
- Entail a tangible impact
- Attract other financial contributions from different resources
- Have an added value for the implementation of local/regional/national strategies

Only the MK OS brought up another opinion on the strategic projects, namely: *“The CBC component goal is creating new partnerships, get to know each other cultures, bringing people together, therefore the allocation for this component is too small in comparison to other components. There are other IPA components with even higher financial allocations that can be used for strategic projects, which mainly includes cooperation between the main stakeholders”*.



1. Strategic projects – definition and understanding



All the respondents (JMCs and OSs) summarised:

- Produce long lasting effects
- Contribute to the improvement of life of the citizens in the eligible border area
- Ensure long-term growth
- Have an added value for the implementation of local/regional/national strategies
- Have multiple effects across programme thematic priorities



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1. Strategic projects – definition and understanding



The right questions we should be asking:

1. ‘Whose perspective has to prevail in determining whether a project is strategic?’ This is a question that is actually dealing with the “quality of a strategic project”. Is it strategic for the local government or only for the regional government within the eligible area? Does it represent a common interest between different tiers of government?



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1. Strategic projects – definition and understanding



The right questions we should be asking:

2. Who has or can have access to funds to be able to steer the process of generation of a strategic project? Leftovers? Inclusion of a strategic project in the Programming Document?
3. There should be understood that a strategic project is different from the best projects selected through a call for proposals, that is, not every good CBC project necessarily is a strategic project. But does a strategic project represent a “good” project?



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1. Strategic projects – definition and understanding



1.2 Does your CBC counterpart share this definition with you?

The majority of the respondents replied positively indicating that their CBC counterpart is sharing the same definition with them. The OSs that were not involved in strategic projects implementation were not replying to this question.

Conclusion: it is important to have a common understanding on what a strategic project is or may look like, but there is no guarantee that this understanding could encompass all of the IPA II CBC programmes' diversities and peculiarities.



1. Strategic projects–definition & understanding



List of strategic projects

Project /Action Title	IPA CBC Programme	Status	Total EU grant
Preparation of design documentation for works for BCP Hani i Hotit – Božaj and BCP Grabom – Zatrijebačka Cijevna (Service contracts / co-financing from Montenegro)	AL-ME	Completed	Government of ME co-financing contribution: € 70 000
Reconstruction of the Border Crossing Point Božaj	AL-ME		
Construction Works for Border Crossing Points Božaj and Cijevna	AL-ME	<u>Lot 1</u> : Works started on 17 October 2016 <u>Lot 2</u> : Works to start on 30 January 2017 after the building permit was issued on 19 January 2017	<u>Lot 1</u> : € 992 129.70 <u>Lot 2</u> : € 451 076.90
Supervision of the works at the BCPs in Božaj and Cijevna	AL-ME	Under course	€ 84 000
Supply of equipment for BCPs in Montenegro	AL-ME	Tender to be launched when the works will have been finished	Government of ME co-financing contribution: €200 000

1. Strategic projects – definition and understanding



Project /Action Title	IPA CBC Programme	Status	Total EU grant
Supply of equipment for Shkodra Lake demarcation and control in Albania	AL-ME	???	Government of AL co-financing contribution: € 270 000
Construction of road Grabom – CBP with Montenegro	AL-ME	Completed by 05/10/2016	€ 823 014.47
Supervision of the works for the road Grabom – CBP with Montenegro	AL-ME	Under course	€ 89 000 (The allocation earmarked for works and supervision was € 1.3 million; they managed to contract € 912 014.47, entailing a loss of funds of € 487 985.53)
Construction of road Dragash/Kosovo – Shishtavec/Albania	AL-XK	Under course	€ 888 395.68
Project design and supervision of works (construction of road Dragash/Kosovo-Shishtavec/Albania)	AL-XK	???	€ 107 500
Construction of road Dragash/Kosovo – Shishtavec/Albania	AL-XK	???	€ 130,254.36

1. Strategic projects – definition and understanding



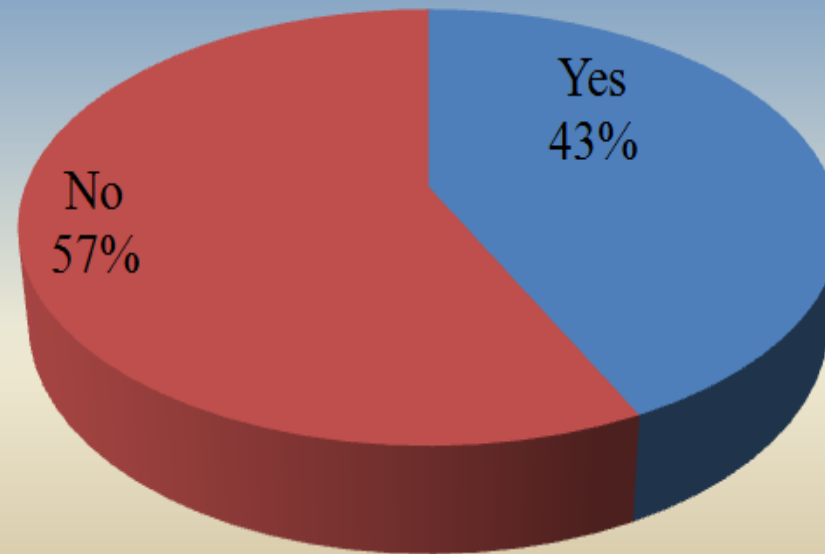
Project /Action Title	IPA CBC Programme	Status	Total EU grant
Construction of the road Shishtavec – BCP and internal roads in Shishtavec (Shishtavec – BCP: 1.2 km, while 2.2 km of internal roads at Shishtavec)	AL-XK	Under course, only 30% of the envisaged works were completed after one year of implementation.	€ 575 539.23 (2012-2013 allocations???)
Supervision of the works in Shishtavec	AL-XK	Under course	€ 80 300
Strengthening the capacity of the sector for emergency management in the field of unexploded ordnance (UXO) and other hazardous materials. Lot 1: Survey equipment and supporting vehicles Lot 2 Clothing, personnel protective equipment and miscellaneous.	HR-RS	Under course (???)	Lot 1: € 793 240.00 Lot 2: € 39 077.00 (the total value of the operation could have reached € 1 058 823.53, including € 158 823.53 of co-financing to buy a specialised UXO vehicle)
Joint building in the new joint border crossing Point Stanqiq-Bella Novce (???)	MK-XK	??? but not under implementation	€ 1 200 000.00 (???) (co-financing ???)
Joint building in the new joint border crossing Point Stanqiq-Bella Novce: Advanced draft of the concept design for further procedures	MK-XK	Under course ???	€ (???) (co-financing ???)
Development of Municipal Waste Water Collection and Treatment in Bajina Basta	RS-BA	Completed	€ 172 500.00

1. Strategic projects – definition and understanding



Project /Action Title	IPA CBC Programme	Status	Total EU grant
Identification and development of a secure data transfer system between information systems used in the IPA cross-border programme Serbia-Bosnia and Herzegovina	RS-BA	Completed	€ 42 550.00
Joint Forest fire monitoring and suppression in Western Serbia – Monitoring equipment	RS-BA	Cancelled	
Joint Forest fire monitoring and suppression in Western Serbia – Fire fighting vehicle	RS-BA	Under course	€ 247 764.00 (plus € 43 723.05 as 15 % of estimated co-financing to buy four specialised field vehicles)
Joint Forest fire monitoring and suppression in Western Serbia – Specialised equipment and hand tools	RS-BA	Under course	€ 14 105.00
Preparation of technical documentation for construction of a tunnel under Kadinjaca Mountain (beneficiary Municipality Bajina Basta)	RS-BA	Completed	€ 129 750.00 (plus € 22 897.00 as 15 % of estimated co-financing)
Support to the Development of Ponikve Airport in Užice	RS-BA	Completed	€ 157 238.00 (plus € 27 747.88 as the 15 % estimated co-financing)

2. Project generation



Q2.1 Do you have a specific approach for generating strategic projects?



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2. Project generation

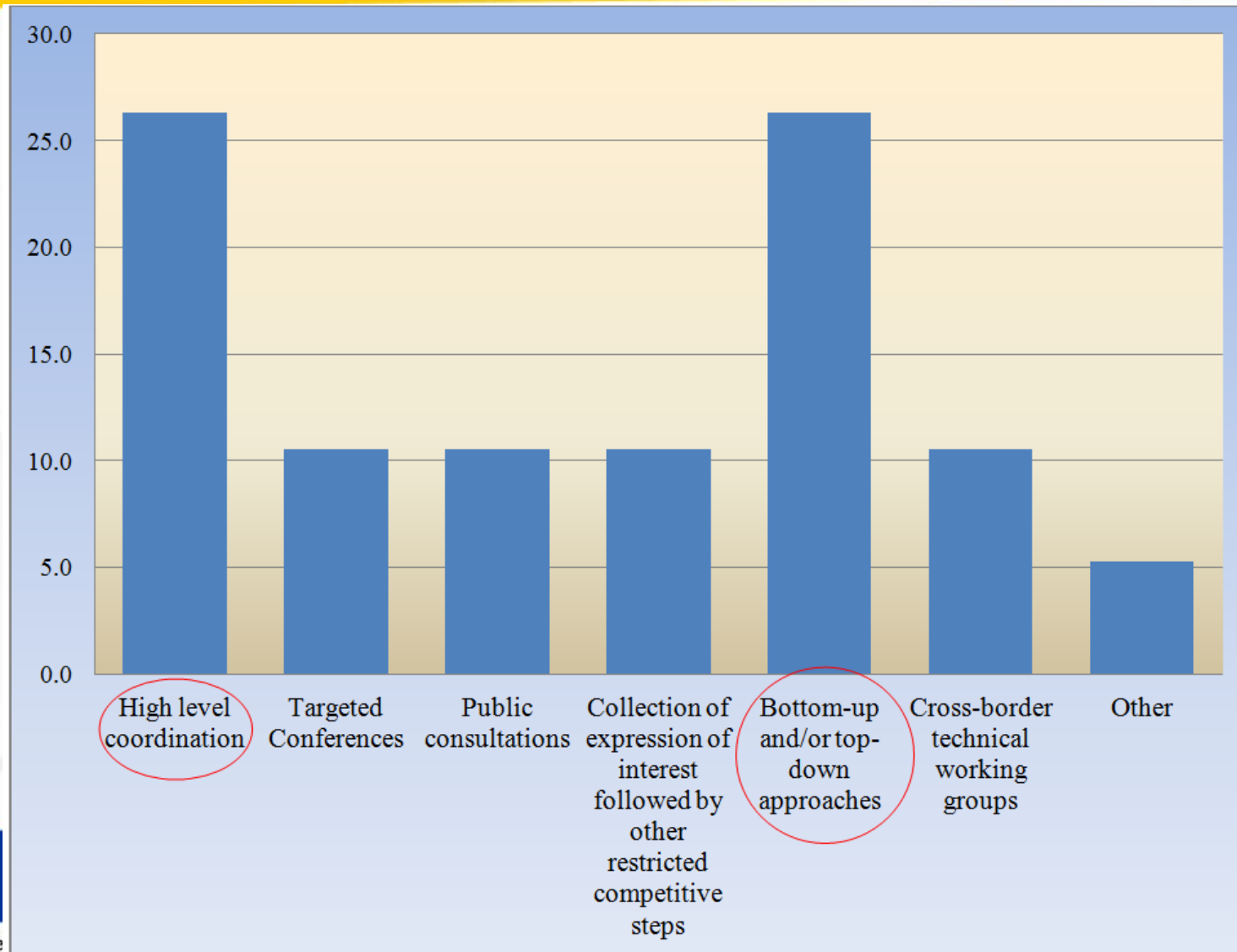


Survey questions:

- ***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. Project generation



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Q2.4 Which interactive methods were/are used?

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2. Project generation



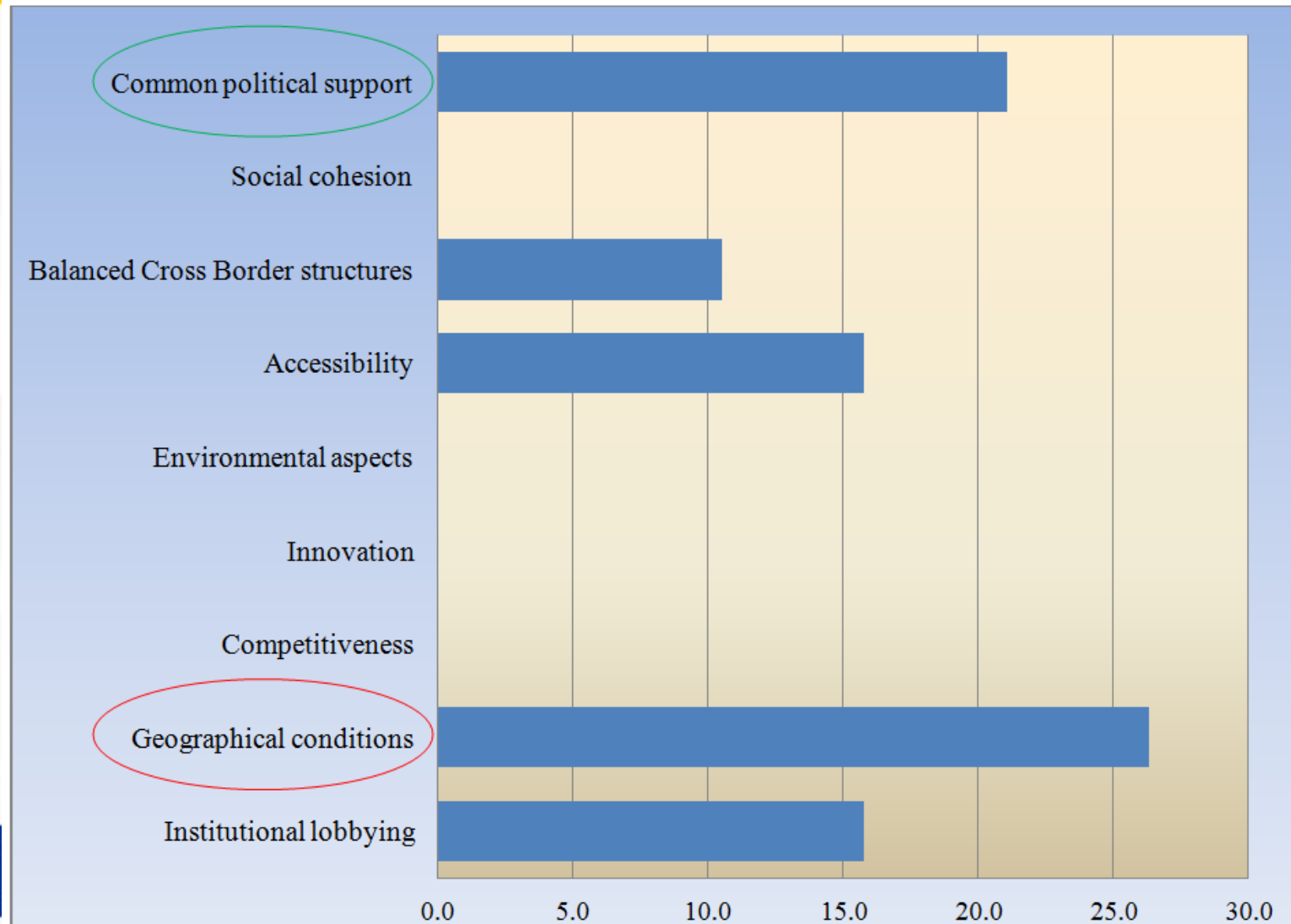
Survey question:

- ***2.5 Which kind of activities were/are supporting the generation?***

The respondents provided a variety of approaches in regards to the kind of activities that are supporting the generation of the strategic projects. A more harmonized approach might be needed.



2. Project generation

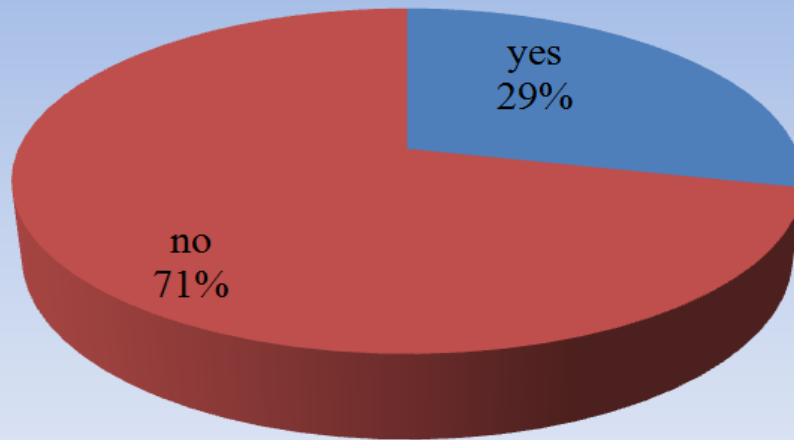


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Q2.6 Which of the following dimensions were the most important for the project generation?

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2. Project generation



Q2.6 Other type of dimensions for generation of strategic projects

Only the OS in Serbia for RS-BiH and HR-RS programmes provided the following “a strategic project must better address a certain cross-border issue than a grant scheme and must clearly contribute to achieving the objectives and priorities of the programme. A strategic project must also have support from both partner countries and have clear cross-border impact even though the activities take place on one side of the border only”.



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2. Project generation

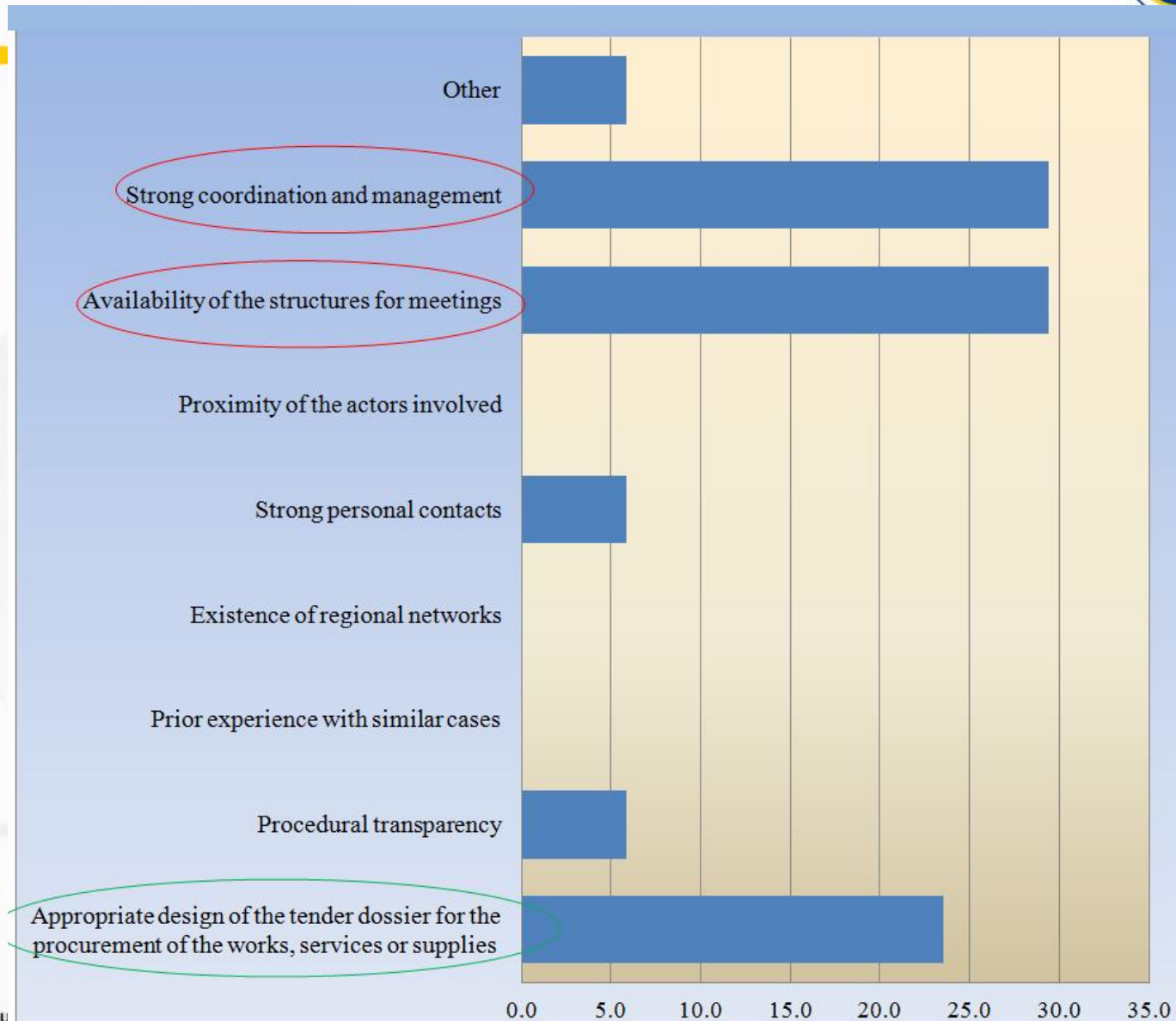


- ***2.7 What has proved most successful in each of the phases (activity/ies, methods, etc.)?***

The respondents adopted a very diversified approach with regards to the kind of activities/methods engaged as well as their usefulness (successfulness) that have supported the generation of their strategic projects. From the responses received it's evident that they have gone through a variety of experiences.



2. Project generation



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Q2.8 Were there any success factors in each of the phases?



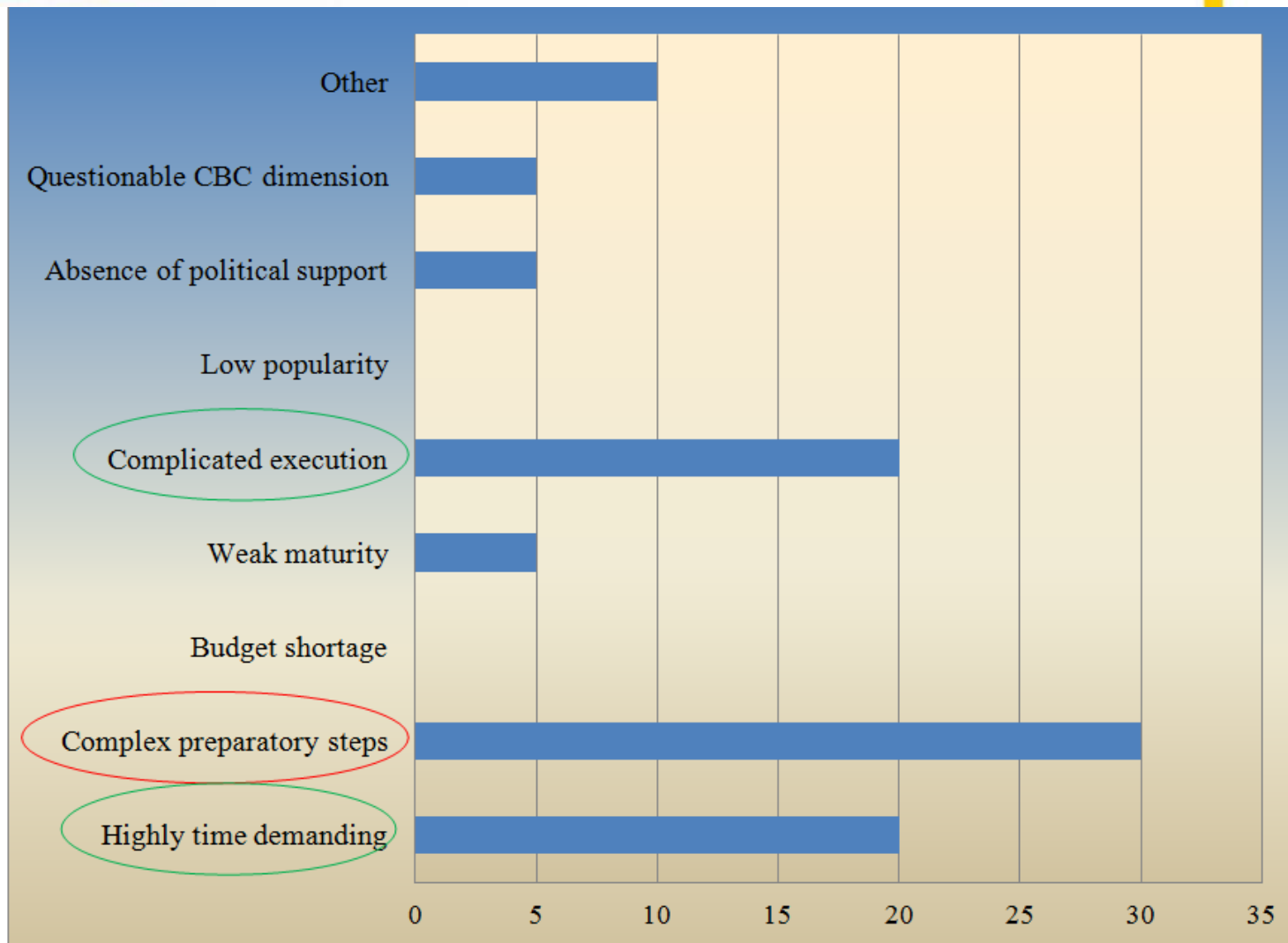
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Only the MNE OS, mentioned that one additional success factor was/is the “common interest of both countries AL & MNE”.

2. Project generation



The AL OS stated as other major difficulties the following: “local elections; rotation of staff; new regional council and new administration that were/are not very involved in the project”. While the MNE OS pointed out that “No previous experience in implementation of CBC Strategic Projects” was also a major difficulty.



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Q2.9 Were there any major difficulties/obstacles in any of the phases?

2. Project generation



- ***2.10 What support roles for strategic project generation did the various actors cover?***

Few OSs have a clear picture on their role as well as other actors' roles in the generation of the strategic projects.



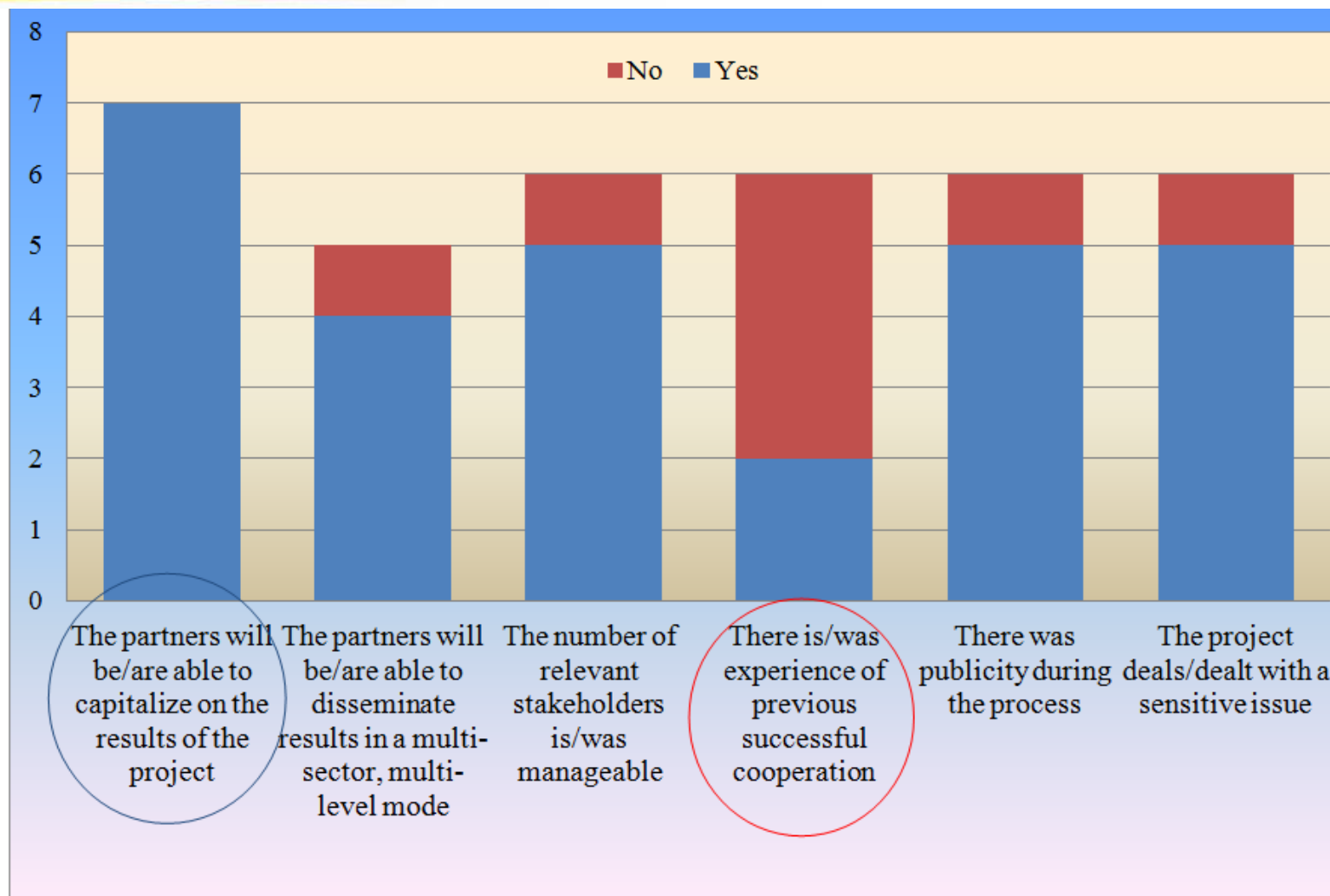
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2. Project generation



Q2.11 Please confirm whether the following statement describe the sustainability aspects of your strategic projects

3. Cross-border communication and visibility

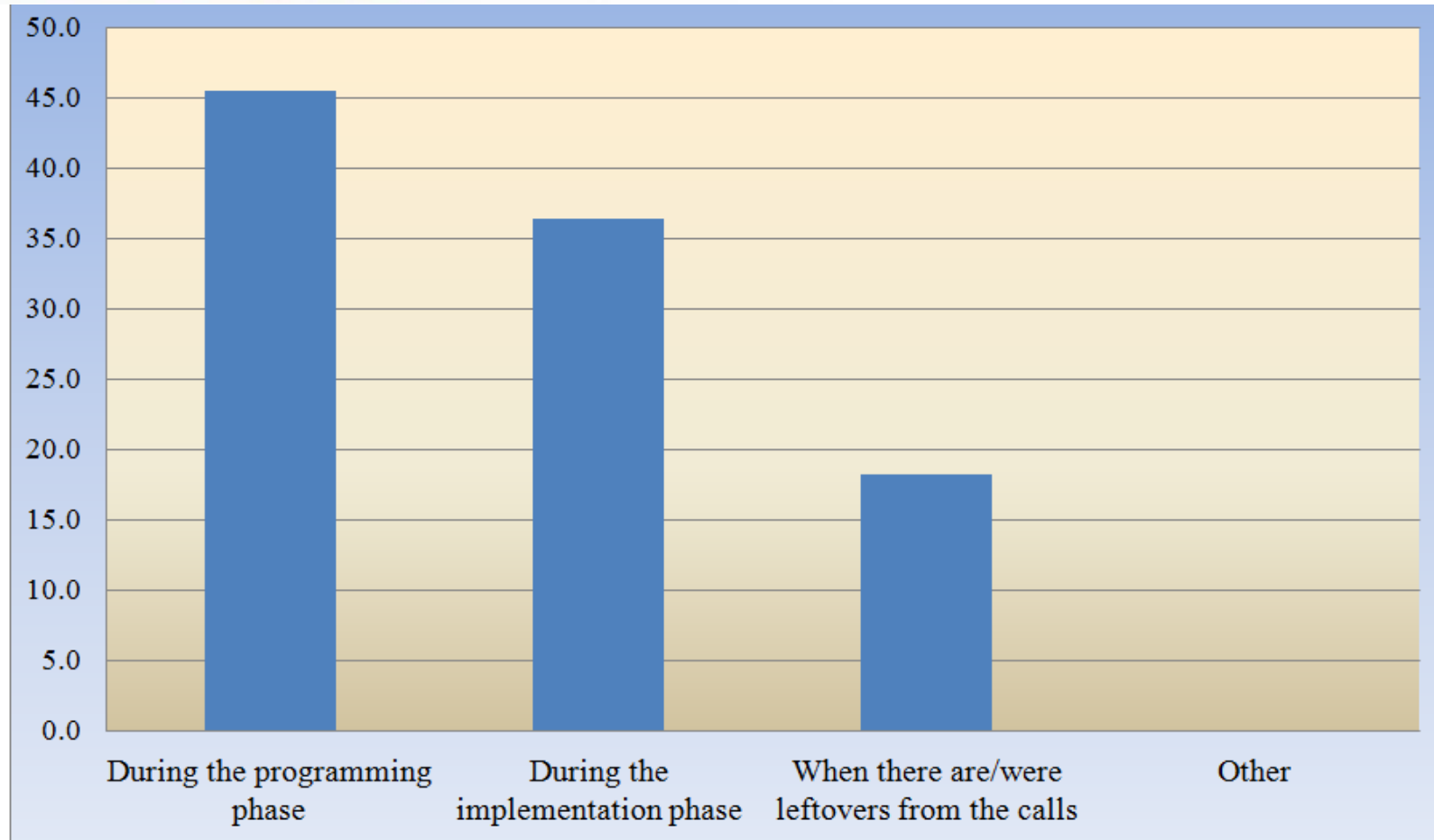


- ***3.1 How did/does the communication between partners, especially in the generation/preparation but also during the implementation phases, take place (formal, informal channels, etc.)?***

While all the respondents described the channels of communication used, **none** mentioned the importance of informal communication. Further to this, certain type of “common activities” should be taken on board to underline the importance of informal communication. Those common activities will help to create a sound basis for a common understanding on the relevant programme procedures and on the situation across the border.



3. Cross-border communication and visibility



Q3.2 When did/does it take place?



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3. Cross-border communication and visibility



- ***3.3 Which were/are the entities involved?***

The respondents provided a wide range of type of entities and variety of stakeholders involved in the process.

- ***3.4 What differences in communication quality have you noticed between different programmes and partners, where you are participating?***

The respondents will further need to clarify their answers. It is unclear whether they understood the question properly.

- ***3.5 What might be the reason for these differences?***

The replies to this question have to be reviewed in accordance with the clarifications that should be provided under the question 3.4 above.



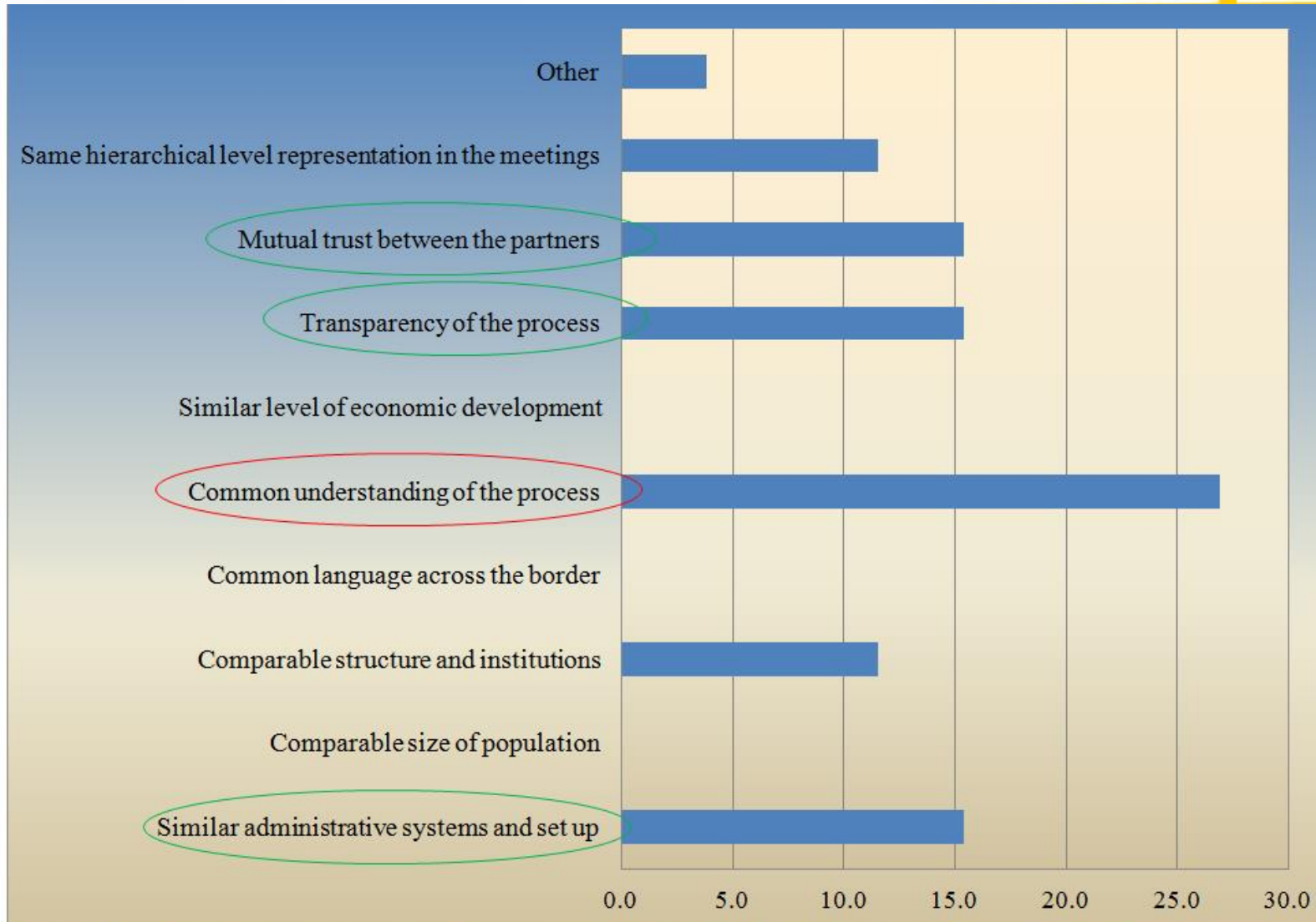
3. Cross-border communication and visibility



The XK OS added that another important factor for success is the following “Providing the activities in time and in line with the foreseen activities in the programme and in agreements. Political support and level of involvement in the structures to implement Strategic Projects should be the pragmatic; the responsible person assigned to the committees should be appointed out of political scheme in order to act in time and in very flexible time of coordination with the full political support.”



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3.6 What are the most important success factors for effective and efficient cross-border communication?

3. Cross-border communication and visibility

3.7 What are the major difficulties/obstacles to effective and efficient cross-border communication?

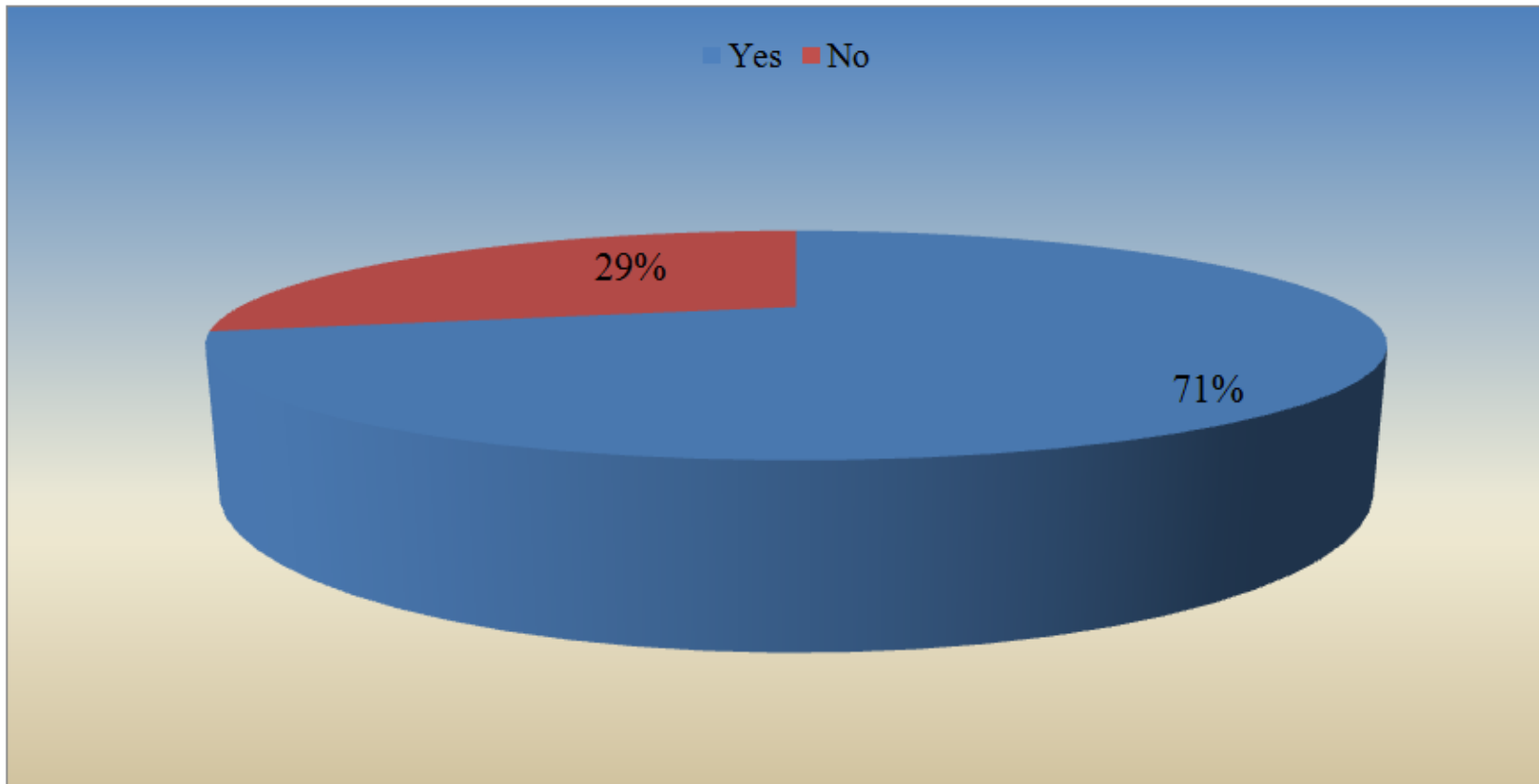
There were multiple answers for to this question coming from the following operating structures:

- AL-XK: Rotation of staff
- **AL-ME**: Continuous changes of staff in Albania dealing with project implementation
- **AL-ME**: The complexity of the infrastructure investment and the number of project actors/bodies involved were the major difficulty/obstacles to an effective and efficient cross-border communication

For the OSs of the programmes MK-XK, HR-RS and RS-BA, there were no communication problems.



3. Cross-border communication and visibility



Q3.8 Have you undertaken any publicity or visibility measures with regard to the strategic projects?



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Those that provided a positive reply specified further their
approach towards visibility measures taken



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3. Cross-border communication and visibility



There is an important question that should be asked:

- Were the visibility measures taken regarding the strategic projects enough or more actions should be taken in this respect?

Moreover,

- Should all strategic projects include a communication and visibility element (a horizontal activity) as an instrument for achieving the project objectives?



THANK YOU!



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