

TAKING
COOPERATION
FORWARD



Lead applicant training
Zagreb | 11 May 2016



How to develop a sound work plan



Interreg CENTRAL EUROPE | Joint secretariat

AGENDA

Basics
of work plan
development

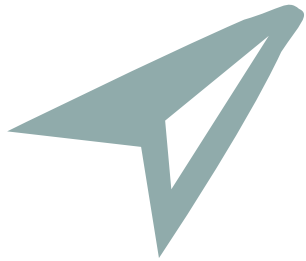
A closer look at
outputs

A closer look at
investments

Exercises
on work plan
development



BUILD YOUR WORK PLAN



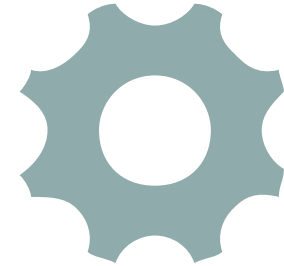
Consistent

It should show the way to reaching project specific objectives and expected results



Transparent

It should provide sufficient information and detail

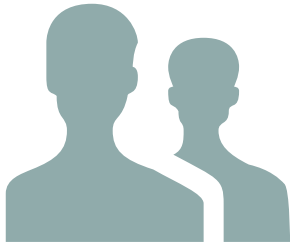


Logic

It should demonstrate the work flow and how activities build on each other

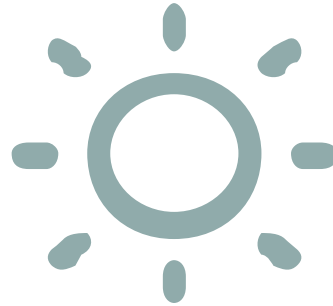


BUILD YOUR WORK PLAN



Concrete

It should identify concrete target groups and be clear about the involvement of stakeholders

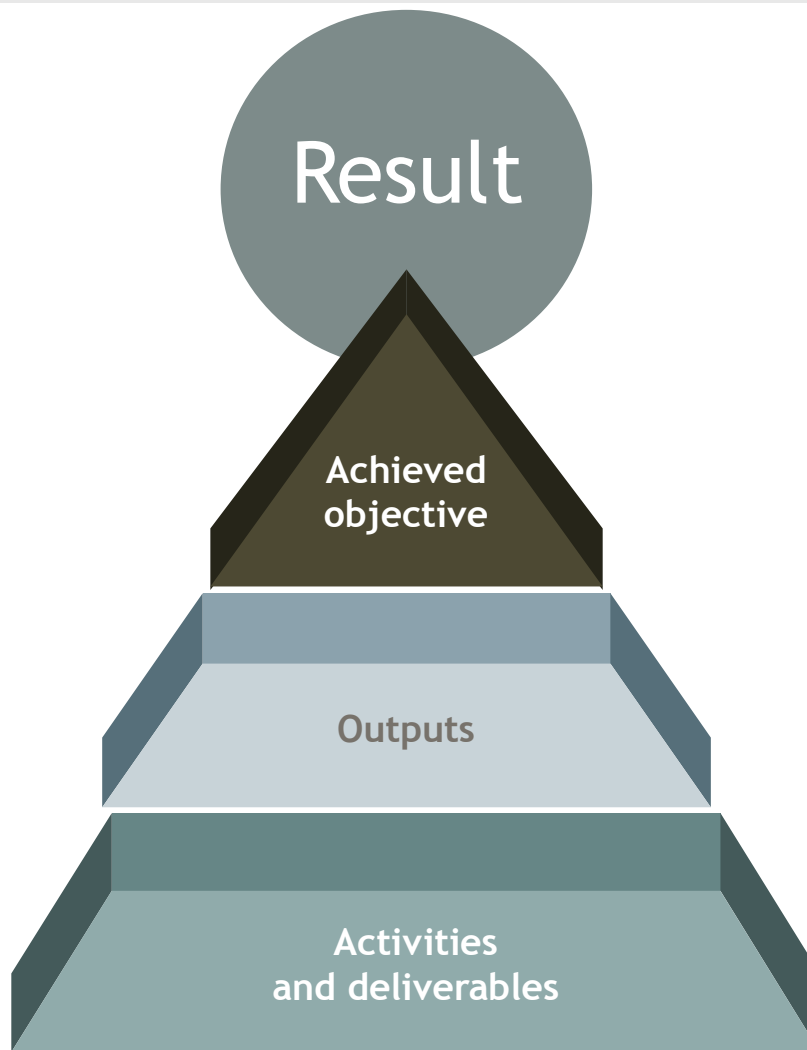


Sustainable

It has to foresee provisions for sustainability and transferability



WHAT IT MEANS: CONSISTENT



← Expected change to be achieved by end of project

← Immediate effects which can be realistically achieved within the project lifetime through the development of the project outputs

← Outcomes obtained through project activities. These can mainly be classified as strategies, action plans, tools, pilot actions, or trainings.

← Activities help developing one or more project outputs. Deliverables should reflect relevant steps of a single activity.





Plan the right number of deliverables related to an activity



Small budget - fewer deliverables



Short duration - fewer deliverables



Bigger budget - more deliverables



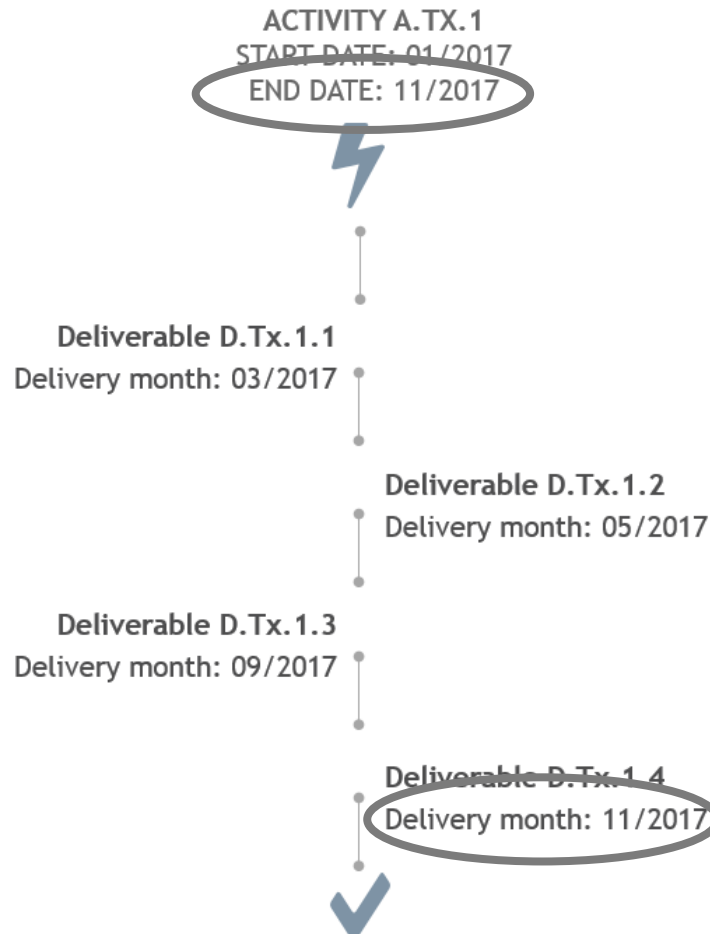
Longer duration - more deliverables



WHAT IT MEANS: LOGIC



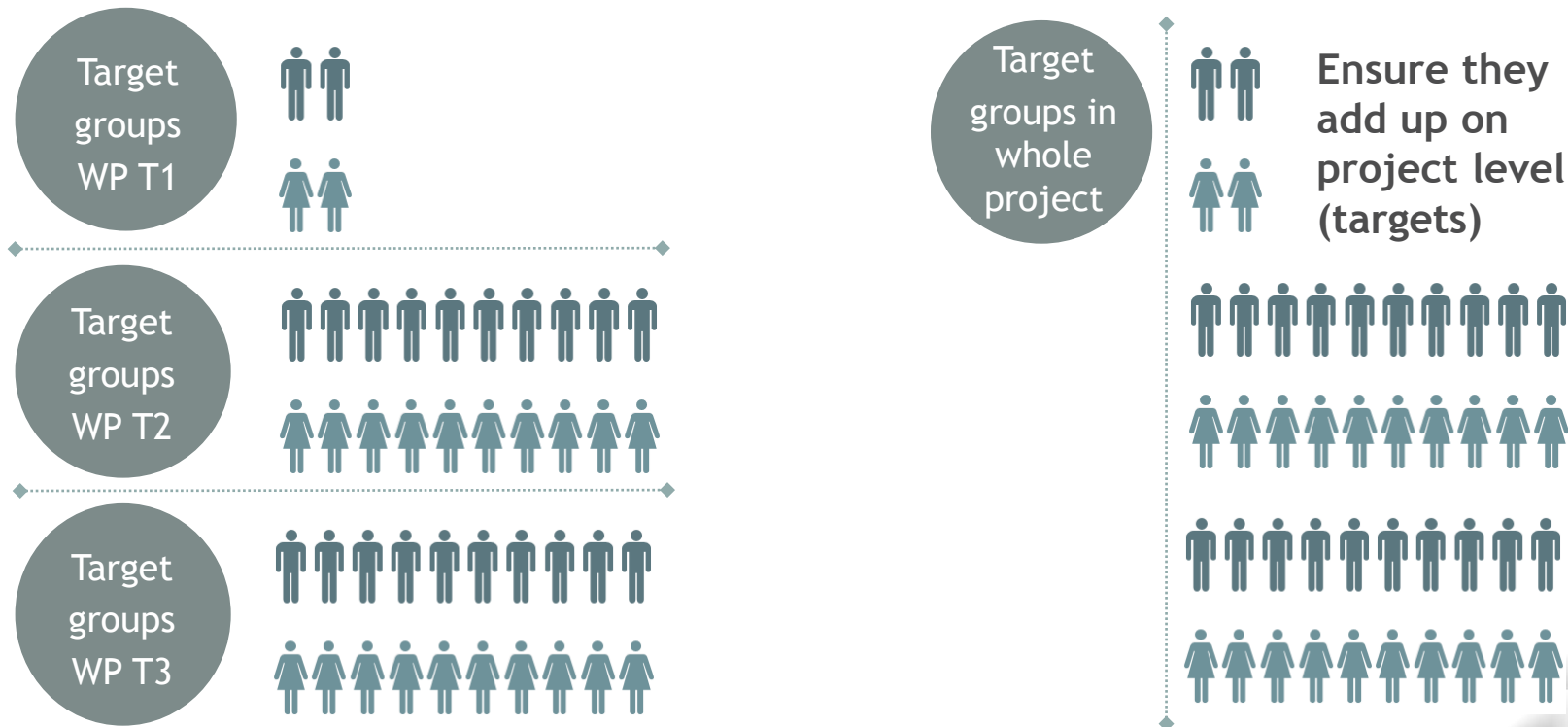
Last deliverable should be identical with end date of activity. All deliverables should also be sequenced in the right order.



WHAT IT MEANS: CONCRETE



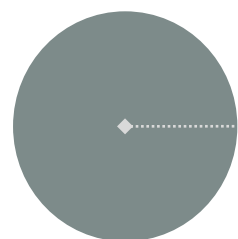
Clearly define your **target groups**. Who will be **using an output** and who will be **involved in developing it**?



WHAT IT MEANS: SUSTAINABLE



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Integrate

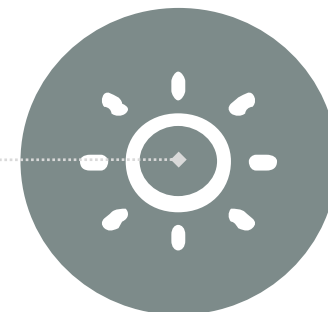
concrete
measures in
activities and
deliverable

Link

to communication
activities and
deliverables

Check

consistency
with result
indicators



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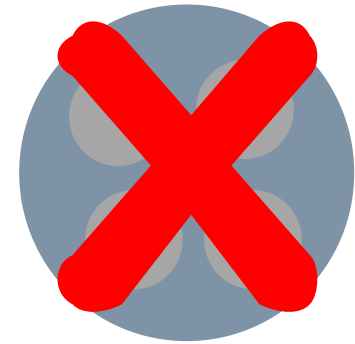
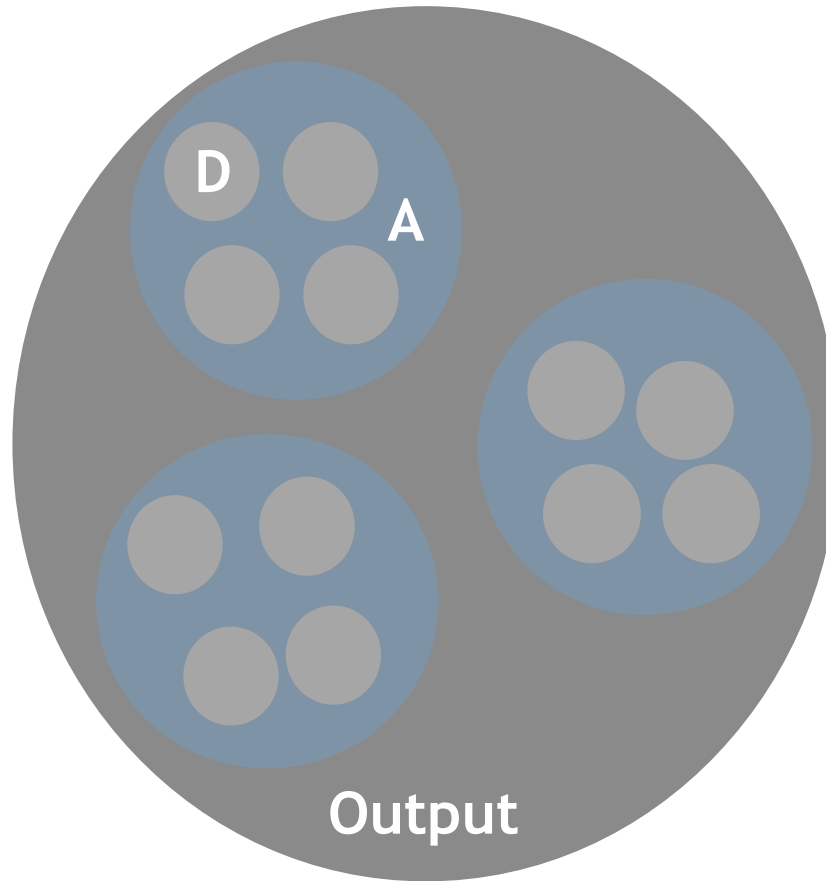
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OUTPUTS: GENERAL PRINCIPLES

Process leading to outputs has to be consistent and transparent



Additional hints

- Build on existing knowledge, practices and lessons learnt when defining outputs, activities and deliverables
- Include a deliverable that reflects the final stage of the output
- Target all relevant governance levels when planning to involve stakeholders for the development, implementation and transfer of an output
- Clearly demonstrate in how far an output is developed by using a transnational cooperation approach (and why this transnational approach is important for the development)



Characteristics



Strategies

Common vision, set objectives and priorities in a mid- to long-term perspective



Action plans

Break-down of strategy objectives into specific tasks, including steps to be taken as well as timeline, financing plans and definition of responsibilities

Hints

- Describe clearly involvement of relevant stakeholders in activities and deliverables
- Plan also the implementation of the strategy or action plan
- Plan activities/deliverables related to sustainability (e.g. uptake of strategy into policies)



Characteristics



Tools

Means for accomplishing a specific task or purpose, physical or technical objects, but also methods, concepts or services

Hints

- Clearly describe the features of the tool
- Foresee to test, apply (e.g. in pilot actions or trainings) or deploy a developed tool
- Plan activities/deliverables related to sustainability and uptake
- Project management-related tools are no outputs



Characteristics



Pilot actions

Test realisation of novel schemes (e.g. services, tools, methods or approaches) to prove their feasibility and applicability.

Hints

- The scope of pilot actions should be limited in terms of area, duration, scale etc.
- They must be unprecedented in a comparable environment
- Results of pilot actions should be transferable. They should be used at transnational level in the project, e.g. to further improve an output like a strategy or tool.



Characteristics



Trainings

Providing persons with understanding, knowledge, skills, competences and access to information.

Hints

- Trainings should be jointly developed at transnational level and tailored according to needs of specific territories and target groups
- Plan activities/deliverables related to sustainability (e.g. uptake of curriculum)
- Newly gained skills should be put in practice during project duration



Characteristics



Innovation networks

Coordinated, stable and cooperative relations that serve the exchange of information, knowledge and resources between enterprises and other innovation players.



Hints

- Demonstrate how relevant stakeholders will be involved in the development and implementation of innovation networks
- Describe in activities and deliverables how the innovation network will be kept together after project end and form “stable cooperation relations”

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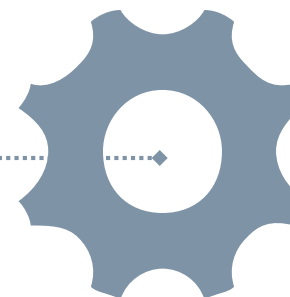
INVESTMENT SIZES



Lower than
15.000 €

**Describe in thematic
work package**

and link to deliverables



Higher than
15.000 €

**Provide investment
specification**

and link to a pilot action of
thematic work package



Additional hints for all investment sizes

- Describe how an investment contributes to **reaching project specific objectives**
- Demonstrate its **transnational effect** and added value to the project partnership (e.g. mutual learning, transfer of experiences, etc.)
- **Embed an investment** in a series of activities and deliverables: an investment alone does not make a pilot action
- **Be precise in technical specifications**, consider risks related to permits needed etc. and be realistic in time planning
- **Ensure ownership** of the investment and **plan its sustainability**



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EXAMPLE 1

Question:

Are activities and deliverables properly defined?

Activity	<u>Activity title</u>	<u>Start date</u>	<u>End date</u>	<u>Indicative budget</u>
A.T2.3	<i>Implementation of pilot actions</i>	01.2017 █	6.2018	650.000 EURO
Deliverables of activity T1.3				
D.T2.3.1	<u>Deliverable Title</u>	<u>Description of deliverable</u>	<u>Quantification/ target</u>	<u>Delivery month</u>
	<i>Report on pilot actions</i>	<i>Report on the implementation of 8 pilot actions dealing with environmental management of green spaces in functional urban areas</i>	1 █	6.2018 █



EXAMPLE 1

Answer:

No, there is a clear lack of transparency in terms of scope, long duration and high budget

Activity A.T2.3	<u>Activity title</u> Implementation of pilot actions	<u>Start date</u> 01.2017	<u>End date</u> 6.2018	<u>Indicator and budget</u> 650.000 EURO
Deliverables of activity T1.3				
D.T2.3.1	<u>Deliverable Title</u> Report on pilot actions	<u>Description of deliverable</u> Report on the implementation of 8 pilot actions dealing with environmental management of green spaces in functional urban areas	<u>Quantification/ target</u> 1	<u>Delivery month</u> 6.2018



EXAMPLE 2

Question:

Are activities and deliverables properly defined?

Activity A.T1.1	<u>Activity title</u> <i>Development of a strategy for air quality improvement</i>	<u>Start date</u> <i>02.2017</i>	<u>End date</u> <i>02.2018</i>	<u>Indicative budget</u> <i>120.000 EURO</i>
Deliverables of activity T1.1				
D.T1.1.1	<u>Deliverable title</u> <i>Analysis on policy framework</i>	<u>Description of deliverable</u> <i>Report analysing policies at national and European level relevant for air quality improvement.</i>	<u>Quantification/ target</u> <i>1</i>	<u>Delivery month</u> <i>02.2018</i>
D.T1.1.2	<u>Deliverable title</u> <i>SWOT-analysis</i>	<u>Description of deliverable</u> <i>Analysis of the strengths, weaknesses, opportunities and threats in terms of air quality for each partner territory (DE, AT, SK, HU).</i>	<u>Quantification/ target</u> <i>4</i>	<u>Delivery month</u> <i>02.2018</i>
D.T1.1.3	<u>Deliverable title</u> <i>Report on stakeholders meetings</i>	<u>Description of deliverable</u> <i>Stakeholder meetings in all partner territories (DE, AT, SK, HU). At least 2 meetings per territory.</i>	<u>Quantification/ target</u> <i>1</i>	<u>Delivery month</u> <i>02.2018</i>
D.T1.1.4	<u>Deliverable title</u> <i>Transnational strategy for air quality improvement</i>	<u>Description of deliverable</u> <i>Transnational strategy setting joint objectives and measure to be taken for air quality improvement.</i>	<u>Quantification/ target</u> <i>1</i>	<u>Delivery month</u> <i>02.2018</i>

EXAMPLE 2

Answer:

Yes, in terms of transparency and describing the work flow.

No, in terms of sequencing as all deliverables end the same month.

Activity A.T1.1	<u>Activity title</u> Development of a strategy for air quality improvement	<u>Start date</u> 02.2017	<u>End date</u> 02.2018	<u>Indicative budget</u> 120.000 EURO
Deliverables of activity T1.1				
D.T1.1.1	<u>Deliverable title</u> Analysis on policy framework	<u>Description of deliverable</u> Report analysing policies at national and European level relevant for air quality improvement.	<u>Quantification/ target</u> 1	<u>Delivery month</u> 02.2018
D.T1.1.2	<u>Deliverable title</u> SWOT-analysis	<u>Description of deliverable</u> Analysis of the strengths, weaknesses, opportunities and threats in terms of air quality for each partner territory (DE, AT, SK, HU).	<u>Quantification/ target</u> 4	<u>Delivery month</u> 02.2018
D.T1.1.3	<u>Deliverable title</u> Report on stakeholders meetings	<u>Description of deliverable</u> Stakeholder meetings in all partner territories (DE, AT, SK, HU). At least 2 meetings per territory.	<u>Quantification/ target</u> 1	<u>Delivery month</u> 02.2018
D.T1.1.4	<u>Deliverable title</u> Transnational strategy for air quality improvement	<u>Description of deliverable</u> Transnational strategy setting joint objectives and measure to be taken for air quality improvement.	<u>Quantification/ target</u> 1	<u>Delivery month</u> 02.2018

EXAMPLE 3

Question:

Are outputs properly defined?

Output title		Please provide a brief description of the project output and give reference to the activity leading to it	Programme output indicator	Quantification/target	Delivery date
Output O.T3.1	Soil quality strategies	<i>Development of 3 strategies for soil quality improvement for the partner territories (functional urban areas of Prague, Katowice, Leipzig) based on the transnational concept and lessons learnt. Strategies defining the objectives to be reached by 2025 and the measures to be taken.</i>	<i>Number of <u>tools</u> for the improvement of environmental quality in functional urban areas developed and/or implemented</i>	1	03.2018
Output O.T3.2	Pilot actions on soil quality improvement	<i>2 pilot actions testing the measures foreseen in the developed strategy on soil quality improvement: 1. Application of a soil quality evaluation approach on a 2 ha brownfield in Prague functional urban area (CZ) 2. Depollution of an industrial 4 ha brownfield site using phytoremediation in Katowice functional urban area (PL)</i>	<i>Number of <u>pilot</u> actions implemented for the improvement of environmental quality in functional urban areas</i>	2	03.2019

EXAMPLE 3

Answer:

Yes, they are well defined and pilot actions are linked to other outputs.

No, because O.T.3.1 has wrong output indicator and output quantification

Output title		Please provide a brief description of the project output and give reference to the activity leading to it	Programme output indicator	Quantification/target	Delivery date
Output O.T3.1	Soil quality strategies	Development of 3 strategies for soil quality improvement for the partner territories (functional urban areas of Prague, Katowice, Leipzig) based on the transnational concept and lessons learnt. Strategies defining the objectives to be reached by 2025 and the measures to be taken.	Number of <u>tools</u> for the improvement of environmental quality in functional urban areas developed and/or implemented	1	03.2018
Output O.T3.2	Pilot actions on soil quality improvement	2 pilot actions testing the measures foreseen in the developed strategy on soil quality improvement: 1. Application of a soil quality evaluation approach on a 2 ha brownfield in Prague functional urban area (CZ) 2. Depollution of an industrial 4 ha brownfield site using phytoremediation in Katowice functional urban area (PL)	Number of <u>pilot</u> actions implemented for the improvement of environmental quality in functional urban areas	2	03.2019



Joint Secretariat
Interreg CENTRAL EUROPE Programme



www.interreg-central.eu



info@interreg-central.eu



+43 1 8908088-2403



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