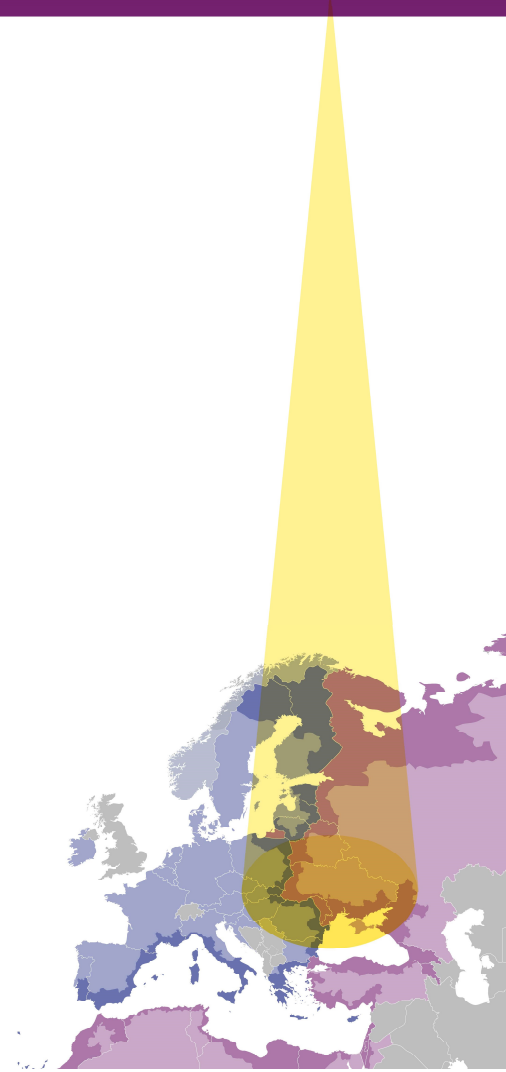


Tools for coordination and cooperation





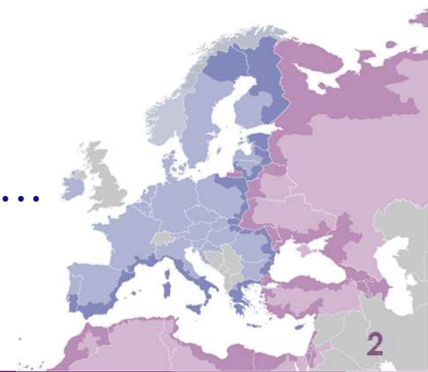
- **coordination** is something happening rather (but not only) ex ante identifying and defining complementarities between different funding programmes or which synergies can be created;
- **cooperation** is then more related to the process of using these complementarities. And again, inter-programme capacity and competence is the precondition for all of this.*

...but also...

- **before/after**
- **theory/practice**
- **regulation/execution**

...and beyond competition....

* Inter-programme capacity and competence, Interact, February 2017





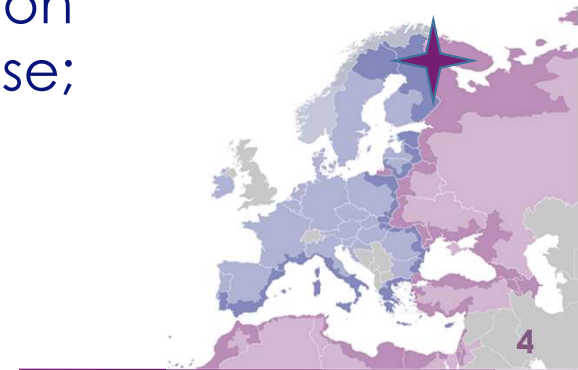
A **two pronged dimension** can be distinguished, where programming and implementation are distinguished.

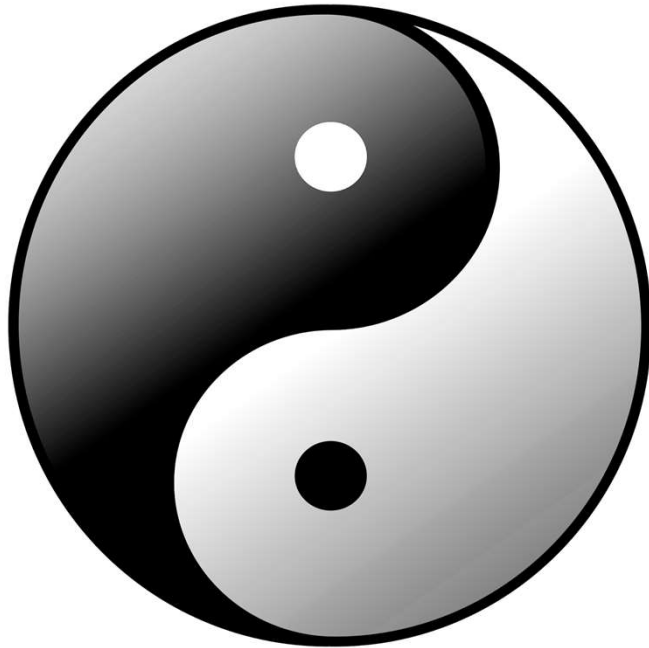
Programmes insist on the need to lay the foundations for cooperation already in the **programming phase**, although they recognise the difficulties and in part the poor results achieved so far.

On the other hand, programmes realise that it is in the **implementation phase** that many synergies can be achieved and many duplications avoided.

Time has come to unpack the concepts of coordination and cooperation: **Many levels of coordination and cooperation** can be established and declined:

- on a **territorial/geographic** basis or on a **thematic basis** and/or specific POs, ISOs, SOs;
- between **programmes and projects** at NEXT level, in the context of Interreg, EU measures and more;
- **Technical coordination/cooperation**, both on implementing mechanisms and content wise;
- **Capitalisation**;
- **Strategic coordination.**





The first perceived challenge is to **avoid overlapping in various dimensions:**

- overlaps in the overall **timing** (including scheduling of **calls**)
- **territorial and/or sectoral** overlaps
- overlaps in the specific implementation of **actions and projects**

“Instead of describing how possible overlaps and complementarities can be proactively used to create synergies, programmes rather tend to see overlaps as a problem to be avoided by going separate ways.”, Interact 2017

It is not always easy to **distinguish negative overlaps or duplications to potential complementarities**. Specific attention and clear protocols to be considered especially during the implementation.



The interviews revealed numerous **practical and punctual areas of cooperation:**

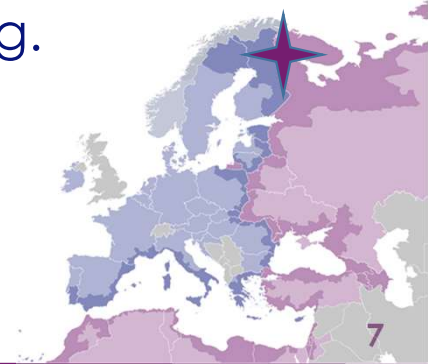
- joint **training** activities
- drafting of **support materials**, such as manuals, reporting tools, communication, implementation, etc.
- **events** of various kinds, communication, thematic networks or territorial clusters, etc.
- **capitalization** activities, publications, clustering etc, events,
- **consultations**, both during the programming phase and the implementation



Some of the programmes have shown how the accumulated experience can generate **a capital of knowledge of shared value and immediate use.**



The produced knowledge can **impact not only in the immediate implementation of programmes but also** on the transfer and capitalisation of good practices and evidence-based policy making.

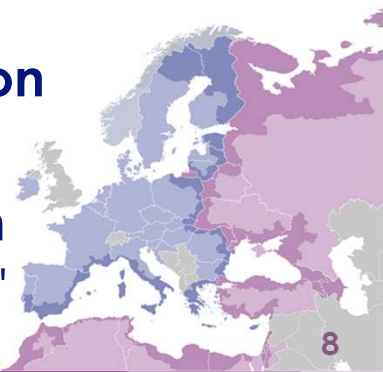




The **execution of projects** is often perceived by programmes as a key moment for coordination. The projects and their actions on the ground represent a bit of a showdown where effects of cooperation can ultimately be appreciated.

Despite that, the majority of programmes reports a **lack of coordination among projects**.

From the “**defensive**” attitude – how to avoid duplication between projects - to a **proactive coordination** – how nurture "positive overlaps" and discover synergies.



Beyond “bilateral” synergies between projects, there is room for **more systemic collaboration between projects and cross-border cooperation actions.**

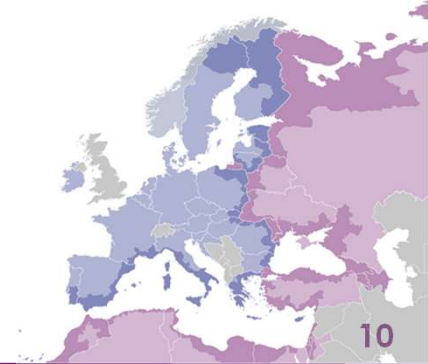


These synergies take on a wider value, a collective reflection beyond the boundaries of individual programmes, paving the way for the recognition of **common goals** and the identification of **new challenges.**

Behind projects there are always people and organizations, a **large community of practice** that survives the projects and exchanges and passes on experiences.



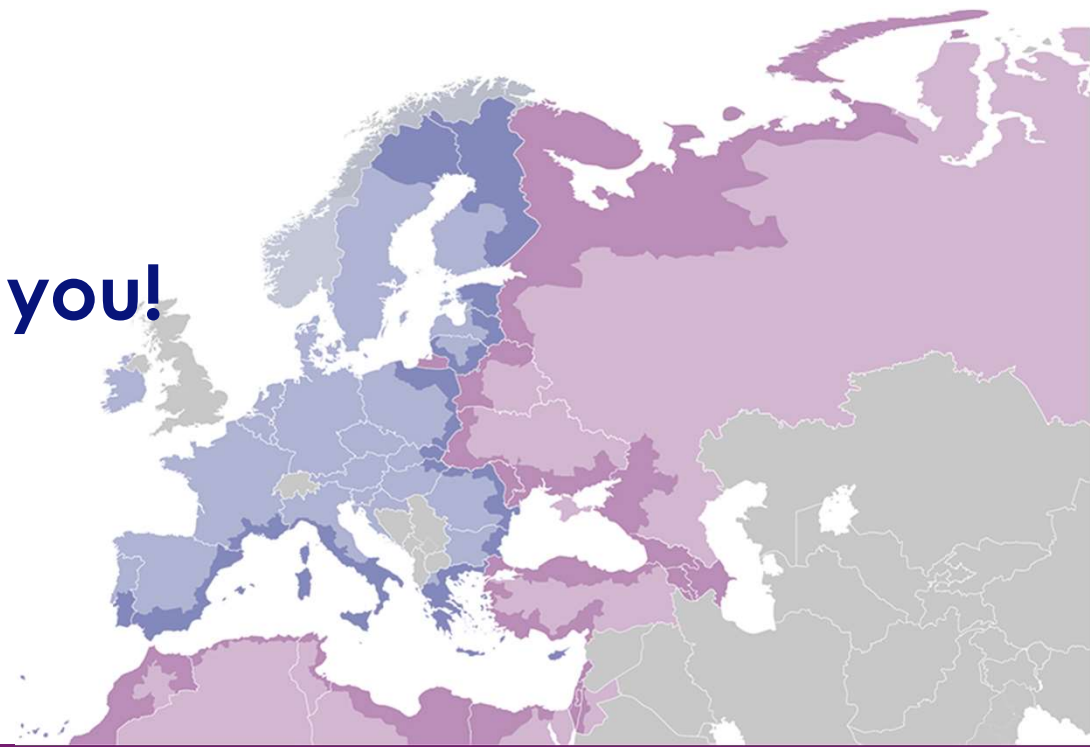
- Coordination vs cooperation
- Programming vs implementing
- Levels of cooperation
- Overlapping
- Practical synergies on cooperation
- Knowledge provision and management
- Cooperation at project level
- Clustering





Technical support to the implementation
and management of ENI CBC programmes

Thank you!



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