



# FactSheet

## No. 0

### Quality requirements and contents

#### Background

This factsheet provides potential project applicants with practical guidance and illustrations to better understand the programme's expectations towards quality project proposals.

The first part outlines the programme's expectations for quality partnerships, the result orientation focus and how projects can impact policy making by positioning themselves in the "policy cycle". The programme's intervention logic as a key element to structure the projects set up and aligning them to the programme is further explained. All elements developed in this first part are to be understood as transversal and applicable for all project proposals.

The second part of the factsheet explains the contents of the four programme priorities. Here, in addition to the information given in the Alpine Space cooperation programme (CP), project applicants find guidance on main topics of transnational cooperation per programme specific objective. This chapter does not replace the Alpine Space CP but illustrates in a practical approach the rationale of each specific programme objective.

For examples of already approved projects please check out the programmes' website and the [KEEP](#) database on European level.



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## Required features for quality projects

### Transnational approach

The projects shall clearly demonstrate why and how the transnational approach adds value in tackling the defined topics. The genuine transnational character and the transnational added value shall be explained, as well as in how far the challenges addressed and the solutions proposed are answering a need identified in the CP and/or in other supranational documents. It shall be explained why the transnational level is the right level to address the issue tackled by the project, compared to the national, regional or local levels. The benefits and advantages of a transnational approach for the project and for the planned objectives must be clearly demonstrated.

### Project Partnership

The minimum number of participants which a project shall have is four, coming from at least four different Partner States of the programme. The size of partnership shall not exceed a total of 15 project participants, including the lead partner and non-EU partners. However, projects shall consider that it is not the number of



partners that makes a project good but the appropriateness and relevance of the partners and the quality of the partnership.

The project shall demonstrate that the partnership includes key/competent actors able to address the defined project objectives. It must also be balanced in terms of geographical coverage and between relevant sectors and administrative levels (e.g. sector-specific expertise, multi-level and multi-sectorial composition). The partnership should enable knowledge transfer and capitalisation of project results for relevant groups (business, practitioners, academia or administrations). The involvement of representatives of key target groups as partners is an asset.

Relevant stakeholders shall already be involved in the preparation phase of the project proposal to ensure shared project ownership and a project set up addressing demand in terms of needs and supply. Those stakeholders could join the partnership as project partners or as observers (see factsheet 1.2 Who can participate).

## Result's durability and transferability

The project shall ensure that its outputs are specific, measurable, realistic, durable and transferable. The project's outputs and results should be clearly linked to the identified target group's needs and should bring an added value on the existing.

The long term use of the project results and the expected impact on target areas (geographically and thematically) and target groups, shall be made explicit. The stakeholders for whom the tackled problem, the intended solutions and proposed project results are relevant shall be clearly identified. A strategy for their involvement, already in the project preparation phase, but also during project implementation shall be foreseen. Further, concrete and solid measures demonstrating that the long term use of project results by the identified target groups is secured shall be planned.

## Impact on the policy cycle

Alpine Space projects shall be result oriented and produce impacts on policy making, in fields where the programme is active. In this context policy making is not a project but a process that is ideally looked at as of cyclical nature. The policy cycle represents the development of a policy item, from its inception (policy formulation) to implementation. Because the context is continually changing, policies have to be reviewed and reshaped occasionally on the basis of the impact they produced.



Three types of projects according to their objectives and nature of activities and therefore their positioning in the policy cycle have been identified in the ASP:

- Strategic policy development: analytical and research activities involving e.g. policy owners;
- Explorative and piloting activities: development of new tools or methodologies and their testing to find most appropriate means for strategy implementation;
- Policy implementation: focus on fully developed instruments for the concrete implementation of a policy.



Graph 1: The policy cycle

- **Projects with a focus on strategic policy development**

These projects focus on rather general analytical and research activities. Their aims are strategic and include long-term rather broad impacts. Results expected from this type of projects relate to policy analysis, agenda setting and strategy development.

- **Projects with a focus on explorative and piloting activities**

These projects work in a defined thematic strategy and have a focus on the development of new tools or methodologies (e.g. problem-specific models or scenarios) and their testing. They focus on increasing and developing knowledge and know-how, as well as on gathering and exchanging experience at a transnational level in specific thematic fields. Successful pilot activities (implemented in close cooperation with stakeholders/beneficiaries) are crucial for these projects when it comes to the application and testing of know-how and experience. Results expected from this type of projects are very specific to the thematic field and still represent an important input towards a mature policy.



- **Projects with a focus on policy implementation**

These projects aim to improve and develop existing policies with instruments ready for implementation. In this case, projects provide additional tools or improve/harmonise existing ones through their transnational approach. At this stage of the policy cycle, projects are developing (together with policy makers) the existing legal framework and other planning instruments at a transnational level. Results expected from these projects are very concrete and also support future policy development.

### **Positioning projects in their policy context**

The projects should be aware of the policy context in their field of activities. When developing a project idea it might be helpful to reflect on the following questions:

What is the policy background and status? How is the profile of policy development and what are the (project) challenges? Are there already achieved agreements (on national or transnational level)? Being aware of all this will directly influence the factors such as the set-up of the partnership, the structure of the project and the type of the transnational problem that is tackled (political, financial, technical).

The structure of the partnership and its consistency must be carefully assessed. Which is the institutional role of the partners in the specific policy field addressed? What is the relevance of the partnership and the ability and know-how of the partners to perform joint transnational actions and achieve the expected results? These are questions projects must ask themselves.

Projects will usually address one phase of the policy cycle mainly. In many cases even two phases will be covered (e.g. from strategy policy development to piloting), however, covering the three phases of the policy cycle within a three years project is not realistic.

Depending on the type of project, its position in the policy cycle and on which phase of this cycle it aims to impact, different types of tasks and activities can be fulfilled/set and different conditions should be met in order to successfully contribute to the respective phases of the policy cycle.



Project type	Tasks and activities	Conditions for policy development
1. Strategic policy development	<p>Policy agenda setting:</p> <ul style="list-style-type: none"> <li>• Research</li> <li>• Lessons for decision makers on necessary activities</li> <li>• Negotiation and consensus building</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of policy makers</li> <li>• Involvement of researchers (e.g. universities, education, training and technological and scientific research centres)</li> <li>• Involvement of the business community (e.g. organisations representing enterprises and especially SMEs)</li> <li>• Participation of civil society</li> <li>• Politically active networks/project partnerships (e.g. NGOs and NPOs in the fields of environment, water management, natural resources management and hazards control management)</li> <li>• Awareness rising</li> </ul>
2. Exploration / piloting	<p>Policy formulation/testing:</p> <ul style="list-style-type: none"> <li>• Selection of policy</li> <li>• Consensus building</li> <li>• Integrated approaches</li> <li>• Concrete pilot activities</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and common political understanding</li> <li>• Identification of needs and political will</li> <li>• Specific know-how and competence in the project partnership</li> <li>• Relevant stakeholders involved assessing usefulness and applicability of project activities</li> <li>• Participation of civil society</li> <li>• Clearly aligned information and dissemination activities</li> </ul>
3. Policy implementation	<p>Joint planning:</p> <ul style="list-style-type: none"> <li>• Integrated regulations</li> <li>• Implementation tools/solutions</li> <li>• Transnational agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Clear policy framework</li> <li>• Involvement of key stakeholders and policy makers</li> <li>• Specific know-how and competence of the project partnership</li> <li>• Politically active networks/project partnerships</li> </ul>



## The programme intervention logic

### Europe 2020 Strategy and Common Strategic Framework

In 2010 the European Commission (EC) proposed a 10-year growth strategy to become a smart, sustainable and inclusive economy, so called Europe 2020 Strategy. To achieve these goals a strong coordinated approach across EU funds and policies was identified as essential for the financial period 2014-2020 (so called thematic concentration). To establish a better link between the strategic policy framework and the use of EU funds and to ensure a more focused and result oriented approach by programmes and projects, the EC provided regulations for the Structural Funds 2014-2020 with a common strategic framework and the concept of intervention logic. The intervention logic presents causal relationships between the strategic policy framework, its implementation through the means of funding programmes and the impacts of concrete projects in the territory.



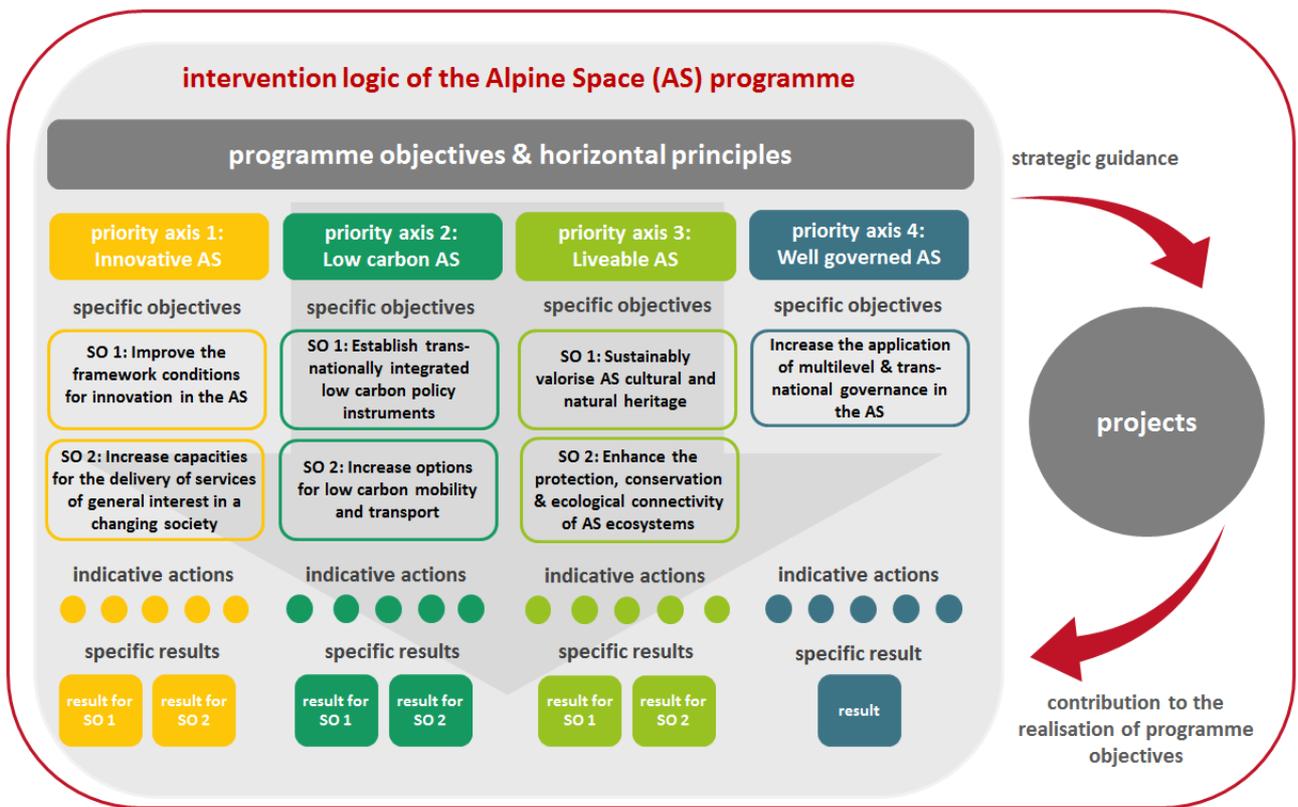
Graph 2: Strategic Framework 2014-2020 for INTERREG programmes

In general each INTERREG programme should show which changes it wants to achieve for its inhabitants and how the programme will reach these changes. This strategic backbone of the programme needs to be agreed among the Partner States participating in the programme and is written down in the CP. The intervention logic represents an essential part of the CP.



### Alpine Space programme intervention logic

According to the European strategic and legal framework the Alpine Space programme derived its strategy/programme objectives from the needs and challenges of the Alpine Space as defined in the strategy development process<sup>(1)</sup>, which lasted from mid of 2011 to mid of 2013, a SWOT-analysis<sup>(2)</sup> and a public consultation. On this basis four thematic objectives were identified which were transferred into the four priority axis of the Alpine Space programme in which projects can be co-financed. The following graph shows the priority axis and their specific objectives of the Alpine Space programme.



Graph 3: Priority axis and specific objectives of the Alpine Space programme

To fulfil the result-orientation approach for each priority axis specific objectives and their expected results were defined. In addition for each specific objective indicative actions were formulated to demonstrate possible ways for projects to contribute to the expected outputs and results. To measure the change brought by projects in this period the programme output and result indicators were defined. Detailed information on

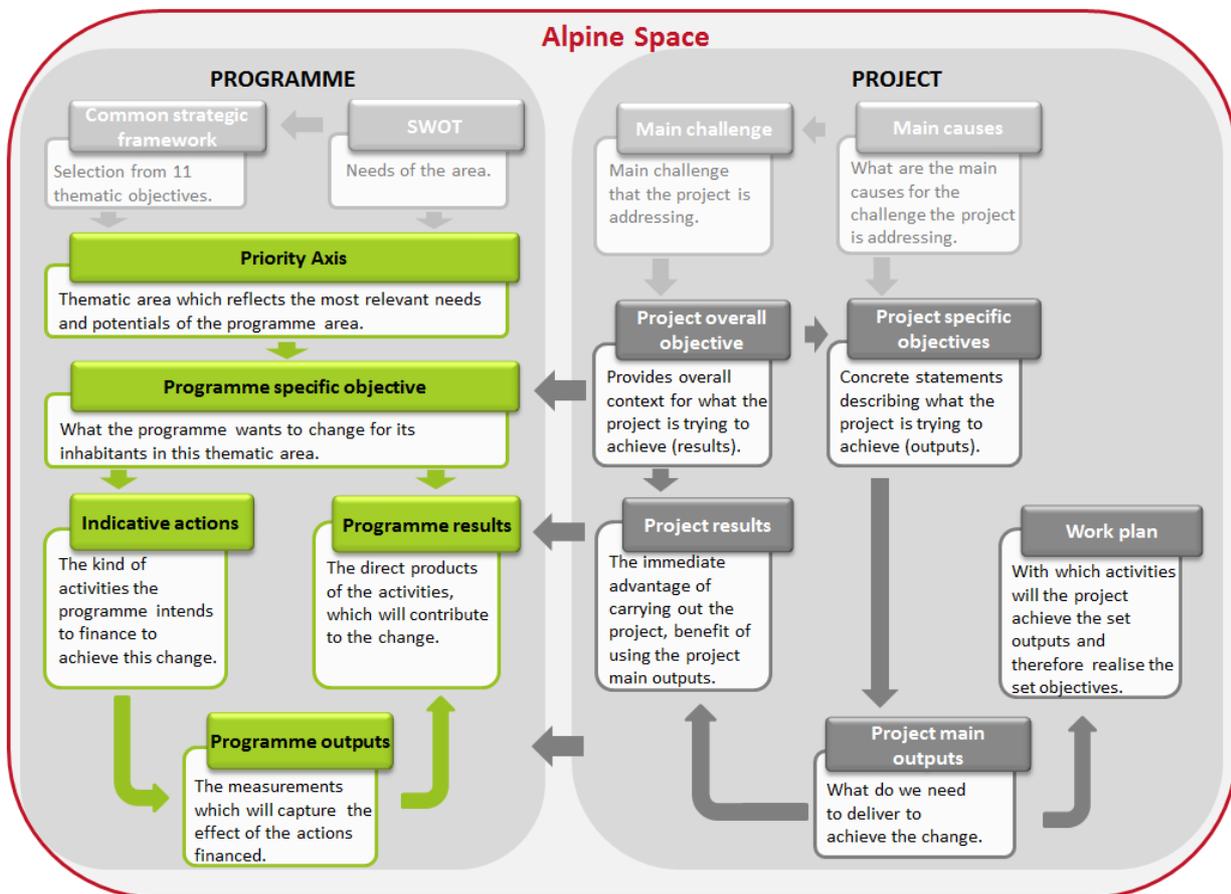
<sup>1</sup> Results of this process are summarised in the [Strategy development for the Alpine Space Final report](#)  
<sup>2</sup> [Cooperation programme "Alpine Space"](#) page 10-15



the intervention logic, especially outputs and result indicators for each priority and specific objective can be found in section 2 of the CP and on the second part of this document.

**Linking programme and project intervention logic: how shall projects contribute to the programme objectives?**

In order to achieve the results as set in the CP, the principles of "thematic concentration" and "results orientation", promoted by the EC, need to be followed also in the project proposals. While the intervention logic of the Alpine Space programme is set in the CP, the intervention logic of the projects is outlined in the expressions of interest and described in detail in the application form.



Graph 4: How to plan the project intervention logic



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### **Main challenge to be addressed**

The project idea always starts with the identified need or challenge that is considered transnational and commonly shared in the programme area.

### **Project overall objective**

The project overall objective provides the overall context of what the project intends to achieve, and aligns to a programme priority specific objective. It relates to the strategic aspects of the project.

After the main challenge is set, the applicants identify the main cause for this challenge (problem), which is common to different regions in the area. By turning this cause in a positive statement, the overall project objective is formed and the main change (result) the project wants to achieve - in relation to the identified challenge - is set. At this point the applicants have to check the CP and see to which priority the project proposal fits thematically and what kind of actions, outputs and results the programme plans under the selected priority. After this step some applicants might realise that the Alpine Space programme is not the right programme for what they want to achieve, or they might reconsider the challenge addressed and the overall project objective.

If the Alpine Space is indeed the right programme to address the issue, then the applicants should choose a programme priority specific objective to which the project contributes and describe how it will contribute to it. It is important to secure consistency between project objectives and programme priority objective.

### **Project results**

A project result is the immediate advantage of carrying out the project, telling us about the benefit of using the project main outputs. It should indicate the change the project is aiming for. It contributes to the programme result indicator.

Considering the project overall objective the project results should be defined. It should be specified what the immediate advantage of carrying out the project will be for the programme area, especially as regards the improvement of the identified challenge (problem) the project is tackling.

Again the applicants should consult the CP. For each programme priority specific objective there is an expected result indicator set. So by choosing a programme specific objective, the project automatically chooses also the related programme result indicator and this is the result the project should contribute to. Results often materialise only after the project closure, however the project shall demonstrate the direct link



between programme and project results, possibly also indicating to what extent it will contribute to the programme result.

### **Project specific objectives**

The project specific objectives are a concrete statement describing what the project is trying to achieve. They refer to the project main outputs. It can be evaluated at the conclusion of a project to see whether it was achieved or not.

To break the overall project objective in specific objectives, the applicants should go back to the main cause of their challenge and break it down to the main reasons behind it. Again they transform them into positive statements and by doing so, the specific objectives are formed. These objectives will naturally contribute to the project overall objective, because they are solving the reasons behind the main cause of the challenge. The projects should plan up to three specific objectives, which should be carefully chosen in order to capture what the partnership aims to do. Project specific objectives should be realistic and planned in a way that it is possible to achieve them with the given project means (available budget, project duration, number of partners, area covered).

### **Project main outputs**

The project main output is the outcome of the activities co-financed, telling us what has actually been produced for the money given to the project. It can be captured by a programme output indicator and directly contributes to the achievement of the project result.

After defining the specific objectives, the applicants need to think about which main outputs need to be planned to lead towards the achievement of the specific objectives during the project implementation. Preferably it should be also possible to measure the achievement of the specific objectives with project main outputs.

### **The main outputs have to be quantified**

A clear link to the programme intervention logic needs to be established. In the CP there are programme output indicators set for each objective. In the application form, the projects have to link the project and programme outputs and also set the target values the project will achieve until the end of its implementation. Each project main output should be defined in a way that it can be captured by a programme output indicator and that it directly contributes to the achievement of the project result.



## Work plan

A work package is a group of related project activities required to produce project main outputs. An activity is a specific task performed for which resources are used. It's a work package component which may or may not result in a deliverable or an output. A deliverable is a side-product or service of the project that contributes to the development of a project's main output. Deliverables are planned in the application form and reported in the progress reports.

Project objectives, results and outputs have to be logically linked to the project work plan (work packages, activities, time plan). The project work plan shall explain what needs to be done to deliver project main outputs and achieve project specific objectives. During the process of work plan development it might turn out that one or the other main output needs to be redefined.

The work plan is divided in several work packages, which are broken down into activities. The number of work packages should be limited to five content related ones to encourage projects to be focused. Additionally each project shall have three obligatory work packages (preparation, management and communication). The number of activities, however, is unlimited.

A side-product of the project that contributes to the development of a project main output can be listed as a deliverable of an activity in the work package, however not every activity has to have a deliverable.

## Most common reasons for a project application failure

There are a few of good reasons why a project application could fail. The evaluation of proposals is based on the eligibility and selection criteria, which are given in the factsheet 2.3 Project selection: procedure and criteria. The most common pitfalls when setting up a proposal and building a partnership are listed are the following:

- Strategies on different levels (EU/macro-regional/national/regional) to which the proposal is contributing are mentioned in the proposal, but the proposal does not manage to establish any direct link through the planned outputs and partnership, therefore the contribution of the proposal to these strategies could only be very limited;



- The transfer of results to the policy level is not demonstrated; the policy level is not involved in participating countries in order to ensure the transfer of results and to influence the present situation at a transnational level;
- The proposal follows a local, regional or cross-border approach – no added value of a transnational project setup is developed;
- The partnership is geographically very unbalanced (most actors from the same country) or is very limited in terms of covered programme area;
- The partnership does not involve a critical mass of relevant thematic, sectoral and institutional actors to significantly influence the situation in the cooperation area;
- The projects results are not durable, i.e. they do not remain in use after the project end;
- The proposal does not foresee the transfer of achieved results during project implementation into stable, permanent structures; the results are only produced for the partnership and are not designed to be transferred and applied outside the project partnership;
- The proposed outputs, results and partnership show a too scientific approach and are lacking an applicative dimension;
- The proposed objectives, outputs and results do not cover the specific programme objectives of the Alpine Space programme; the programme's intervention logic is not followed.



## Thematic Content

The programme builds on four thematic priorities of particular relevance to the Alpine region. These are further broken down into specific objectives and respond to the programme area's challenges and needs or build on opportunities identified in the analysis included in the CP.

As a general principle, applicants should elaborate a project proposal fitting into the specific context of the Alpine Space cooperation area. In other words projects shall check whether the Alpine Space programme is best suited to support them in tackling the challenge they want to address. Does the project fit in the programme? Does it bring added value to it?

The following part illustrates each priority specific objective, as regards the expected results and the main topics of cooperation (for both lists not exclusive). It has to be read in addition to the relevant chapters of the CP and does not replace it.

### Priority 1: Innovative Alpine Space

#### Objective and available budget

The first priority of the Alpine Space programme 2014-2020 is about enhancing the innovation capacities in the Alpine region. Projects supported under this priority will have to contribute to one of the following specific objectives (SO):

- Improve the framework conditions for innovation in the Alpine Space;
- Increase capacities for delivery of services of general interest in a changing society.

The Alpine Space programme will dedicate EUR 37.32 million ERDF to this priority, corresponding to 32% of the total programme ERDF, with an estimated number of 19 projects to be implemented.



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## Expected results

### SO 1: Improve the framework conditions for innovation in the Alpine Space

- Development of a favorable environment for the innovation players (e.g. universities, research centers, enterprises): improved governance, enhanced legal, economic, administrative and organisational framework, fit for purpose policy solutions, etc...;
- Increased knowledge transfer between academia, administration, business and end-users of the area (quadruple helix approach);
- Enhanced potential for business innovation using research results on topics of Alpine Space importance, e.g. building innovation on the traditional economic sectors or exploiting the opportunities of new, innovative market fields like the green economy and clean technologies;
- Established operating mix of delivery instruments (e.g. financial engineering tools, R&D grants, etc.) to support innovation;
- Established operating system of monitoring and evaluation that specifically targets innovation.

SO 1 programme specific result indicator: Level of maturity of framework conditions for innovation for generating innovation processes among business, academia and administration.

### SO 2: Increase capacities for delivery of services of general interest in a changing society

- More efficient, adaptable and adequate services of general interest of comparable quality in the entire Alpine Space;
- Improved accessibility to services of general interest in the cooperation areas;
- Strengthened capacities for regional/national administrations in charge of delivering services of general interest for better design, uptake and diffusion of social innovation;
- Increased integration of social innovation issues in the regional/national strategy on innovation;
- Strengthened active role of social enterprises and third sector in the governance and delivering of services of general interest.

SO 2 programme specific result indicator: Level of capacity of social organisations and public authorities to deliver innovation in the field of social services and services of general interest through transnational networking



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## Main topic of cooperation

### SO 1: Improve the framework conditions for innovation in the Alpine Space

- Implementation of common analysis and identification of innovation resources and obstacles as a base for further action;
- Coordination, evaluation and monitoring of multi-level and transnational innovation strategies and capacity building on innovation in topics of Alpine Space importance (e.g. climate change vulnerability, risk management, socio-demographic change and ageing society, transport, energy and air pollution, water, forests, tourism, barrier free accessibility and health services, valorisation of environmental goods, traditional activities, natural and cultural heritage, creative industries, eco-innovation and smart technologies, resource efficiency and green growth etc.). If focus is not put on innovation in the listed topics, proposal should apply in the relevant thematic priority;
- Improvement of the governance for innovation through coordination of the relevant players, better definition of the roles and competences at national/regional level and the active involvement of all relevant stakeholders (e.g. universities, research, private business, social actors, etc.). Creation of innovation visions for the Alpine Space based on innovation policy foresight;
- Promotion of the Alpine Space as a model region (e.g. for the green economy, green public procurement);
- Support to the development of (meta) clusters, networks for innovation and open innovation;
- Development of instruments for supporting innovation or generating innovation processes.

### SO 2: Increase capacities for delivery of services of general interest in a changing society

- Development, testing and adoption of new social innovation solutions. This can be achieved through raising the awareness and understanding among the national and regional decision makers on the potentials of social innovation related to the services of general interest;
- Development and use of new concrete tools and instruments in the delivery of services of general interest and for supporting social innovation and enhancing capacities;
- Development of models for business, social and public innovation to deliver more efficient, adaptable and fit for purpose services of comparable quality;
- Setting up of action plans for social inclusion at different scales, and better participation of concerned social groups and users to the conception and the offer of social services and services of general interest;
- Implementation of capacity building and training for innovation for social services and public authorities (e.g. developing common standards, developing qualifications, promote exchange of information);



- Support social innovation, especially in the fields of social services and health;
- Strengthening the governance efficiency for the provision of social services and services of general interest as contribution to cohesive territorial development;
- Promotion of the Alpine Space as a model region (e.g. for public services, social public procurement);
- Creation of support materials for the launch, operation and monitoring of social enterprises.

## Priority 2: Low Carbon Alpine Space

### Objective and available budget

The attention given to low-carbon policies, actions and investments has been greatly increased in the European cohesion policy for the period 2014-2020. In the Alpine Space programme, the second priority, named “Low Carbon Alpine Space”, aims at contributing to a low carbon economy and society. Projects supported under this priority will have to contribute to one of the following objectives:

- Establish transnationally integrated low carbon policy instruments;
- Increase options for low carbon mobility and transport.

The Alpine Space programme will dedicate 31.49 million ERDF to this priority, corresponding to 27% of the programme total ERDF, with an estimated number of 15 projects to be implemented.

### Expected results

With its second priority, the Alpine Space programme will contribute to three different objectives of the EU roadmap for moving to a low carbon economy in 2050: preventing and diminishing the effects of climate change, supporting green growth and reinforcing energy security.

#### SO 1: Establish transnationally integrated low carbon policy instruments

- Increased awareness of policy and decision makers on potentials of low carbon policies instruments in different sectors and cross sectorial departments;
- Increased integration of low carbon policies (e.g. related to energy, transport, building, spatial planning etc...) in regional development strategies;



- Established low carbon policy instruments in the cooperation area as new regulations, strategies and financial instruments;
- Improved operating framework for the introduction and implementation of support tools for low carbon policies (e.g. coordination, funding and pricing, incentives, behavioral change, technologies and applications...);
- Established joint monitoring and evaluation systems for the low carbon policies.

SO 1 programme specific result indicator: Level of implementation of low carbon policy instruments.

SO 2: Increase options for low carbon mobility and transport

- Increased awareness of decision and policy makers on the potentials of low carbon passenger and freight transports options as well as their impacts;
- Increased availability and use of low carbon mobility options for passengers and freight, including the change of behavioral patterns;
- Improved integrated organisation of spatial interaction, economic activity and mobility and transport patterns;
- Improved operational framework enabling low carbon mobility and transport options (e.g. strategies and action plans, coordination mechanism, regulations, incentives and funding systems...).

SO 2 programme specific result indicator: Level of potential to access and use low carbon mobility and transport options.

**Main topics of cooperation**

SO1: Establish transnationally integrated low carbon policy instruments

- Promotion of awareness and understanding of low carbon policy instruments' potentials and implications particularly in the fields of spatial planning, energy, buildings;
- Valorisation/capitalisation process on existing solutions, allowing them to be improved and transferred to other regions;
- Development of new tailor-fitted low carbon solutions thanks to transnational networks;
- Capacity building of public administrations in launching and managing low carbon policies and introducing low carbon principles in all public policies and activities (e.g. SEAPs, green public procurement, energy management, etc.);



- Development of negotiation, mediation, participation and conflict resolution models and set up of a broad exchange among stakeholders and the public by debating on the impacts of low carbon policies, technologies and instruments;
- Support for the setting up of and the exchange between low carbon model areas and regions;
- Support for research to business networks and cooperation structures and thus for the development, testing and implementation of new low carbon applications and technologies;
- Assessment of the various actions taken to establish transnationally low carbon policy instruments on their relevance, their efficiency and their sustainability.

#### SO2: Increase options for low carbon mobility and transport

- Promotion of awareness and understanding of the impacts in introducing low carbon mobility and low carbon freight solutions;
- Valorisation/capitalisation process on existing solutions, allowing them to be improved and transferred to other regions;
- Development of tools and solutions for better integration/coordination of regional mobility/transport strategies and plans;
- Development of new tailor-fitted solutions to increase low carbon transport thanks to transnational networks;
- Support for research to business networks and cooperation structures and thus for the development, testing and implementation of new low carbon applications and technologies;
- Operational, technological and funding applications at Alpine scale aiming at a behavior change for low carbon mobility and transport;
- Assessment of the various actions taken to establish transnationally low carbon mobility and transport options on their relevance, their efficiency and their sustainability.

The policies that can be covered in this priority include energy, transport (including classic transport as well as soft mobility), housing and spatial planning. The Alpine Space programme does not fund the construction of energy and transport infrastructures.



## Priority 3: Liveable Alpine Space

### Objective and available budget

The third priority of the Alpine Space programme 2014-2020 is about quality of life in the Alpine region. Projects supported under this priority will have to contribute to one of the following specific objectives:

- Sustainably valorise Alpine Space cultural and natural heritage:  
*sustainable valorisation is understood as integration of natural and cultural heritage in the added value chain without the risk of jeopardising or endangering the given natural, social or cultural capital. The natural and cultural heritage should be seen as an opportunity rather than an obstacle for sustainable regional development.*
- Enhance the protection, the conservation and the ecological connectivity of the Alpine Space ecosystems

The Alpine Space programme will dedicate 27 % of its global budget to this priority (i.e. EUR 31.5 million ERDF for the period 2014-2020).

### Expected results

#### SO 1: Sustainably valorise Alpine Space cultural and natural heritage

- Increased awareness on the present potential of the Alpine Space natural and cultural heritage and future challenges;
- Strengthened transnational Alpine identity through using material and non-material assets and green growth as constituent elements of an alternative and distinct Alpine lifestyle;
- Fostered interaction/cooperation among organisations involved in the protection of natural and cultural heritage;
- Increased innovation and new development options on the basis of the cultural and natural heritage (importance to combine conservation/protection and advancement);
- Fostered development of innovative approaches for the sustainable valorisation of cultural and natural heritage to become part of mainstream policies and to foster green growth and resource efficiency;
- Increased new balanced approaches and innovation combining tourism and valorisation of natural and cultural heritage.



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SO 1 programme specific result indicator: Level of sustainable valorization of cultural and natural heritage of Alpine Space.

SO 2: Enhance the protection, the conservation and the ecological connectivity of the Alpine Space ecosystems

- Harmonised management approaches, improved knowledge transfer and shared responsibilities with the goal of integrating Alpine Space ecosystems functions and needs into policies;
- Improved protection, preservation and ecological connectivity of Alpine Space ecosystems;
- Fostered development and implementation of new and innovative tools for the management of ecosystem services (e.g. cultural landscape management, risk management, conflict management);
- Increased public/private investment and concrete policy implementation in the field of protection, preservation and connectivity of ecosystems;
- Increased new transnational common tools, methodologies, strategies aiming at the protection, preservation and the connectivity of ecosystems;
- Improved cooperation among structures and capacity building for the development of valorisation approaches for ecosystem services, and their implementation into policies and decision and planning processes;
- Established concept of ecosystem services in the public debate.

SO 2 programme specific result indicator: Level of integration of the ecosystem services approach in the policy systems of the Alpine Space.

### **Main topic of cooperation**

SO 1: Sustainably valorise Alpine Space cultural and natural heritage

- Use and capitalisation of cultural and natural heritage for innovation and sustainable regional development;
- Promotion of an Alpine identity and lifestyle through marketing activities, Alpine products development, labelling activities, promotion of skills of handicraft, Alpine Space wide cultural initiatives, etc.;
- Sustainable valorisation of the Alpine natural, cultural and landscape heritage as part of public policies: development of governance tools, conflict management tools, capacity development actions, etc.;



- Development of sustainable tourism based on the valorisation of natural, cultural and landscape heritage; development of innovative and green tourism by moving away from mono-structured winter-tourism (design implementation strategies, set up models and test pilot actions);
- Use of sustainable valorisation of natural and cultural heritage to foster green growth and resource efficiency: improvement of the “ground” for decision-making (design and evaluation of strategies), practical demonstration, evaluation and broad adoption of sustainable valorisation tools and models, through knowledge transfer, exchange of good practices, networking and development of cultural initiative, etc.

Rural development is already strongly supported by other EU funds, therefore projects should move away from farming and agriculture related activities and focus rather on broader concept of sustainable regional development.

SO 2: Enhance the protection, the conservation and the ecological connectivity of the Alpine Space ecosystems

- Models for integrating ecosystem services into decision making and decision planning processes;
- Transnational, national and regional governance instruments and tools addressing ecosystem services;
- Transnational coordination and exchange in sustainable and innovative resource management practices, following the implementation of EU Directives and integrating the ecosystem services approach. Results of such efforts should be harmonised and coordinated management systems and interoperable information databases. As resources are considered land, water, air, soil, minerals but also flora and fauna;
- Integration of ecological connectivity, green corridors, green infrastructure and landscape management in strategies of relevant sectors like spatial planning, transport, energy, agriculture, forestry, tourism..., providing cooperation platform between different sectors;
- Finding balance in implementation of different EU directives on concrete territories; resolving conflicts between different land-uses; forming cross-sectoral cooperation platforms, engaging stakeholder involvement processes;
- Transnational coordination and exchange in management of natural risks and hazards in terms of implementation strategies, methodologies and practices (prevention, preparedness, response, and reconstruction activities), with special emphasis on coordination between different sectors and on conservation and protection of ecosystems.



## Priority 4: Well-Governed Alpine Space

### Objective and available budget

The objective of the fourth priority of the Alpine Space programme 2014-2020 is to **increase multilevel and transnational governance** in the Alpine region, including the support to the development and implementation of the European Strategy for the Alpine Region (EUSALP).

The Alpine Space programme intends to trigger and guide the debate for governance innovation by supporting public administrations in re-defining their tasks, approaches, services and processes, developing, testing and adopting innovative solutions through transnational cooperation.

The Alpine Space programme will dedicate 8 % of its global budget to this priority (i.e. EUR 9.3 million ERDF for the period 2014-2020).

### Expected results

- Strengthened institutional and administrative capacity;
- Enhanced efficiency of public administration;
- Increased institutional capacity building of public authorities – improved interaction with and deliverance of services to businesses and citizens;
- Achieved "good governance" in the Alpine Region.

### Main topic of cooperation

Projects from priority 4 can in principle relate to fields like spatial planning, public transport, training, environment, social issues, security, culture, education, tourism, youth, sport, etc. **provided that the capacity building aspect is their main focus**. Moreover projects are encouraged to address themes related to EUSALP strategy and to support networks of relevant institutional actors responsible for the specific field concerned.

Whether an action should be financed under priority 4 or the other programme priorities will thus depend on the focus of the action. If the primary objective is to take an integrated approach addressing institutional bottlenecks in the administration as a whole, the project fits into priority 4. Other priorities of the Alpine Space programme can be addressed in cases where the capacity building is an integral part of the actions necessary to attain the specific objective of the priority.



- Set up transnational frameworks, platforms and networks for the identification of existing resources and obstacles, as well as the valorisation of proofed concepts in the field of governance (mapping of resources, studies, pilots and strategies governance needs, development potentials, human resources etc.);
- Develop, test and implement instruments to stimulate cooperation and organization processes in the context of EUSALP;
- Developing transnational models for the design, testing, up-scaling, comparison and evaluation of innovations (tools, processes, actors, organisations and interfaces) in the field of public administration;
- Setting up a policy foresight for governance challenges in relation to the Alpine Space driving forces<sup>3</sup>;
- Developing innovative models for institutional co-operation and spatial organisation for and between different territorial types<sup>4</sup>;
- Improving governance through a more active involvement especially of non-institutional actors;
- Designing implementation strategies, setting up models and test pilot actions for successful and reciprocal communication of public administrations among them and with the civil society.

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<sup>3</sup> The relevant driving forces are climate change, tensions on the energy market, economic globalization, rise of the information society and the knowledge economy, socio-demographic change, increased mobility of goods and persons (ref. Alpine Space cooperation programme, section 1, page 5).

<sup>4</sup> The relevant territorial types are alpine metropolises, cities, stable or growing rural areas, declining or shrinking rural areas, tourism areas (ref. Alpine Space cooperation programme, section 1, page 7).