

# INTERREG V A Italy – Croatia CBC Programme

## **Strategic Calls for proposals** **Factsheet n. 2** **Project Generation**

Version n. 1 of 17<sup>th</sup> September 2019

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## A. Align the project ideas with the Programme strategy and with the strategic themes concepts

The Programme strategy envisages several thematic fields where EU-supported intervention is possible. As outlined in the factsheet n. 1 "Introduction and Background", it is essential for applicants to understand how the Programme strategy came into existence in order to deliver project proposals fully in line with that strategy and its rationale. Detailed information can also be found in the Cooperation Programme available in the Programme website ([www.italy-croatia.eu](http://www.italy-croatia.eu)).

Initially a situation analysis on the Programme area was carried out with regard to the three pillars of the EU2020 Strategy. The situation analysis aimed at verifying the state of play on key aspects of the socio-economic and environmental trends in the Programme area. The Member States own priorities laid down in strategies and policy documents relevant for the area were also analysed.

The European Union Macro-regional Strategy for the Adriatic and Ionian Region (EUSAIR) has been taken into account as a key reference strategy: the Programme aims to play a significant role in promoting synergies with it and in increasing the territorial cohesion of the area.

Based on this situation analysis, a SWOT was produced highlighting the main strengths, weaknesses, opportunities and threats in the area for the three pillars. The work determined the common needs of the area.

Following the identification of the Programme area common needs, the Programme partners have chosen to concentrate their efforts on four thematic objectives for the INTERREG V A Italy – Croatia CBC Programme out of the 11 available. Under each of them, one or more investment priorities have been chosen. These EU-defined investment priorities provide for more focus.

Thematic Objectives	Investment Priorities
1 - Strengthening research, technological development and innovation	<b>IP 1 (b)</b> – promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector, in particular promoting investment in product and service development, technology transfer, social innovation, eco-innovation, public service applications, demand stimulation, networking, clusters and open innovation through smart

	specialisation, and supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production, in particular in key enabling technologies and diffusion of general purpose technologies
<b>5</b> - Promoting climate change adaptation, risk prevention and management	<p><b>IP 5 (a)</b> - supporting investment for adaptation to climate change, including ecosystem-based approaches</p> <p><b>IP 5 (b)</b> - promoting investment to address specific risks, ensuring disaster resilience and developing disaster management systems</p>
<b>6</b> - Preserving and protecting the environment and promoting resource efficiency	<p><b>IP 6 (c)</b> – conserving, protecting, promoting and developing natural and cultural heritage</p> <p><b>IP 6 (d)</b> – protecting and restoring biodiversity and soil and promoting ecosystem services, including through Natura 2000, and green infrastructure</p> <p><b>IP 6 (f)</b> – promoting innovative technologies to improve environmental protection and resource efficiency in the waste sector, water sector and with regard to soil, or to reduce air pollution</p>
<b>7</b> - Promoting sustainable transport and removing bottlenecks in key network infrastructures	<b>IP 7 (c)</b> – developing and improving environment-friendly (including low-noise) and low-carbon transport systems, including inland waterways and maritime transport, ports, multimodal links and airport infrastructure, in order to promote sustainable regional and local mobility

To further steer the Programme intervention in these domains, the adopted thematic objectives and investment priorities have been translated into four Programme priority axes, which in turn are broken down into seven specific objectives. Both elements are Programme-specific but are totally consistent with the chosen thematic objectives and investment priorities as defined in the EU regulations. The following figures provide a summary of the **approved Programme strategy**, composed of **4 priority axes** and **7 specific objectives**. More information is available in factsheet n.1 “Introduction and Background”.

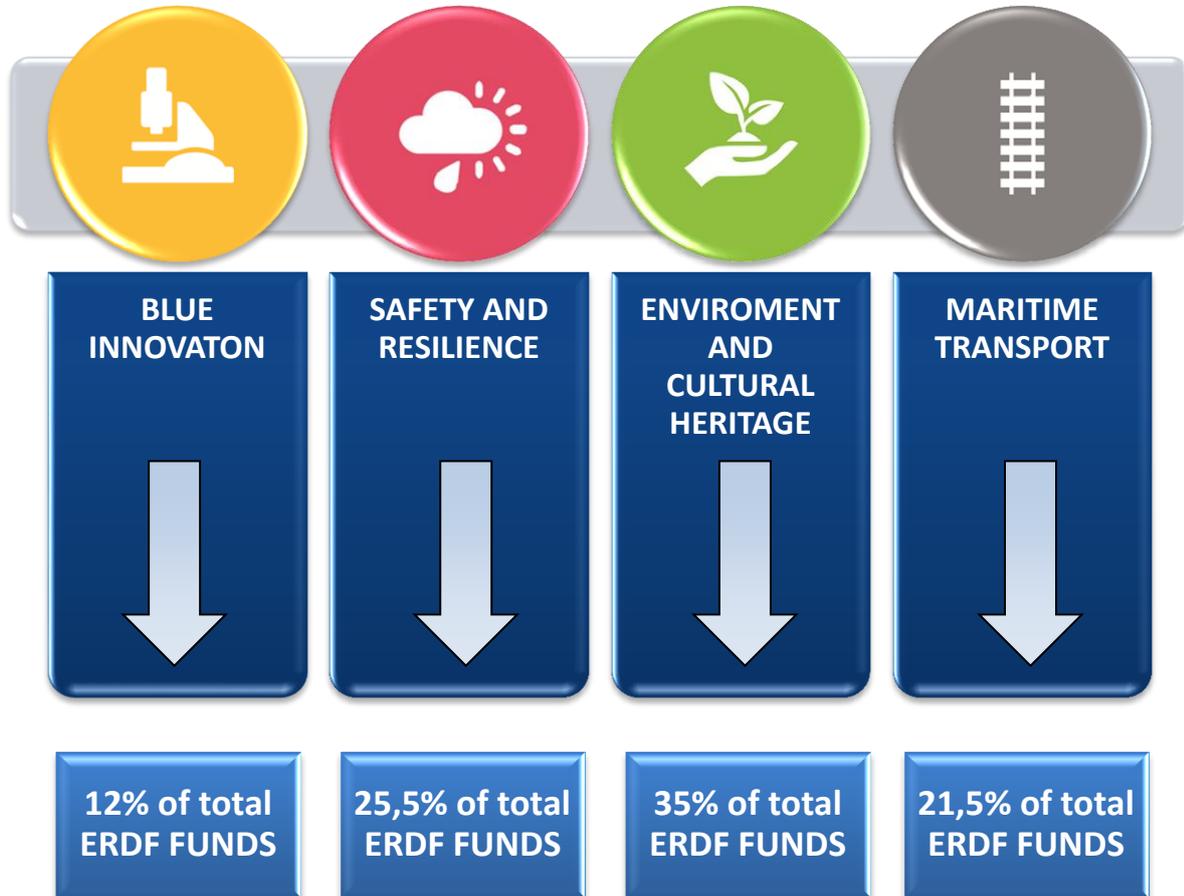


Figure 1 – INTERREG V A Italy-Croatia CBC Programme Priority Axes

As described above, the Programme priority axes encompass a wide range of themes to be tackled through a wide array of instruments and possible actions, reflecting the diverse needs of the cooperation area. However, as part of the Strategic Project generation process, a top-down approach was used to identify a number of themes considered strategic for the Programme area (i.e. strategic themes). Furthermore, macro-activities and expected outputs for each strategic theme have been identified in accordance with the identified needs of the Programme area; to support the process, a gap analysis was performed, aimed at highlighting existing gaps in fulfilling the Programme strategy and showing certain divergence between the programme output indicators that will be achieved by already financed Standard+ and Standard projects and the programme output indicators target's set on Programme level to be reached within 2023. The outcomes of the analysis showed the main weaknesses of the Programme implementation so far, deriving from the bottom-up approach used in the first set of Calls, in

relation to the set targets. The gap analysis, along with the compliance with the Programme intervention logic and EUSAIR, was taken into account by the Monitoring Committee in identifying the thematic areas and specific deliverables that should be pursued by projects generated with a top-down approach.

It is important to keep in mind that the CP foresees that strategic projects shall be characterized by:

- the principle of wide-area partnerships, i.e.: the involvement of a higher number of beneficiaries than the minimum eligible partnership requirement as set in the Cooperation Programme;
- width of the involved territories to ensure that greater Programme area population benefits from the achieved results;
- higher financial allocations than those foreseen for standard projects;
- specific and targeted institutional and technical skills and know how to ensure deeper/long-lasting impacts and benefits for the whole cooperation area.

As a result, 11 strategic themes have been identified through an institutional top-down approach, along with the categories of partner to be involved (for more details see Annex 1 “Strategic Themes Concepts” to the Call announcement):

Specific Objective	Strategic theme	Categories of partner
1.1: Enhance the framework conditions for innovation in the relevant sectors of the blue economy within the cooperation area.	<b>1.1.1: Blue technology - Developing innovative technologies for sustainability of Adriatic Sea.</b>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ Chambers of Economy/Chambers of Commerce.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Universities/faculties/research institutions/centers.</li> <li>➤ SMEs/business support organizations.</li> <li>➤ Maritime clusters.</li> </ul>

<p>2.1: Improve the climate change monitoring and planning of adaptation measures tackling specific effects, in the cooperation area.</p>	<p><b>2.1.1: Climate change adaptation – Climate change data and modeling systems for knowledge and cooperation improvement for adaptation and mitigation strategies planning in urban coastal and marine environment.</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ Italian/Croatian cities and municipalities.</li> </ul>
<p>2.2: Increase the safety of the Programme area from natural and man-made disaster.</p>	<p><b>2.2.1: Flood risk - Developed methods and tools to be used for managing flood risks and their related impact in Programme area.</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ National water management authorities.</li> <li>➤ Italian/Croatian cities and municipalities.</li> </ul>
	<p><b>2.2.2: Oil spills and other marine hazards, fire and earthquake - Strengthening of preparedness and prevention of hazards.</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ Coast guards.</li> </ul>
<p>3.1: Make natural and cultural heritage a leverage for sustainable and more balanced territorial development.</p>	<p><b>3.1.1: Coastal and inland tourism - Smart specialization and improved quality in tourism for a green and sustainable development for Mediterranean islands, coastal and inland.</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ Association/organizations working in the field of tourism/culture.</li> </ul>
<p>3.2: Contribute to protect and restore biodiversity.</p>	<p><b>3.2.1: Marine environment - Improve the environmental quality conditions and biodiversity</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Coastal cities and municipalities.</li> <li>➤ Universities/faculties/research</li> </ul>

	<p><b>of coastal, marine, and inland waters and ecosystems consolidating sustainable and innovative technologies and approaches related to integrated monitoring, modeling systems and restoration.</b></p>	<p>institutes/centers.</p> <ul style="list-style-type: none"> <li>➤ Environmental no profit organizations active in marine protection.</li> </ul>
	<p><b>3.2.2: Fisheries and aquaculture - Shared Governance of Sustainable fisheries and aquaculture activities as leverage to protect marine biodiversity resources in the Adriatic sea.</b></p>	<ul style="list-style-type: none"> <li>➤ Ministries.</li> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Public research institutes/centers.</li> </ul>
<p>3.3: Improve the environmental quality conditions of the sea and coastal area by use of sustainable and innovative technologies and approaches.</p>	<p><b>3.3.1: Marine Litter - Shared actions and plans for integrated and cross-border management of the coastal and marine litter in a life cycle approach perspective.</b></p>	<ul style="list-style-type: none"> <li>➤ Ministries.</li> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Coastal cities/municipalities and their associations.</li> <li>➤ Environmental no profit organizations active in marine protection.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ SMEs/business support organizations.</li> </ul>
<p>4.1: Improve the quality, safety and environmental sustainability of marine and coastal transport services and</p>	<p><b>4.1.1: Maritime Transport - Enhancing the environmental sustainability of port operations in the Programme Area.</b></p>	<ul style="list-style-type: none"> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local/development agencies.</li> <li>➤ BSOs - business support organizations.</li> <li>➤ Port authorities.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ No profit organizations active for</li> </ul>

nodes by promoting multimodality in the Programme area.		<p>the development of intermodal transport and logistics.</p> <ul style="list-style-type: none"> <li>➤ Enterprises/transport association including maritime clusters.</li> </ul>
	<p><b>4.1.2: Mobility of Passengers - Multimodal transport solutions and services for fostering, supporting and promoting a new passenger sustainable mobility.</b></p>	<ul style="list-style-type: none"> <li>➤ Ministries.</li> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ International organizations.</li> <li>➤ Universities/faculties/research institutes/centers..</li> <li>➤ No profit organizations active for the development of intermodal transport and logistics.</li> <li>➤ SMEs and other private companies.</li> <li>➤ Port authorities.</li> <li>➤ Public railway transport company.</li> </ul>
	<p><b>4.1.3: Nautical services - Small ports as driver for improvement of maritime transport and sustainable development in the Adriatic area.</b></p>	<ul style="list-style-type: none"> <li>➤ Ministries.</li> <li>➤ Regions/Counties.</li> <li>➤ National/regional/local agencies.</li> <li>➤ Italian/Croatian coastal cities/municipalities.</li> <li>➤ Universities/faculties/research institutes/centers.</li> <li>➤ SMEs.</li> <li>➤ Transport operators, public services providers.</li> <li>➤ Port Authorities.</li> <li>➤ Ports of regional/local interest management authorities.</li> <li>➤ No profit organizations active for the development of intermodal transport and logistics.</li> </ul>

For each defined strategic theme, the generation of project proposals stemming from a strategic theme concept (see Annex 1 “Strategic Themes Concepts” to the Call announcement for details) identified with an institutional top down approach is expected.

The results sought by the Programme are captured by **result indicators**. Delivering expected results is to be achieved by delivering certain outputs which have also been foreseen at Programme level for each specific objective. **Output indicators** are part of the Programme performance framework. Target values to be reached at certain times in the lifecycle of the Programme have been defined in the performance framework and this is the basis which the European Commission will use to assess the performance of the Programme. Therefore, projects will be assessed by their **contribution to both output and result indicators** related to the Programme priority specific objective under which they are submitted. This implies a shift in the approach and focus of projects compared to previous programming periods: the emphasis is now first and foremost on the delivery of outputs and results rather than on the implementation of project activities.

It shall be underlined that there is a difference in the way the contribution to output and result indicators is expected and therefore will be assessed during the selection procedure: while in the case of output indicators a clear link with expected main outputs to be achieved by the projects is required, in the case of result indicators a punctual correspondence with project results is not required as Programme result indicators are meant to capture the change in the Programme area per each concerned specific objective and shall thus be treated as a measurement of the contribution of the projects to the specific objective in general. This means that projects have to demonstrate that they contribute to the change sought by the specific objective and not necessarily planning to contribute to the quantitative result indicator chosen by the Programme. It is also worth to remind that result indicators are variables that provide information on some specific aspects of results that lend themselves to be measured and, consequently, can difficultly describe the whole change taking place in each specific objective’s thematic field.

Following this approach and based on the gap analysis above mentioned, for each strategic theme, some relevant outputs indicators to be tackled were identified among the Programme ones.

To be selected for funding, strategic projects shall demonstrate a **clear contribution to the concerned specific objective** of the Programme by pursuing the objectives and macro-activities and by contributing to the output indicators as defined in the Strategic Theme Concepts.

More information on project assessment can be found in factsheet n. 5 “Project Selection”.

The tables below provide a list of all Programme indicators and, for output indicators, information on the expected contributions from funded project.

## Programme result indicators

Specific Objective	Result Indicator	Description	Explanation of the indicator
<b>1.1 Enhance the framework conditions for innovation in the relevant sectors of the blue economy within the cooperation area</b>	Number of EPO applications	This indicator will point out the concrete capacity to promote the innovation in the cooperation area	The change which is captured by this indicator is related to the improved framework conditions for innovation in the relevant sector of the blue economy as a result of the projects funded by the INTERREG V A Italy-Croatia CBC Programme.
<b>2.1 Improve the climate change monitoring and planning of adaptation measures tackling specific effects, in the cooperation area</b>	Inhabitants benefiting from planning of adaptation measures	This indicator will point out the capacity to plan adaptation measures in the cooperation area	The change which is captured by this indicator concerns the adaptation measures in place and related coverage in terms of territory and population included, typologies of climate change effects tackled, existing measures updated/improved in order to respect the legislation in force.

Specific Objective	Result Indicator	Description	Explanation of the indicator
<b>2.1 Increase the safety of the programme area from natural and man-made disaster</b>	Inhabitants benefiting from risk management coordinated measures	This indicator will point out the capacity to tackle risk in a coordinated way	The change which is captured by this indicator concerns the risk management coordinated measures and related coverage in terms of territory and population included, typologies of risks tackled, existing measures updated/improved in order to respect the legislation in force.

<p><b>3.1 Make natural and cultural heritage a leverage for sustainable and more balanced territorial development</b></p>	<p>Seasonality in tourism in the programme area</p>	<p>This indicator will point out the unequal distribution of tourism during the year</p>	<p>The change which is captured by the indicator reflects the presence of tourists in the Programme area throughout the year. Tourism is only one of the ways in which territorial development can be assessed. At the same time natural and cultural heritage constitute an important attraction for tourists. Consequently, tourism has been chosen as a possible measurement of the capacity of natural and cultural heritage actors to promote more balanced territorial development.</p>
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<p><b>3.2 Contribute to protect and restore biodiversity</b></p>	<p>Excellent conservation status of habitat types and species of Natura 2000 sites in Programme area</p>	<p>This indicator will suggest the concrete contribution in biodiversity protection by the exam of Natura 2000 sites conservation status, where reliable data are available</p>	<p>The change which is captured by the indicator reflects the contributions of funded projects to protection and restoration of biodiversity in the Programme area.</p>
<p><b>3.3 Improve the environmental quality conditions of the sea and coastal area by use of sustainable and innovative technologies and approaches</b></p>	<p>Quality level of coastal bathing waters (according to the Dir. 2006/7/CE)</p>	<p>This indicator will assess the quality of coastal bathing waters by measuring the concentrations of two bacteria, Escherichia Coli and Intestinal Enterococci. The presence of either of these bacteria in the samples may indicate pollution in the bathing water site, usually originating from sewage or livestock waste</p>	<p>The change which is captured by the indicator reflects the contributions of funded projects to improve the environmental quality conditions of the sea and coastal areas through innovative technologies and approaches in the Programme area.</p>

<p><b>4.1 Improve the quality, safety and environmental sustainability of marine and coastal transport services and nodes by promoting multimodality in the Programme area</b></p>	<p>Goods transported by maritime mode</p>	<p>This indicator will measure the maritime freight transport in the area (only IT-HR traffic)</p>	<p>The change which is captured by the indicator reflects the contributions of funded projects to improve the quality, safety and environmental sustainability of marine and coastal transport by means of multimodal approaches in the Programme area. The quantity of goods transported by maritime mode has been chosen as one of the possible measurements of the change of transport modes towards increased sustainability.</p>
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## Programme output Indicators

Note: The output indicators to which strategic projects have to contribute are highlighted in bolded text.

<p><b>1.1 Enhance the framework conditions for innovation in the relevant sectors of the blue economy within the cooperation area</b></p>	<p>1.1.1 Blue technology - Developing innovative technologies for sustainability of Adriatic Sea.</p>	<p><b>Productive investment: Number of enterprises receiving support</b></p>
		<p><b>Productive investment: Number of enterprises receiving grants</b></p>
		<p><b>Productive investment: Number of enterprises receiving non-financial support</b></p>

		<p><b>Productive investment: Number of research institutions participating in cross-border, transnational or interregional research projects</b></p>
<p><b>2.1 Improve the climate change monitoring and planning of adaptation measures tackling specific effects, in the cooperation area</b></p>	<p>2.1.1 Climate change adaptation – Climate change data and modeling systems for knowledge and cooperation improvement for adaptation and mitigation strategies planning in urban coastal and marine environment.</p>	<p>Labour Market and Training: Number of participants in joint local employment initiatives and joint training</p>
		<p><b>Climate change monitoring systems put in operation</b></p>
		<p><b>Plans of adaptation measures put in place</b></p>

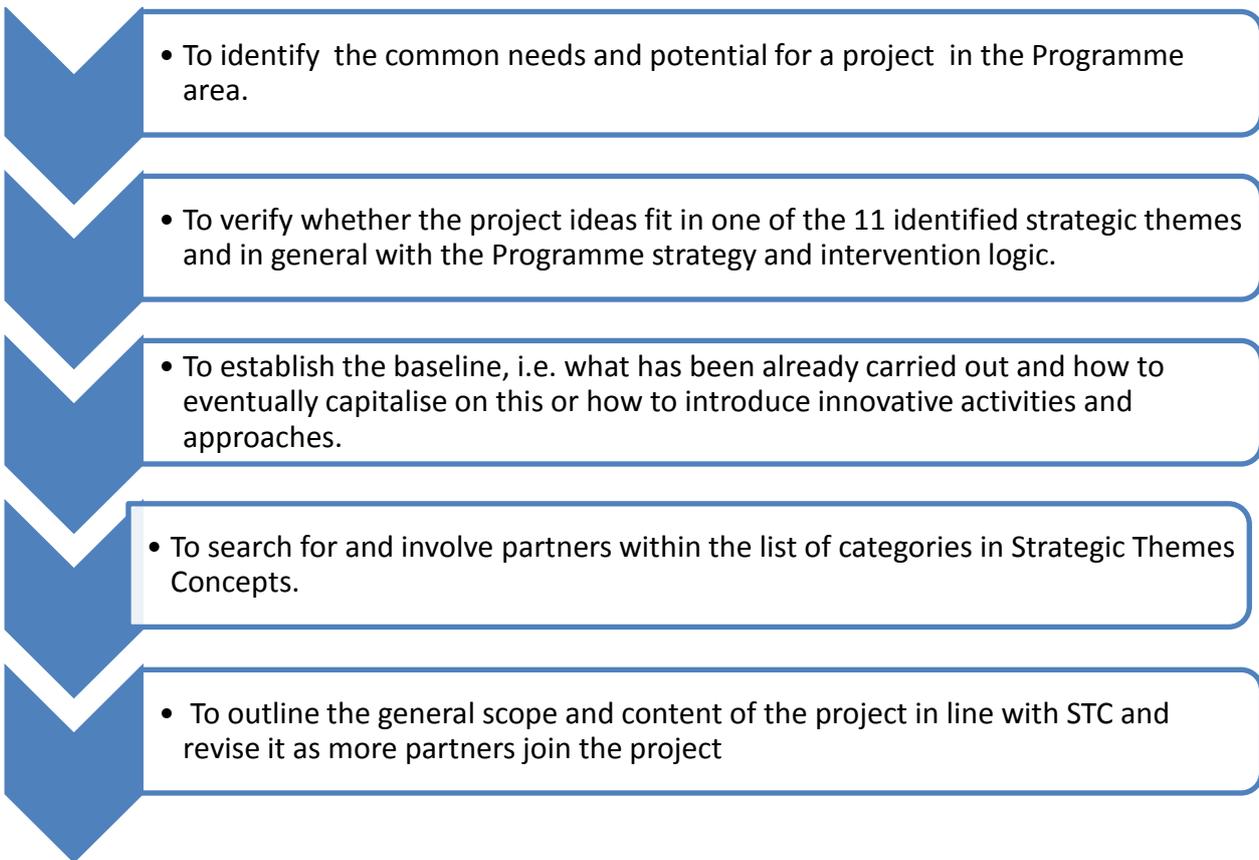
<b>2.2 Increase the safety of the Programme area from natural and man-made disaster</b>	2.2.1 Flood risk - Developed methods and tools to be used for managing flood risks and their related impact in Programme area.	<b>Risk prevention and management: Population benefiting from flood protection measures</b>
		<b>Risk prevention and management: Population benefiting from forest fire protection measures</b>
	2.2.2 Oil spills and other marine hazards, fire and earthquake - Strengthening of preparedness and prevention of hazards.	<b>Population benefiting from oil spills and other marine hazards protection measures</b>
		<b>People reached by initiatives for increasing awareness</b>
<b>3.1 Make natural and cultural heritage a leverage for sustainable and more balanced territorial development</b>	3.1.1 Coastal and inland tourism - Smart specialization and improved quality in tourism for a green and sustainable development for Mediterranean islands, coastal and inland.	<b>Actors involved in actions aimed at promoting natural and cultural heritage (including typical products, joint branding and tourism)</b>
		<b>Natural and cultural heritage destinations with improved accessibilities (e.g.: to disabled tourists, virtual tourists etc.) in place</b>
		<b>Beneficiaries with ecolabel/green certification</b>
		<b>Cultural and natural heritage (tangible and intangible) promoted</b>
<b>3.2 Contribute to protect and restore biodiversity</b>	3.2.1 Marine environment - Improve the environmental quality conditions and biodiversity of coastal, marine, and inland waters and ecosystems	<b>Natural ecosystems supported in order to attain a better conservation status</b>
		<b>Monitoring systems and data collections for protecting biodiversity and ecosystems put in place</b>

	<p>consolidating sustainable and innovative technologies and approaches related to integrated monitoring, modeling systems and restoration.</p> <p>3.2.2 Fisheries and aquaculture - Shared Governance of Sustainable fisheries and aquaculture activities as leverage to protect marine resources in the Adriatic sea.</p>	<p><b>Restoration actions supporting endangered species</b></p> <hr/> <p><b>Integrated management systems (sea, coastal and river environment) put in place</b></p>
<p><b>3.3 Improve the environmental quality conditions of the sea and coastal area by use of sustainable and innovative technologies and approaches</b></p>	<p>3.3.1 Marine litter - Shared actions and plans for integrated and cross-border management of the coastal and marine litter in a life cycle approach perspective.</p>	<p><b>Environmental friendly technological solutions (and approaches) implemented</b></p> <hr/> <p><b>Microplastic waste collected in marine areas</b></p>
<p><b>4.1 Improve the quality, safety and environmental sustainability of marine and coastal transport</b></p>	<p>4.1.1 Maritime Transport - Sustainable Ports through fostering alternative fuels, sustainable energy sources and energy efficiency.</p>	<p><b>Improved multimodal transport services</b></p> <hr/> <p><b>New links established</b></p>

<p><b>services and nodes by promoting multimodality in the Programme area</b></p>	<p>4.1.2 Mobility of Passengers - Multimodal transport solutions and services for fostering, supporting and promoting a new passenger sustainable mobility.</p> <p>4.1.3 Nautical services - Small ports as driver for improvement of maritime transport and sustainable development in the Adriatic area.</p>	<p><b>Harmonized services for passengers put in place</b></p>
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Applicants need to go through a deliberate process of verifying whether their project ideas fit with the Programme strategy and strategic Call framework as explained in the graphic below..

Figure 2 – Verifying project idea



## B. LOOKING FOR SUITABLE PARTNERS

In the “generation” phase of the idea an important role is played by the establishment of the partnership.

In this Call for proposals for strategic projects, specific information about the categories of partners (see also table inserted above) to be involved and, where relevant, the characteristics of the lead partner, are present in the Strategic Theme Concepts, annexed to the Call announcement.

Moreover for each defined strategic theme, based on the relevance of the need and institutional and technical know how, also considered the links between the role of the two Countries compared to EUSAIR pillars were applicable, a correspondence within the theme and the leadership of the proposals to be expected has been also identified.

The partners involved into strategic projects shall belong exclusively to the categories listed in the concerned theme concept. It is strongly recommended to involve in the partnership all indicated categories.

It has to be outlined that the partners search should not be left to improvisation, but tackled with the awareness of its difficulty.

The size of the partnership depends directly on the content of the project actions. On one hand, although it is true that a low number of partners guarantees simpler management, on the other hand, complex projects such as strategic ones need to involve several partners.

In this phase, the constraints of the legal basis (EU, national, regional legislation, Programme, Call announcement and Strategic Themes Concepts) must first be taken into account in order to involve the categories of partners who can best carry out the activities to achieve the objectives and expected results of the project.

In order to achieve an “ideal” cooperation it is necessary that the partners are actively involved from the beginning, in order to take into account, skill and expertise of all parties involved.

The choice of partners in compliance with the requirements mentioned in the Call, is an activity that can mean the success or failure of a project: choosing the right partners is very important. The choice of the "right" partner does not follow precise rules; however, the partner is a

determining factor in ensuring the success of a cooperation project avoiding difficulties in carrying out its activities.

Generally, the partners are either chosen because they are already involved and known in previous projects or they are chosen “looking outside” and identified on the basis of the specific needs of the project. For this purpose, the available online databases, both general and sectorial (e.g. <https://www.keep.eu/> powered by INTERACT among the many that the EC itself makes available), membership of international networks, contacts that can be made at international meetings in the sector and specific initiatives for the presentation of project ideas, strategic Call infodays, can be also useful.

The identified partners must be able to cover all project objectives: in other words, the skills and competences of the identified partners, as a whole, must be able to achieve the project objectives. In this regard, INTERACT programme ( [www.interact-eu.net](http://www.interact-eu.net) ) provides useful tools such as the "competence grid", the compilation of which will allow to detect the existence of any gaps.

	<b>Lead partner</b>	<b>Partner 1</b>	<b>Partner 2</b>	<b>Partner 3</b>	<b>Partner 4</b>
Specific objective 01	Significant experience, for example...	Significant experience, for example...	Some experience, for example...  Particularly interested in learning about...	Minor experience, including...  Particularly interested in learning about...	No experience  Particularly interested in learning about...
Specific objective 02	No experience  Particularly interested in learning about...	...	...	...	...
Specific objective 03	...	...	...	...	...

Figure 3 – Grid for assessing partners’ complementarity – INTERACT

It should be remembered that the evaluation of the partnership has a heavy value in the assessment of the project. It is important to have a complementary and varied mix of partners. In particular, having a good mix of partners means involving the relevant actors as defined in the Strategic Themes Concepts. Furthermore, the partner mix must be balanced in relation to levels, sectors and territories and must be complementary.

An attempt should also be made to involve most of the programme area.

A very important feature of the ideal partner is its reliability. The partnership must be made up of bodies with an internal organisation capable of meeting project needs. In addition, partners shall ensure that they can participate in the project on time and in the manner envisaged by the project. Applicants should pay attention in evaluating their capacity to ensure a sound project

management, taking into account also the number of projects in which they are currently involved, preferring quality instead of quantity.

Finally it is important to bear in mind that the identification of partners (although as already stated must be done from the beginning) may not be done at the same time for all partners. This makes it necessary for the LP to outline the general scope and content of the project at the beginning, but to be able to review it and the activities, the budget and the results as more partners join the project.

## C. WHERE TO FIND ASSISTANCE DURING THIS STAGE OF YOUR PROJECT?

During the Project Generation phase, your main contact with the INTERREG V A Italy – Croatia Programme is the Joint Secretariat (JS). The JS is based in Venice, with one branch office in Zadar and can be contacted at any time by Lead Applicants and Lead Partners for any queries related to project development, implementation, finance, communication, management, etc.

Contact details of the JS are:

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c/o Veneto Region, Organisational Unit MA of INTERREG V A Italy – Croatia CBC Programme

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