



**Interreg
Europe**



European Union | European Regional Development Fund



From INTERREG IVC to Interreg Europe

P.Ignatiadis, Praxi Network

**3rd INTERNATIONAL CONFERENCE on
Sustainable Solid Waste Management,**

Tinos island, Greece



Tinos 03/07/2015



Building on INTERREG IVC

GREECE

EU regional policy: from 3 objectives to 2 goals

2007 – 2013

2014 – 2020

**Objective 1:
Convergence**
81.54%
€ 282.8 billion

**Objective 2:
Competitiveness and Employment**
15.95%
€ 55 billion

**Objective 3:
European Territorial Cooperation**
2.52%
€ 8.7 billion

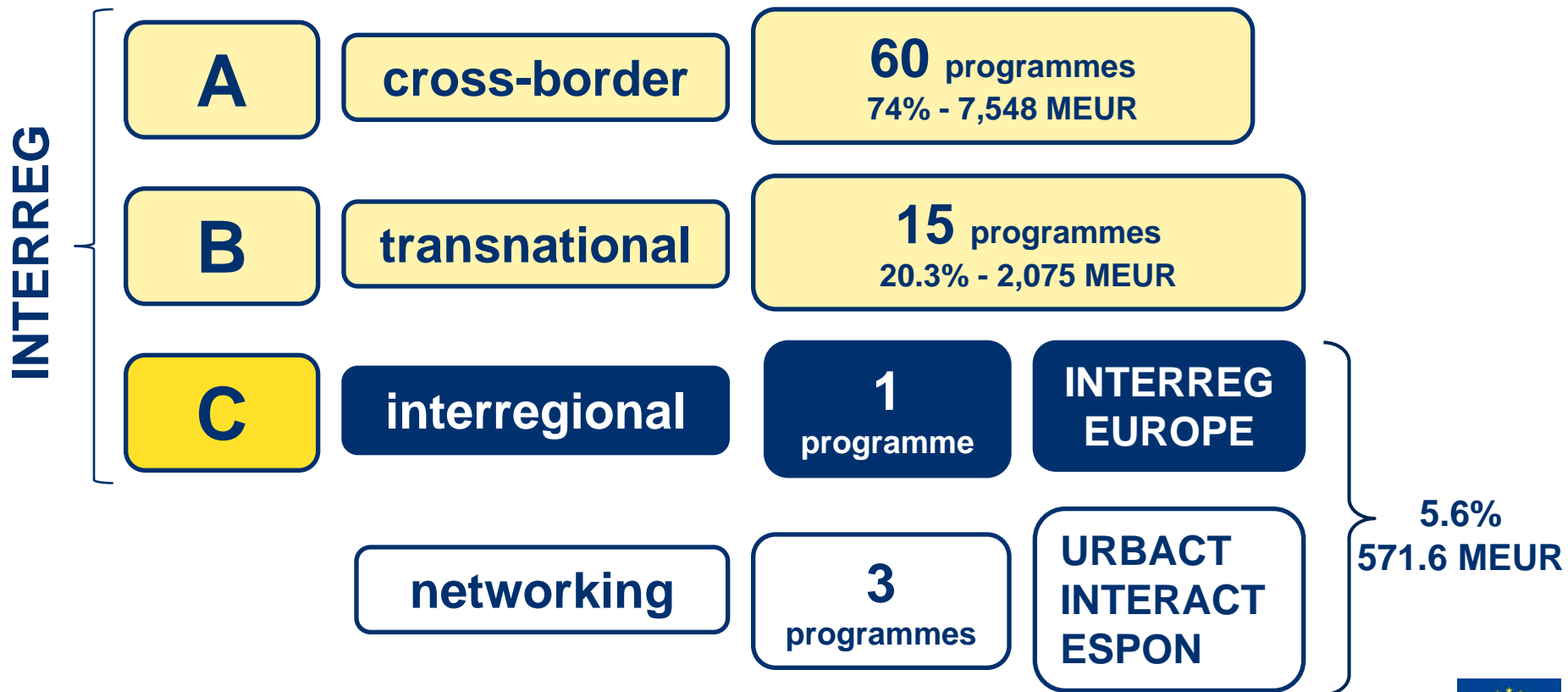


**Goal 1:
Investment for growth and jobs**
97% of the funds
EUR 340 billion

**Goal 2:
ETC**
2.9% of the funds
EUR 10.2 billion

Goal 2: European Territorial Cooperation

INTERREG: 3 strands / 80 different programmes (EUR 10.2 billion)



INTERREG IVC (2007-2013)

‘Learning by sharing’

Local / regional authorities exchange the experience
with others in Europe facing similar challenges
in order to improve their **practices / policies**



Public authorities
Bodies governed by public law



EU 27
Norway
Switzerland

Facts & figures

204

projects

2 285

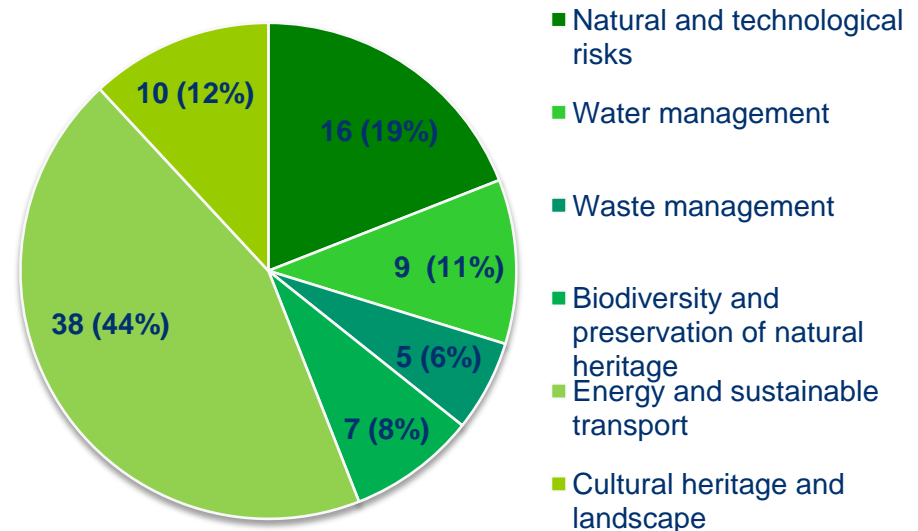
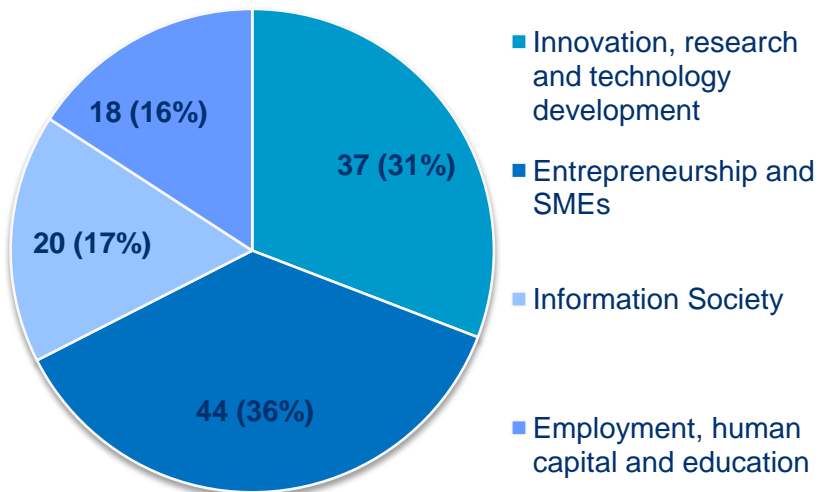
partners

**90% of 271 NUTS 2
regions covered**

**Innovation and the
knowledge economy**

**Environment and risk
prevention**

All budget (302 M€) committed



Main achievements (2014): a wealth of Knowledge!

EU wide exchange of experience / capacity building:

- ✓ **7.935** staff with increased capacity
- ✓ **407** “spin off” activities

Identification / sharing / transfer of good practices:

- ✓ **6.475** good practices identified
- **511** good practices transferred

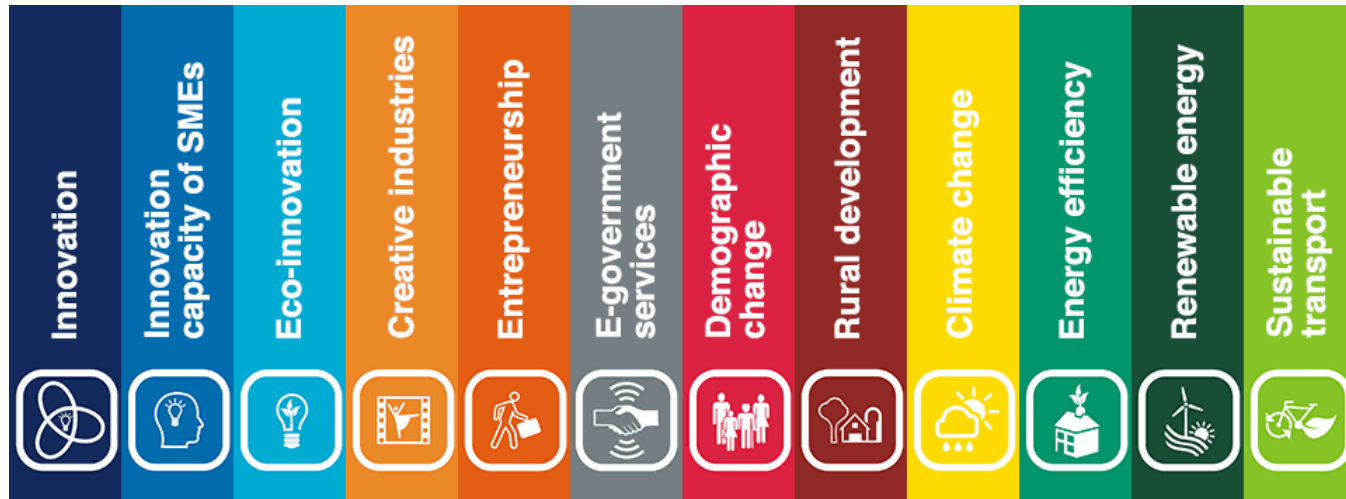
Improvement of regional and local policies:

- ✓ **2,037** policies addressed
- **571** policies improved



See illustrations of results in the programme Annual Report!

Thematic Programme Capitalisation



2 years - 12 sets of reports, brochures & policy papers

- ❑ benchmark the knowledge from the IVC projects
- ❑ demonstrate innovative practices, tools, methodologies
- ❑ propose synergies & links with other EU initiatives
- ❑ make theme-specific policy recommendations

All available at:
www.interreg4c.eu/capitalisation/

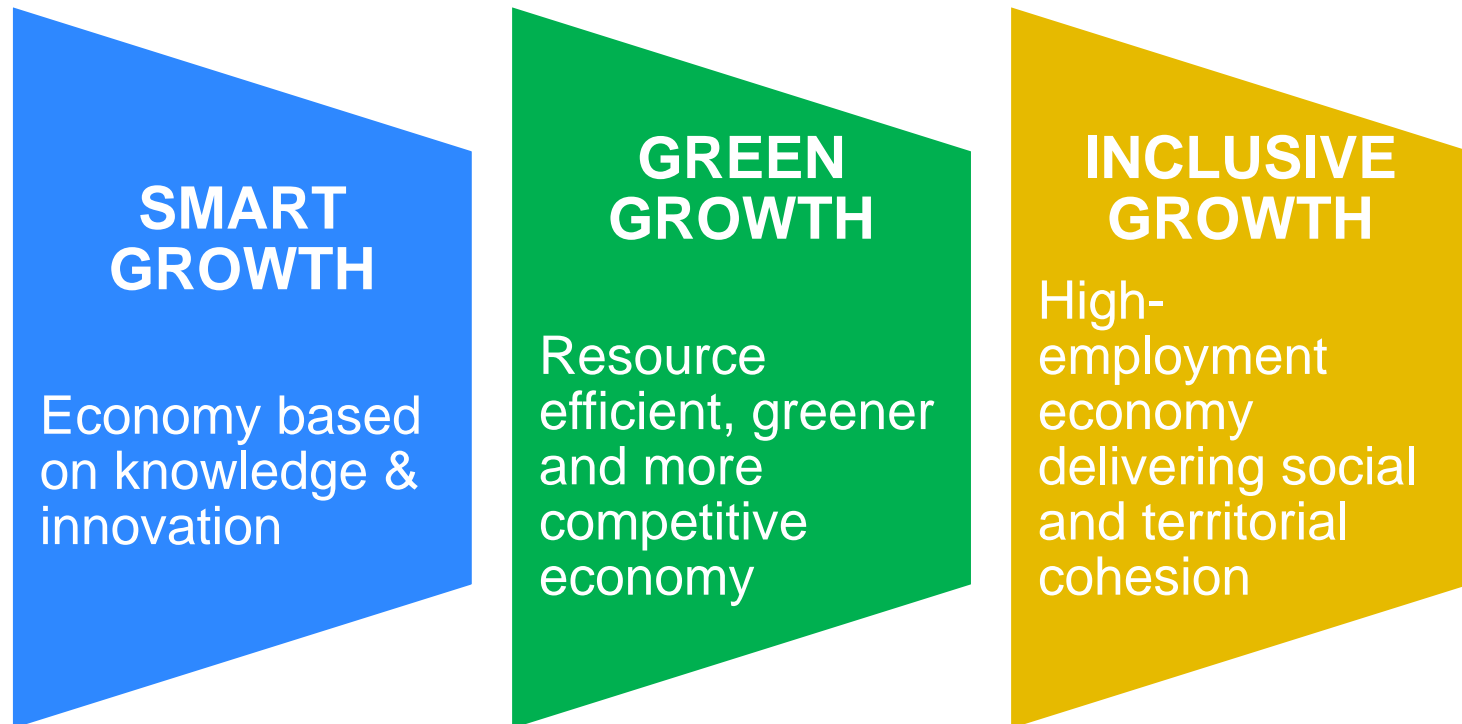




Presentation of Interreg Europe

Context

Overall strategic framework: EU2020 strategy

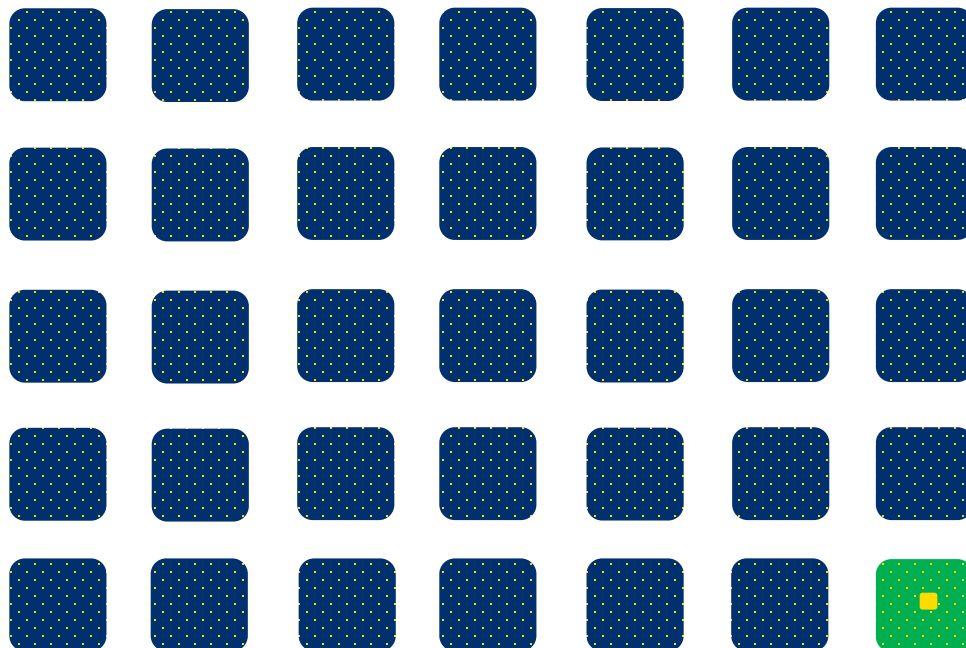


3 pillars translated in **11 Thematic Objectives** in 2014-2020 regulation

Rationale

Policy learning among public authorities
to improve performance of policies & programmes for regional development,
in particular **Structural Funds programmes**

EU Cohesion policy



Goal 1:

Investment for growth & jobs (G&J)

EUR 340 billion

Goal 2:

European Territorial Cooperation (ETC)

EUR 10.2 billion

INTERREG EUROPE
EUR 359 m

Eligible area

EU28 + Norway &
Switzerland



Thematic focus 4 priority axes

...S3

innovation
infrastructure

innovation
chains...

...creation,
development,
growth of
SMEs...



Research and
innovation



SME
competitiveness



Low-carbon
economy



Environment and
resource efficiency

...energy
efficiency
renewable
energies
sustainable
transport...

...natural
heritage
cultural heritage
resources
efficiency...

Two actions to implement the programme:

A. Interregional Cooperation Projects



322.4 MEUR equally shared
over 4 priority axis (84MEUR)

B. Policy Learning Platforms



15MEUR



Projects

Definition

Partners from different countries working together on a shared regional policy issue (within the thematic fields of the programme)...

Objective

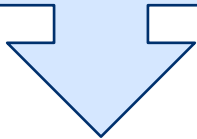
....to improve the effectiveness of the policies of the regions involved in the project (in particular their **Investment for Growth and Jobs goal programmes**)





Project organised in 2 phases

Phase 1
(1 to 3 years)



Phase 2
(2 years)

Exchange of experience ending up with the production of 1 action plan / policy instrument addressed

Monitoring of the action plan implementation
+ possible pilot actions





Projects partnership: who is eligible?

- **Public bodies (the main target group)**
(e.g. local, regional, national authorities)
- **Bodies governed by public law**
(Directive 2004/18/EC)
- **Private non profit bodies**



Confirmation of the eligibility status:
check with your contact point



Projects partnership features

- From at least 3 countries, from which at least 2 partners from EU-MS
- Recommendation: **between 5 to 10 partners**
- Lead partner: public or public equivalent only from EU countries or Norway
- *Stakeholder group: one per policy instrument addressed*





Project finances

Recommended ERDF budget: between **EUR 1 to 2 million**

Co-financing rates	According to legal status or location
85% ERDF	Public or public equivalent from EU
75% ERDF	Private non-profit from EU
50% Norwegian funding	Public, public equivalent and private non-profit from Norway
Swiss funding	Public, public equivalent and private non-profit from Switzerland





B. Policy Learning Platforms - origin

INTERREG IVC
capitalisation
exercise



S3 platform
Seville



Objective

Objective: To contribute to policy learning across EU in particular on Structural Funds implementation

- ➡ Better exploit the projects' results
- ➡ Open up the programme results to anyone interested



Platforms: what is it?



Research and
innovation



SME
competitiveness



Low-carbon
economy



Environment and
resource efficiency

A **service** provided per priority axis via:

Online collaborative tool + **Expert team**

With relevant functionalities



Content and coordination role





Platforms

Examples of services

- ☐ **Advice** regional stakeholders and running projects
- ☐ Organise and facilitate **peer reviews** among regions
- ☐ Organise and facilitate **thematic workshops**
- ☐ Analyse, benchmark and disseminate the **content of projects** through dedicated events & publications
- ☐ Facilitate **knowledge sharing** and networking among regions on the collaborative tool





Examples of actions per Thematic Objective

Research & innovation

- ❖ Peer review among regions with similar sectors of smart specialisation

SMEs Competitiveness

- ❖ Recommendations for regional SME development programmes

Low carbon economy

- ❖ Database of pilots on sustainable energy applications

Environment and resource efficiency

- ❖ Seminar for mutual learning among projects dealing with green technologies





Platforms

Target groups

Stakeholders involved in the implementation of **Growth & Jobs** or **cooperation** programmes

Other stakeholders relevant to the **topics**

Implementation

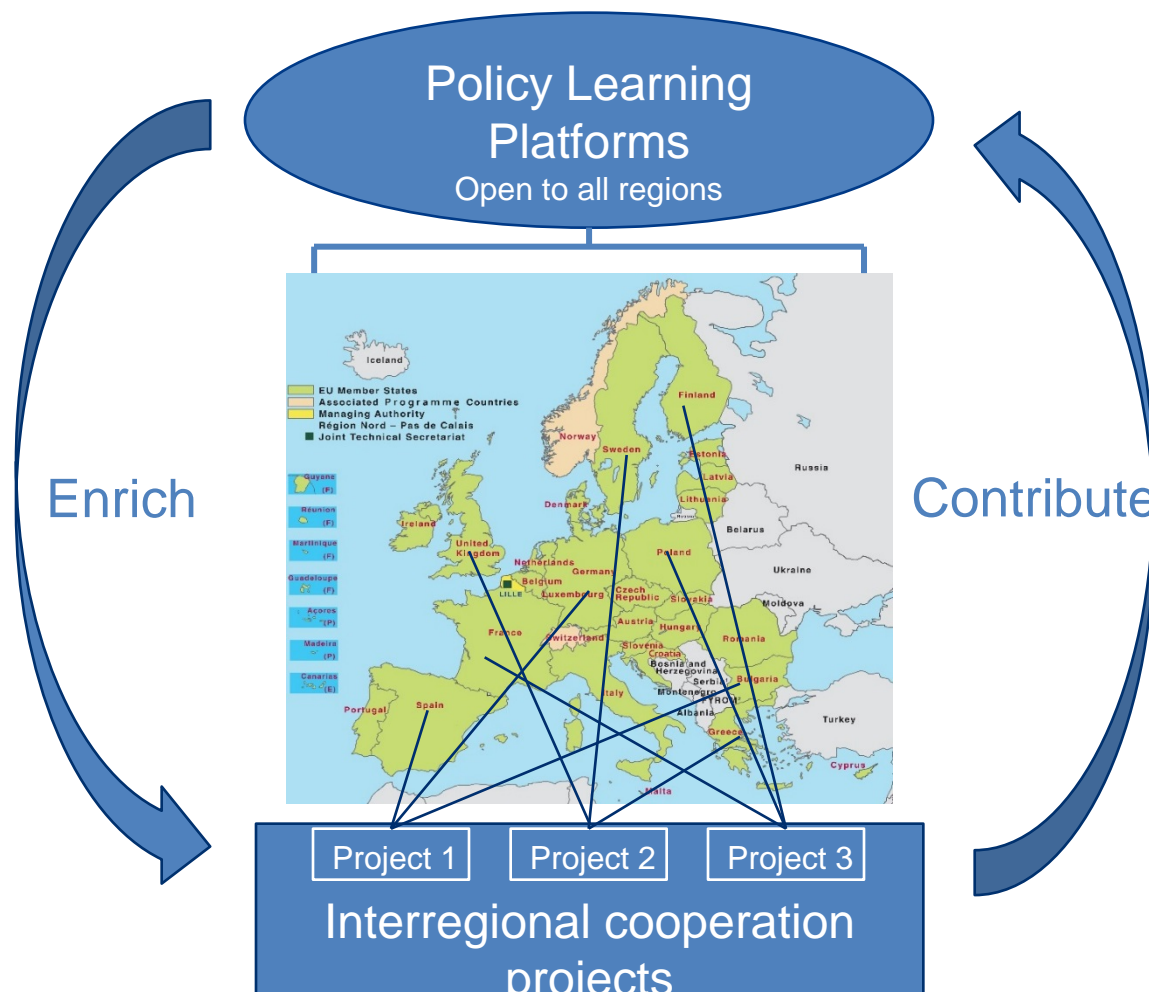
Sub-contracting arrangement

Through **procurement procedure**

Launched in the course of 2015

Operational in 2016

2 interrelated actions



Conclusions

	INTERREG IVC	Interreg Europe
Rationale	Regional development policies	Regional development policies, principally SF programmes
Area	EU-27, NO+CH	EU-28, NO+CH
Eligibility	Public & public law bodies No private	Public & public law bodies Private non-profit bodies
Co-financing	75%-85% (country)	85% public or equivalent 75% private non-profit
Actions	1-phase project + CAP	2-phase project + PLP



Four features of INTERREG EUROPE projects

1. Improving Structural Funds programmes ([video](#))
2. Public administrations as main target group ([video](#))
3. Mobilising stakeholders ([video](#))
4. Capturing results ([video](#))

All features derive from the **result oriented approach**



Assistance to applicants



Tools

- 1. Partner search tool**
- 2. Project idea database**
- 3. Programme manual**
- 4. Programme feedback**



Partner search

Join our community



≈ 1500 people
and growing

[Homepage](#) » [Register](#)

INTERREG EUROPE Registration

Join our community and get access to contact information of people interested in interregional cooperation. When you register, you can also post your project idea and look for specific partners.

Please complete all required fields *

Country	<input type="text" value="Select Country"/>
Region	<input type="text" value="Select Region"/>
Preferred username *	<input type="text"/>
Password *	<input type="password"/>
Repeat Password *	<input type="password"/>
Mr / Ms:	<input type="text" value="Mr"/>
First name *	<input type="text"/>
Last name *	<input type="text"/>

Search for
potential
partners



<http://www.interreg4c.eu/nc/people/register>

[Homepage](#) » [Finder](#)

[My profile](#) | [Edit profile](#) | [My projects](#) | [Go to people finder](#) | [project ideas](#)

Thematic Interest ---

Region ---

Ok

Eman Vella

Organisation: Atriga Consulting Services Ltd
Country: MALTA
Region: Malta

[Show profile](#)

Jean Pierre Borg

Organisation: Filmed in Malta
Country: MALTA
Region: Malta

[Show profile](#)

Malcolm Borg

Organisation: HE
Country: MALTA
Region:

[Show profile](#)

Manuel Sapiano

Organisation: SEWCU
Country: MALTA
Region:

[Show profile](#)

Alan Deidun



Find project ideas

- Share you own project idea
- 4 colours = 4 themes
- Contact to idea owner (click on +)
After joining INTERREG EUROPE community
- Partners involved and partners searched for are indicated

! Ideas are NOT validated by JS !

<http://www.interreg4c.eu/nc/project/search>

[Homepage](#) • [Search](#)

INTERREG EUROPE PROJECT IDEA DATABASE

We want to help you share your ideas and find partners for INTERREG EUROPE projects.

Here you can have a look at project ideas posted by people like you. By clicking on a project idea, you can see more information about it: its objective, planned activities, partners already involved and partners searched.

If you want to contact the owner of a project idea or post your own, you have to register and become a member of the INTERREG EUROPE community. Those, who posted the ideas are already members.

If you are already registered, just log in and go to 'My Projects' section at the top of your profile page. Fill in all the fields to describe your project idea and submit. We will have a quick look and approve it, so that other people can see it.

With your registration you will also get access to more detailed information about the other people in the INTERREG EUROPE community.

You can find more information about the new programme, its themes and specific priorities on our [website](#).

We also encourage you to join our [LinkedIn discussion group](#). There you can promote your project idea or search actively for partners.



--- Country --- Fulltext search

INNOVATIVE PUBLIC PROCUREMENT IN WATER MANAGEMENT

Research and innovation

Member States had to recently transpose the directive 2014/24/EC into national law. It has the objective of giving more incentive for taking up innovation into calls for tenders. Public calls for tenders account for 80% of SME's business. Developing innovative technologies, products or services is also an EU and national/regional priority to enhance SME's competitiveness. The objective is therefore to understand, how, in a context of budget constraints, local authorities, water resources managers and other public bodies in charge of water management will transpose the new rules so that it can stimulate greater uptake of innovation within the framework of water resources management, it can encourage SMEs to better invest in innovation. The rationale of this project could be the exchanges of best practices in Europe to compare, benchmark, and learn about existing and future practices to transpose EU law into an incentive for innovation; and identify the elements of success that could be transferred.



DESTINATION SMES

Competitiveness of SMEs

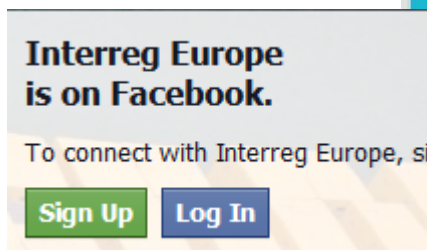
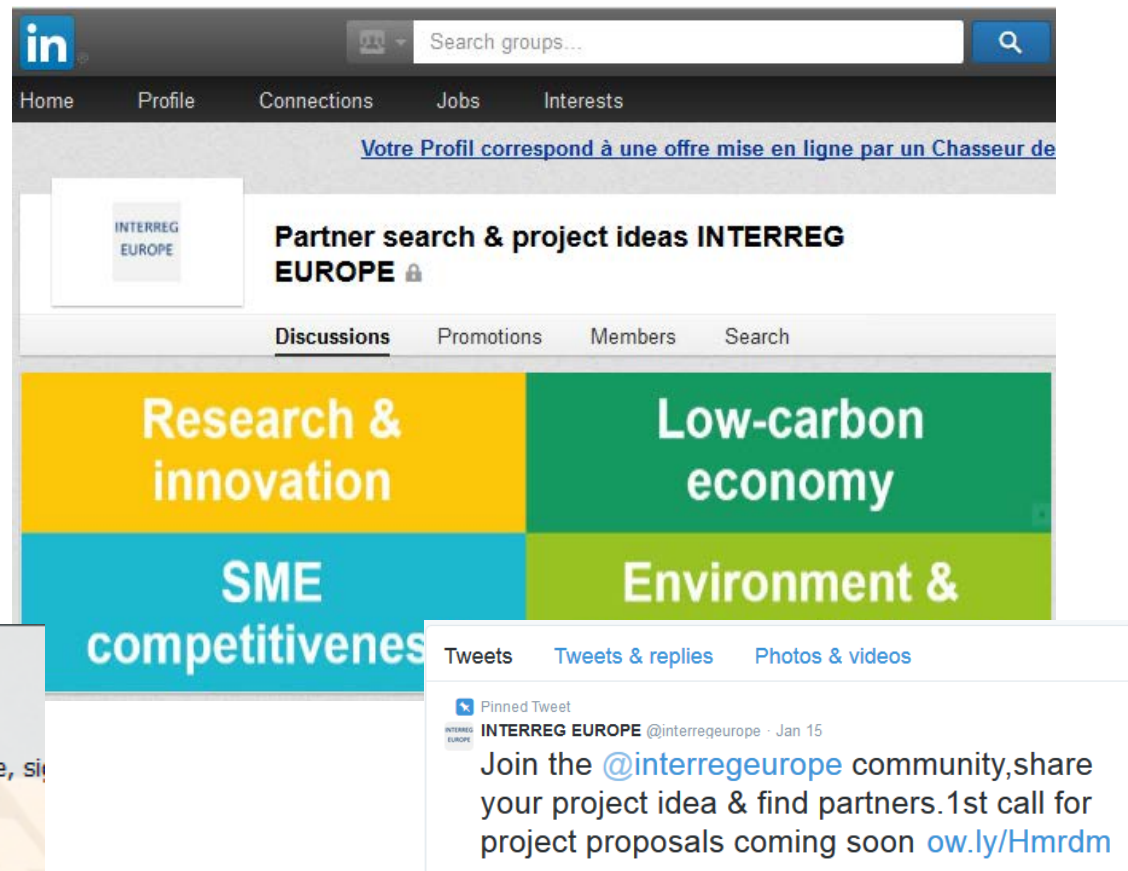
One of the project is to improve the competitiveness of the SMEs of the tourism sector which are priorities of the mainstream programmes (mainly ERDF), by supporting the deployment of these programmes through the implementation of destination management policies.



Partner search & project idea sharing also via our social media channels

LinkedIn groups

- on partner search & project ideas
- 4 thematic sub-groups



www.facebook.com/interregeurope

twitter.com/interregeurope



Need information for project development?

- Go to our website
- Get the **programme manual**



INTERREG EUROPE Programme Manual

[2.5.4 Priority Axis 3: "low-carbon economy"](#)
[2.5.5 Priority Axis 4: "Environment and resources efficiency"](#)
[2.6 PROGRAMME MANAGEMENT](#)
[2.7 GENERAL PRINCIPLES](#)
[2.7.1 Sustainable development](#)
[2.7.2 Equal opportunities and non-discrimination](#)
[2.7.3 Equality between women and men](#)
[2.7.4 State aid](#)
B) PLATFORMS
3. POLICY LEARNING PLATFORMS
[3.1 CONTEXT](#)
[3.2 MAIN FEATURES](#)
C) PROJECTS
4. PROJECT DEVELOPMENT
[4.1 INTERREGIONAL COOPERATION PROJECTS: MAIN FEATURES](#)
[4.2 WHAT ACTIVITIES MAY TAKE PLACE UNDER EACH PHASE?](#)
[4.2.1 Phase 1 – Focus on the interregional learning process](#)
[4.2.2 Phase 2 – monitoring of the action plan implementation](#)
[4.2.3 Service to projects and activities at programme level](#)
[4.3. MONITORING PROJECTS' RESULTS AND ACTIVITIES: DEMONSTRATE YOUR SUCCESS](#)
[4.3.1 Improving policy instruments / Structural Funds programmes](#)
[4.3.2 Result and output indicators \(section C.6.2 of the application form\)](#)
[4.3.4 Innovative character of project results](#)
[4.3.5 Durability of the project's results](#)
4.4. PARTNERSHIP
[4.4.1 Partnership composition](#)
[4.4.2 Eligible project partners and legal status](#)
[4.4.3 The "contributing partner" principle](#)
[4.4.4 Project partner co-financing rates](#)
[4.4.5 Funding for partners outside the programme area](#)
[4.4.6 The role of the lead partner](#)
4.5. DETAILS ON BUDGET AND ELIGIBILITY AT THE APPLICATION STAGE
[4.5.1 Building a project budget](#)
[4.5.2 The budget lines](#)
[4.5.3 The spending forecast and de-commitment](#)
[4.5.4 Time-frame for the eligibility of expenditure](#)
4.6 EXAMPLE OF A POSSIBLE INTERREGIONAL COOPERATION PROJECT
[4.6.1 Features](#)
[4.6.2 Phase 1 achievements](#)
[4.6.3 Phase 2 achievements \(2 years after action plan finalisation\)](#)
5. APPLICATION AND SELECTION
[5.1 ASSISTANCE TO APPLICANTS](#)

[5.2 SUBMISSION](#)
5.3 SELECTION
[5.3.1 Eligibility assessment](#)
[5.3.2 Quality assessment](#)
[5.3.3 The decision-making process](#)
5.4 COMPLAINT PROCEDURES
6. PROJECT IMPLEMENTATION
6.1 PROJECT START
[6.1.1 Subsidy contract](#)
[6.1.2 Project partnership agreement](#)
6.2 REPORTING
[6.2.1 Reporting periods and deadlines](#)
[6.2.2 Reporting procedures](#)
[6.2.3 Monitoring of a project's progress](#)
[6.2.4 Guidance for reporting](#)
6.3 CHANGES IN PROJECT IMPLEMENTATION
[6.3.1 General principles](#)
[6.3.2 Request for changes procedure](#)
[6.3.3 Changes in activities/outlets](#)
[6.3.4 Changes in the partnership](#)
[6.3.5 Changes in the budget](#)
[6.3.6 Extension of a project's duration](#)
6.4 PROJECT CLOSURE
[6.4.1 The end date for eligibility of expenditure and completion of activities](#)
[6.4.2 Obligations for closed projects](#)
7. FINANCIAL MANAGEMENT
7.1 ELIGIBILITY OF EXPENDITURE - GENERAL PRINCIPLES
7.2 BUDGET LINES
[7.2.1 Staff costs](#)
[7.2.2 Office and administrative expenditure](#)
[7.2.3 Travel and accommodation](#)
[7.2.4 External expertise and services](#)
[7.2.5 Equipment](#)
7.3 PREPARATION COSTS
7.4 OTHER BUDGET AND ELIGIBILITY RULES
[7.4.1 VAT](#)
[7.4.2 Fines, financial penalties and expenditure on legal disputes and litigation, exchange rate fluctuation, interest on debt](#)
[7.4.3 Contributions in kind](#)
[7.4.4 Net revenues](#)
[7.4.5 Expenditure already supported by other EU or other national or regional subsidies](#)
[7.4.6 Public procurement](#)
[7.4.7 Financing of joint activities](#)

[7.4.8 Use of the euro and exchange rates for partners located outside the Eurozone](#)
[7.4.9 Gifts](#)
[7.4.10 Ownership of results and intellectual property rights](#)
[7.4.11 Financing activities outside the programme area](#)
7.5 ACCOUNTING FOR PROJECT EXPENDITURE
7.6 FIRST LEVEL CONTROL (VERIFICATION OF EXPENDITURE TO BE REPORTED)
[7.6.1 Designation of the first level controller](#)
[7.6.2 Role of the first level controller](#)
[7.6.3 The role of the lead partner in the control process](#)
[7.6.4 Timing of first level control](#)
[7.6.5 First level control costs](#)
[7.6.6 Financial correction carried out by the project](#)
7.7 SECOND LEVEL AUDIT / SAMPLE CHECKS ON PROJECTS
8. COMMUNICATION
8.1 PROJECT COMMUNICATION STRATEGY
[8.1.1 Developing a communication strategy](#)
[8.1.2 Project branding and visibility rules](#)
8.2 IMPLEMENTING THE COMMUNICATION STRATEGY
[8.2.1 Communication tools and activities](#)
[8.2.2 Reporting on communication activities](#)
8.3 PROGRAMME SUPPORT TO PROJECTS AND OTHER SYNERGIES
[8.3.1 Communication training and seminars](#)
[8.3.2 Online/ ad-hoc support](#)
[8.3.3 What the programme expects of projects](#)
ANNEXES
ACTION PLAN TEMPLATE
PARTNER CONTROL CONFIRMATION
CONTROL REPORT (INCL. CONTROL CHECKLIST)



Need our feedback on your project idea?

- Go to our website
- Get the **project idea feedback form**
- Send it filled in back to us **by email**
- Get our comments and answers to your questions



Project idea feedback

Please complete this form to request feedback on your project idea from the Interreg Europe secretariat. You also have the possibility to ask more detailed questions in the last section of the form. Please be as precise, clear and understandable as possible. Visit www.interregeurope.eu for more programme information.

How would you prefer to receive feedback?
Only one in-depth feedback (written or oral) can be provided per project idea.

☐ written

We will get back to you as soon as possible.

☐ by phone ☐ by Skype

Please book your preferred time slot for a 45-minute consultation here:
www.interreg4c.eu/interregeurope/consultationbooking.
We will then confirm your booking.

☐ at a national event

See the following link to check if there is an event in your country offering consultations:
<http://www.interreg4c.eu/interregeurope/nationalevents>

Please register to the event and then book your preferred time slot for a 45-minute consultation on the link next to the event. We will then confirm your booking.

1/ Contact details of the lead applicant

First / last name:	<input type="text"/>
Organisation:	<input type="text"/>
City:	<input type="text"/>
Country:	<input type="text"/>
Email:	<input type="text"/>
Tel:	<input type="text"/>
Mobile phone:	<input type="text"/>
Skype id	<input type="text"/>

If you wish to be contacted by Skype

Interreg Europe | Project idea feedback form | 1 / 3



2/ Description of the project idea

Project idea title:

Please select the specific objective you intend to contribute to (only one should be selected);
See section 2.5 of the programme manual

	Research, technological development and innovation
<input type="checkbox"/>	Objective 1.1: Improving innovation infrastructure policy
<input type="checkbox"/>	Objective 1.2: Improving innovation delivery policies
	Competitiveness of SMEs
<input type="checkbox"/>	Objective 2.1: Improving SMEs competitiveness policies
	Low-carbon economy
<input type="checkbox"/>	Objective 3.1: Improving low-carbon economy policies
	Environment and resource efficiency
<input type="checkbox"/>	Objective 4.1: Improving natural and cultural heritage policies
<input type="checkbox"/>	Objective 4.2: Improving resource-efficient economy policies

What is your project idea about? Please explain the issue tackled by your project?
(max. 2,000 characters)

Who is involved? Please describe the partnership envisaged (i.e. nature and location).

(max. 2,000 characters)

See section 4.4 of the programme manual

Interreg Europe | Project idea feedback form | 2 / 3

<http://www.interreg4c.eu/interregeurope/assistance/>



- 1. Calendar**
- 2. Application pack overview**
- 3. Quality assessment main principles**



First call for proposals

- → **22 June – 31 July 2015**
- No **thematic** restrictions: call open to all priority axes
- No specific requirement in terms of **geographical** coverage
- One third **ERDF** budget available: MEUR28 per priority axis
- Procedure: **on-line system**



Need information for applying?

Go to our website!
www.interreg4c.eu

The application pack

First of all - the documents provided here are DRAFTS. They have been approved by the Interreg Europe programming committee and are disseminated as information to help applicants prepare for the first call for proposals. The monitoring committee of Interreg Europe - which will be established as soon as the European Commission approves the programme - have to formally agree on the application pack, so there may be some slight changes in the final documents. That's why each document has a disclaimer on it, and watermarked as 'draft'. These documents are for information only, and cannot be used to submit an application to the programme!

The application pack is made up of:

- the [terms of reference](#) of the first call for proposals
- the programme manual
- a word version of the online application
- the model letter of support
- the model partner declaration

Download the application pack:

- [Interreg_Europe_terms_of_reference_Draft.pdf](#)
Terms of reference
- [Interreg_Europe_programme_manual_Draft.pdf](#)
Programme manual
- [Interreg_Europe_Letter_of_support_info_campaign.docx](#)
Letter of support model
- [Interreg_Europe_Partner_declaration_info_campaign.docx](#)
Partner declaration model
- [Interreg_Europe_Application_form_Draft.docx](#)
Application form draft



Application Form

The online application system
(www.iolf.eu)

 Fields in grey are automatically filled in or calculated

PART A – Project summary

A.1 Project identification			
Project title			
Project acronym		(22 characters)	
Name of the lead partner organisation in English			
Specific objective		Select one of the six objectives from the following list: Research, technological development and innovation Objective 1.1: Improving innovation infrastructure policies Objective 1.2: Improving innovation delivery policies Competitiveness of SMEs Objective 2.1: Improving SMEs competitiveness policies Low carbon economy Objective 3.1: Improving low-carbon economy policies Environment and resource efficiency Objective 4.1: Improving natural and cultural heritage policies Objective 4.2: Improving resource-efficient economy policies	
Project duration	Phase 1		Start date
	Phase 2	24 months	End date
	Total (months)		

A.2 Project summary
<p>Please give a short overview of the project (in the style of a press release) and describe:</p> <ul style="list-style-type: none"> the common challenge you are jointly tackling in your project; the overall objective of the project and the expected changes your project will make to the current situation; the main outputs you will produce and who will benefit from them. <p>Please note that should the project be approved, this summary will be published on the programme's website.</p>
(1000 - 1500 characters)



Letter of Support



Sharing solutions for
better regional policies



Letter of support from the relevant organisation responsible for policy

For Structural Funds programmes (i.e. Investment for Growth and Jobs and European Territorial Cooperation programmes), the relevant organisation responsible for policy may differ from country to country. Detailed references are provided on the 'In my country' pages on the programme website www.interreg-europe.eu.

Project acronym	
Project title	
Name of the organisation (original) including department (if relevant)	
Name of the organisation (English) including department (if relevant)	
Name of the policy instrument addressed (original)	
Name of the policy instrument addressed (English)	
Name of partner(s) concerned in the application form (English)	

We hereby confirm:

- that we were informed about the preparation of the above-mentioned project,
- that the topic tackled by this project is in line with our organisation's policy,
- that we acknowledge the participation of the above-mentioned partner(s) in the project,
- that we will engage with the stakeholder group and welcome opportunities for exchanging experiences with other institutions in Europe,
- that we will consider possibilities for implementation of the action plan through our policy instrument.



Name of signatory	
Position of signatory	
Date	
Signature and institution stamp (if exists)	

Partner declaration



Sharing solutions for
better regional policies



Project partner declaration

Project acronym	
Project title	
Name of the partner organisation (original)	
Name of the partner organisation (English)	
Partner <u>number</u>	
Partner contribution (EUR)	

In the event of approval of the above-mentioned project applying to the Interreg Europe programme, the indicated project partner:

1. Confirms fulfilling the criterion of a public body or a body governed by public law or private non-profit body as defined in the programme manual.
2. Commits itself to the project and the activities laid down in the application form, and intends to provide the above-indicated amount as contribution to the project's budget.
3. Is aware of the programme rules on reimbursement and non-existence of advance payment and confirms the availability of own resources for pre-financing the activities.
4. Is aware of the programme rules on state aid, horizontal principles, public procurement, publicity and information and will act accordingly.
5. Declares that it is not under bankruptcy proceedings, bears full legal capacity and is financially reliable, and that its foundation and activities are in line with the respective national legislation;
6. Confirms that no expenditure related to the above-mentioned project has been, is or will be funded by any other EU-funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.
7. Declares to accept the obligations as a partner deriving from the subsidy contract, which will be signed by the lead partner of the project after the approval, as well as the project partnership agreement which will be concluded between all partners participating in the project.



Quality assessment

A. Strategic assessment criteria

1. *Relevance of proposal*
2. *Quality of results*
3. *Quality of partnership*

B. Operational assessment criteria

4. *Coherence of the proposal and quality of the approach*
5. *Quality of the management*
6. *Budget and finance*

Scoring scale:

- 5 excellent
- 4 good
- 3 adequate
- 2 poor
- 1 very poor
- 0 knock-out criterion (KO)

only projects that are successful at the strategic assessment stage (reaching at least an average 'adequate' level – i.e. an average score of 3.00 or above) are assessed also from the operational point of view.



For more information, please, follow us on:



**interreg4c.eu/interreg-europe
interregeurope.eu**



facebook.com/interregeurope



twitter.com/interregeurope



changing-regions.eu