



Case Study

Topic 03: Territorial Dimension and Integrated Approach

Poland



EUROPEAN UNION
Cohesion Fund
Operational Programme Technical Assistance



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List of abbreviations

AA	Auditing Authority
CA	Certifying Authority
CLLD	Community-Led Local Development
EARDF	European Agricultural Fund for Rural Development
ELARD	The European LEADER Association for Rural Development
EMFF	European Maritime and Fisheries Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
ERDF	European Regional Development Fund
IB	Intermediate Body
ITI	Integrated Territorial Investment
LAG	Local Action Group
LDS	Local Development Strategy
MA	Managing Authority
MGIN	Methodological Guidance for Using Integrated Instruments
NCA	National Coordinating Authority
SME	Small and Medium Enterprise
OP	Operational Program
PA	Paying Authority
ROP	Regional Operation Program

Poland

Integrated instruments

According to the Partnership Agreement, ITI is implemented in Poland in the capitals of the voivodeships and areas with functional ties to the capital (metropolitan areas). The basis for defining the functional areas of the ITI was the document prepared by the Ministry of Investment and Development (MIIR) "Criteria for defining urban functional areas of the voivodeship centres", which was provided to the authorities of the voivodeships in February 2013. The status and method of cooperation between the MA and the ITI Association is not centrally defined nor unified, so it differs in the different ROPs (voivodeships).



Positive aspects	Negative aspects
<ul style="list-style-type: none"> ▶ Relations between mayors of individual towns and municipalities (IB) ▶ The ITI tool activates relationships between partners ▶ Method and result of determination of functional areas (EV) ▶ The possibility of external financing is a successful motivation for cooperation (EV) 	<p>Negative aspects as perceived by main actors:</p> <ul style="list-style-type: none"> ▶ MIIR - lack of experience with cooperation and dialogue in the territory ▶ MA - general problems associated with territorial self-government ▶ IB - unbalanced partnership, difficulty of preparing the programming period

Key aspects of the integrated instruments

1

CLLD

Under the PRV (EAFRD) and OP Fisheries (EMFF) is implemented the instrument LEADER. CLLD as a tool can be used under the ROP in accordance with the Partnership Agreement. The use of the CLLD was decided by individual MAs themselves. The CLLD is after all not implemented within the ROP.

2

Efficient implementation of ITI

Key factors of efficient implementation of ITI can slightly differ when formulated by the main actors:

MIIR: 1) reduce the formalities of procedures, not include ITI in the selection of projects; 2) fewer priority objectives

Managing authority: 1) do not establish ITI as IB; 2) involve ITI in the preparation of the programme and focus on building competencies of its analytical centre

Intermediate body: 1) project selection should be implemented at ITI level; 2) set financial incentives for collaborating local governments; 3) define the parameters and standards of cooperation between ITI and MA from the central level

3

Two kinds of ITI

Regional at the level of voivodship (focused on the area of the regional metropolis). Subregional (in some voivodships, there are more ITI functional areas)



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1. Basic characteristics of the ESIF system

Number of operational programmes (OP/ROP)

Number of territorial units (NUTS1/NUTS2/NUTS3)

24 (7/17) including OP TP

6/16/72

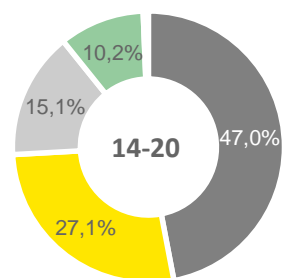
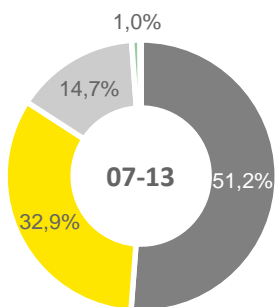
Total planned allocation (according to programming period and fund)

Total allocation (EUR)

14-20: 855 739 821

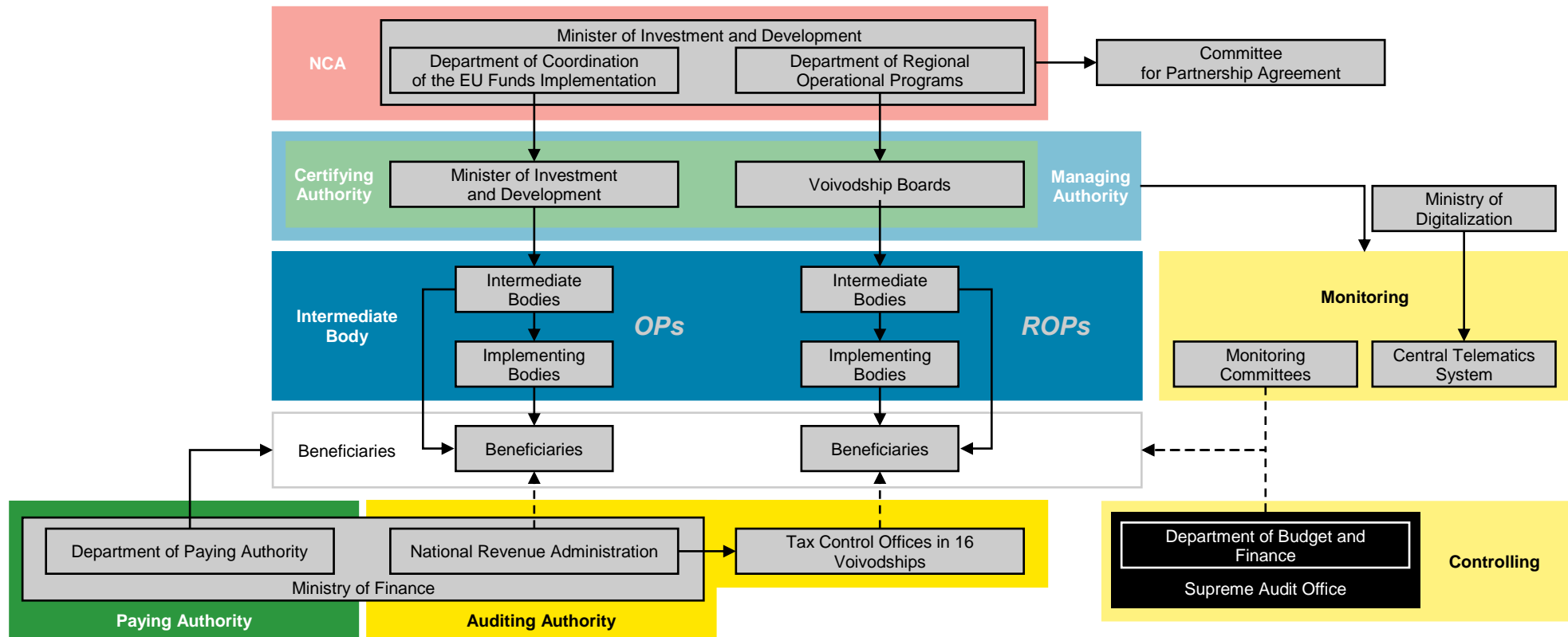


07-13: 645 533 676



2. Simplified scheme of the ESIF implementation structure

Scheme no. 1: Implementation structure - Poland



*MA, IB, CA, PA might be subjects of AA's audit
**CB may conduct the audit of designation



3. Answers to the evaluation questions

- 3.1. What bodies or agents are involved in this allocation? How is the quality of planning and the associated degree of decentralization of this strategic planning being ensured? What risks are associated with this? How is the partnership principle grasped and anchored in the territorial dimension?

How do territorial development strategies develop? What is the methodological support of the MAs of these strategies at the national level / level of the MA? Who approves these strategies? How is their implementation monitored and evaluated? How are they linked to strategies at national level?

How are territorial strategies developed and who determines territory?

When in other states a LAG is formed, are there any standards for assessment that LAG needs to meet? How does LAG participate in project selection?

How do cities operate within ITI, are they always an intermediate body?

According to the **Partnership Agreement**, the CLLD is implemented under the EAFRD (European Agricultural Fund for Rural Development) and the EMFF (under OP Fisheries). In addition, the CLLD can also be implemented within the ERDF and ESF, within the framework of regional operational programs - the various governing bodies such as the Voivodeship decide on the implementation of the CLLD.

Within the ROP, the CLLD can be supported by:

1. **Direct method** where implementation of local development strategies is implemented with the support of one or more funds. The involvement of the EAFRD and the EMFF programs is mandatory, the ERDF and ESF involvement is being decided by the MA ROP on the basis of an ex-ante analysis and analysis of the financial capacity of the programs. In the case of ROP, the CLLD is implemented under investment priorities 9vi (ESF) and / or 9d. (ERDF).

The Direct method of the CLLD is implemented only in two ROPs out of the total of sixteen, specifically in the ROP Kujawy-Pomerania ROP and the ROP Podlaskie.

2. **Indirect Method** - LAGs in rural and fisheries areas selected for the EAFRD and the EMFF support are potential beneficiaries of the ROP (however without the possibility to finance the ERDF and the ESF preparatory costs). In this case, the CLLD cannot be implemented in urban areas with a population over 20,000 inhabitants.

The chosen method and the amount of subsidy for the CLLD must be specified by the Managing Authority within the ROP itself.

3.1.1. Basic rules for the CLLD implementation

The Partnership Agreement states that local development strategies are allowed to be implemented within one or more funds but the basic principle of 1 LAG - 1 territory - 1 development strategy must be respected. To make an exception can be possible in areas where the fisheries sector dominates and where, in particularly justified cases, the Executive Council of the Voivodeship can allow the operation of two coherent LDSs, general and sectoral for fisheries. The basic area of LDS implementation, with only one LAG, is the so-called *gmina* (municipality)¹.

In case of large cities, local development strategy can be created and the CLLD can be implemented in a single *gmina* or in smaller areas - districts or their parts (smaller than *gmina*). In the case of LAGs in

¹ Poland has three levels of administrative division - voivodeship, districts (powiat) and municipalities (gmina). Gmina is therefore the lowest level of administrative division and is comparable to a municipality or rather a municipality with extended competence in Czech Republic.



rural and fisheries areas, populations covered by the local development strategy should have at least 30 000 and not more than 150 000 inhabitants and the area must cover at least two *gminas*. For LAGs in urban areas, the minimum LDS population is 20,000, irrespective of whether it is a whole city, district, or group of districts. The area covered by the local development strategy must be characterized by territorial cohesion, must have sufficient absorption potential and its local nature must be preserved at the same time.

The agreement on the implementation of the local development strategy specifies the contribution of each fund. Co-financing is awarded by the MA for specific projects implemented under the local development strategy (i.e. not for strategy in general). There are three methods of implementation of a project within the local development strategy:

1. Projects carried out **individually**, based on applications submitted by beneficiaries other than the LAG, selected LAGs and subsequently submitted for verification by the MA.
2. **Umbrella projects** under which the LAG, as a beneficiary, organizes a call for proposals for micro-projects, where LAGs support their implementation, monitoring, control and correctness of expenditures and achievement of indicators.
3. **"LAGs' own" projects** resulting from the local development strategy where the LAG is the recipient. These mainly involve technical assistance projects.

Although the strategy can be implemented within more funds, projects implemented under the local development strategy must always be funded by one fund only.

Under the common provisions, the costs of the preparatory support provided at the pre-selection stage of local development strategies for setting up or strengthening partnerships and developing a local development strategy can be co-financed. In order to simplify the settlement of beneficiaries, these costs will be covered by only one fund. If the local development strategy only concerns:

- ▶ Rural areas, funding for the preparation of the local development strategy will be provided by the EAFRD;
- ▶ Fishing areas, funding will be provided by the EMFF;
- ▶ Cities with a population of more than 20,000, funding will be provided by the ESF.

The operating costs associated with managing the implementation of local development strategies are also financed on similar principles.

The Partnership Agreement further defines the basic coordination mechanisms and the administrative framework for the implementation of the CLLD. The Voivodship Office has the fundamental coordination function of the CLLD within the voivodship, is the governing body of the ROP and is also the intermediary body of the Rural Development Program and OP Fisheries.

Within the Voivodship Office, a joint committee is to be established, composed of representatives of the MA ROP, IB Rural Development Program and OP Fisheries and civil society. This body should coordinate the CLLD implementation in the region. Committee meetings may also be attended by representatives of the Ministry of Agriculture and the ministry responsible for regional development. At the national level, coordination of the implementation of the CLLD is ensured by the co-operation of the ministers responsible for Regional Development, Agriculture, Rural Development and Fisheries.

In order to ensure the effectiveness and monitoring of expenditure, cross-compliance mechanisms will be applied during the LDS implementation. These mechanisms are to provide funding for projects under the local development strategy, depending on the achievement of the projected milestones / milestones identified in the project and the local development strategies and on the correctness and effectiveness of the expenditure. In the case of a negative evaluation, the initial development budget for the local development strategy is reduced over the entire period (the amount so released can be used for other LAGs or redistributed to other instruments depending on the MA decision).



The Partnership Agreement further emphasizes that the CLLD differs from the ITI instrument in terms of the scope of intervention, beneficiaries and governance structures. The basic difference is that ITI is a top-down mechanism that will be implemented by local governments whilst the CLLD is a bottom-up mechanism initiated and implemented by local partnerships.

Therefore, the rule is that ITI and the CLLD must not be mutually exclusive from a territorial point of view. However, the scope of CLLD and ITI support for the territories to which both instruments apply should be coherent and coordinated. The co-ordination role in this respect is in particular to the local authorities involved in the implementation of these instruments.



An example of CLLD implementation in ROP Podlesko

Under the Regional Operational Program Podlaskie for 2014-2020 it was set that the implementation of the CLLD will be carried out in the so-called direct method (see above). At the same time, it is set in the ROP of Podlaskie that the MA may change the way of implementation of the CLLD (direct to indirect method) based on an interim evaluation of the program.

The aim of the CLLD in ROP Podlaskie is to increase the activity of local communities and to support bottom-up initiatives for local development. The CLLD is implemented by local action groups set up with the participation of public, social, economic and private institutions, where public administration cannot have more than half the representation. At the same time, there is a rule that no interest group can have more than 49% of the voting rights.

Each LAG is required to prepare and implement an integrated and multisectoral local development strategy. This must be done with the participation of all partners, taking into account the local needs and potential of the area under its responsibility. The strategy must be focused on achieving the objectives and priorities that must be in line with the objectives of the programs under which the strategy will be implemented and at the same time be responsive to local needs. The strategy must also be consistent with the Development Strategy of the Podlaskie Voivodeship.

In the Podlaskie region, the LAG's activities can be supported by four funds (EAFRD, EMFF, ERDF, ESF) implemented under three Operational Programs (Rural Development Program, OP Fisheries and ROP), always respecting the rules of the related fund / operational program. However, implemented projects can only be supported from one fund.

Under the ROP Podlaskie, € 30 million from the ERDF and € 29 million from the ESF are allocated to the CLLD for the period 2014-2020.

In November 2015, a **competition was launched to select local development strategies**. The tender dossier itself and the instructions for completing the applications were supplemented, among others, with the following annexes:

- ▶ Selection criteria (evaluation criteria).
- ▶ Structure and other requirements for the content of local development strategies.
- ▶ Criteria for setting the budget for implementation of the local development strategy.

The selection criteria included a total of 16 criteria divided into sub-criteria. Specifically:

- ▶ Characteristics of the area covered by the local development strategy.
- ▶ Representativeness of the composition of the decision-making body of the LAG.
- ▶ Knowledge and experience of people involved in the development and implementation of the development strategy as well as the standards of knowledge and competence established for the LAG.
- ▶ Principles of LAG operation.
- ▶ Operation Selection Rules.
- ▶ Experience of LAG.
- ▶ Quality and internal consistency.



- ▶ Adequacy of objectives and projects (including respecting the conclusions of consultations with the local community).
- ▶ Level of compliance of the development strategy with the objectives of the ROP.
- ▶ Implementation of the strategy with the participation of the community and the principles of its participation in the implementation.
- ▶ Methodological accuracy of indicators for the implementation of the development strategy.
- ▶ Innovative way of implementing the development strategy.
- ▶ Integrated character of the development strategy.
- ▶ Level of compliance and complementarity of LDS with other strategic documents created for the given area.
- ▶ Monitoring and evaluation.
- ▶ Involve funds other than program resources.

The competition results were announced at the end of April 2016, i.e. the entire competition lasted for approximately half a year. A total of 13 local development strategies were selected, with which was subsequently signed a contract. No local development strategy was rejected, i.e. all 13 submitted strategies were approved, but some had to be modified / supplemented according to the conclusions of the evaluation before signing the contract. Selection was made by the Evaluation Committee, the decision was subsequently formally confirmed by the Voivodship Office (MA). The entire strategy had to be elaborated before its presentation during the competition - the only exception was a timetable of calls that could only be completed after the strategy was approved.

During the selection it was also examined whether the LAG meets the relevant parameters laid down in the CLLD Act and whether it was also included in the competition call itself. In particular, the LAG must have its budget, it must have members (natural persons, legal entities including local governments), must implement activities to fulfil their development strategies. The fulfilment of the criteria is controlled especially during the competition and it is afterwards every year verified that there were no changes. After signing respective contracts, individual LAGs started to implement their own calls for project proposals. Each LAG carries out calls according to its own timetable, which is an annex to the contract with the MA.

During the implementation of the strategy, it is possible to make partial modifications (e.g. adjustments of some measures or thematic areas, but they must not be fundamental changes), which must be consulted and approved by the MA. It is not possible to modify the overall budget of the approved strategy, but it is possible to vary the individual annual budgets (i.e. the financial transfers between individual years) according to the current state of implementation.

Competition for the selection of projects start after they are launched by the LAG. Project proposals are prepared within the ESIF IT central system where they are also submitted. At the same time, they are delivered to the LAG in paper form because the LAG is not an official part of the implementation structure and does not have access to the IT system.

After the submission of the projects, the LAG carries out a formal control and the LAG committee then evaluates the projects according to defined criteria. The LAG evaluates the paper version of the projects and also transmits the results to the MA on the paper.

The MA then checks whether the project receipt and selection process ran in order. If so, the MA passes project proposals to the ERDF and the ESF departments where they check compliance with the terms of support. If everything is OK, a contract with the applicant is signed. Therefore, the MA does not interfere with the evaluation.

Within the competition, funds were in the end allocated in the amount of:

- ▶ EUR 41 million from the RDP Podlaskie (ERDF and ESF).
- ▶ € 21 million from the Rural Development Program (EAFRD).
- ▶ € 2.7 million from the OP Fisheries (EMFF).

According to the Partnership Agreement, the ITI is obligatorily implemented in the capitals of the province and areas that have functional links with the capital (metropolitan area). The basis for defining

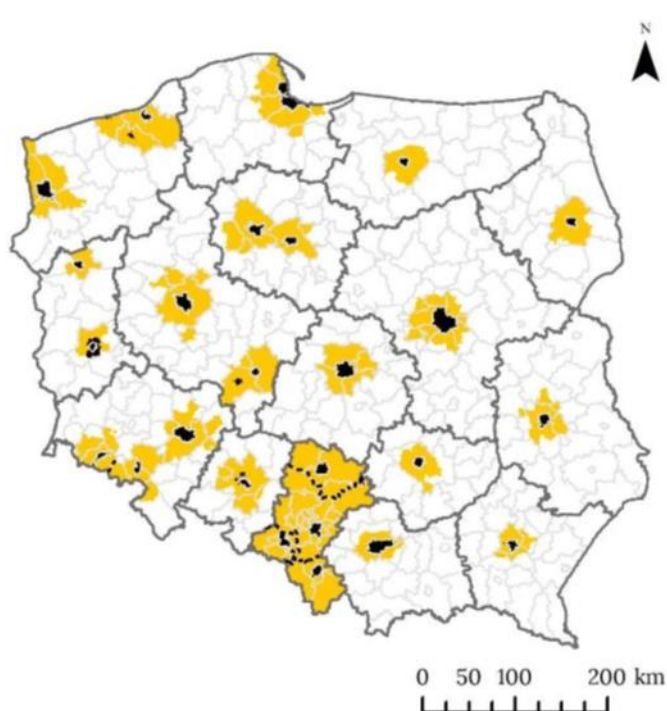
the functional areas of ITI was the document prepared by the Ministry of Investments and Development called Criteria for defining the urban functional areas of the Voivodeship centres, which was provided to the authorities of the Voivodeships in February 2013. The metropolitan area is determined on the basis of the Resolution of the Voivodeship Offices (with the definition of involved municipalities, gminas), taking into account the above stated document defining the criteria and agreements with the local authorities interested in cooperation.

There are basically two types of ITI in terms of territory coverage - regional at the level of the voivodship (focusing on regional metropolitan area) and sub-regional (in some Voivodeships there are more ITI functional areas – e.g. in the ROP Wielkopolska there is one metropolitan and one sub-regional functional area).

ITI is specifically implemented in 24 functional areas, with 17 areas covering the capitals of the voivodeships and 7 sub-regional areas (concerning 4 voivodships).

3.1.2. Overview of the voivodeships and ITI functional areas²

In major cities and areas that have functional ties with the capital, ITIs are mandatorily funded from the ROP allocation. Overall, at the level of all ROPs, the allocation earmarked for this purpose is at least 5.2% of ERDF resources and 2.4% of ESF funding in relation to the total allocation of individual funds to Poland. Detailed information on the mandatory allocation under the ROP for ITI implementation is given in the following table.



² Source: Ewaluacja systemu realizacji instrumentu ZIT, page 6



3.1.3. Overview of voivodships and their respective ITI allocations ³

16. Table 23 Basic allocation earmarked for the "voivodeship" Integrated Territorial Investments that was included in the allocation under regional development programmes

Voivodeship	Voivodeship ITIs cumulatively, current prices (EUR million)*	of which:	
		ERDF ITI	ESF ITI
DOLNOŚLĄSKIE	173.0	155.9	17.0
KUJAWSKO-POMORSKIE	153.8	135.7	18.1
LUBELSKIE	105.4	93.3	12.1
LUBUSKIE	66.6	58.9	7.7
ŁÓDZKIE	203.5	180.2	23.3
MAŁOPOLSKIE	229.9	201.5	28.4
OPOLSKIE	46.0	40.9	5.1
PODKARPACKIE	70.8	62.8	8.0
PODLASKIE	75.8	67.2	8.6
POMORSKIE	215.8	189.4	26.4
ŚLĄSKIE	484.0	421.7	62.3
ŚWIĘTOKRZYSKIE	62.3	56.5	5.8
WARMIŃSKO-MAZURSKIE	45.2	42.1	3.1
WIELKOPOLSKIE	178.6	158.4	20.2
ZACHODNIOPOMORSKIE	109.1	97.9	11.2
TOTAL 15	2220.0	1971.2	248.8
MAZOWIECKIE	164.8	141.1	23.7
TOTAL 16	2384.9	2112.3	272.6

The conditions for implementing the ITI within the ROP are:

- ▶ **Institutionalized form of partnership.** In practice, there are two types of ITI in terms of the legal status of ITI Associations - an association of self-governments based on a contract / agreement (softer form) and associations of local governments (a stronger form, a legal status as a law association);
- ▶ **ITI strategy preparation** (see below);
- ▶ **Sufficient institutional capacity;**
- ▶ **Signing an ITI Implementation Agreement** between the Voivodeship (Managing Authority) and ITI Associations.
- ▶ **Incorporation of the relevant ITI provisions** into the Regional Operational Program that meet the requirements of the European Commission and are in line with the provisions of the Partnership Agreement.

3.1.4. ITI strategy preparation

The ITI Strategy is a key document for the implementation of ITI within the ROP. In particular, ITI plays the role of a "strategy for integrated actions to address economic, environmental, climatic, demographic and social problems affecting urban areas" as stated in Article 7 of the ERDF Regulation. The strategy must include diagnostics based on territorial and demographic analyses that highlight the development potential of the area, in particular connected to the challenges identified in the Europe 2020 strategy. To meet the above-mentioned Commission requirements, ITIs must include a coherent set of interrelated actions designed to improve the long, economic, ecological, climatic and demographic conditions in a given functional urban area or in another area covered by ITI. The ITI Strategy provides

³ Programming of the 2014–2020 financial perspective - Partnership Agreement, page 214



the basis for the participation of the ITI Association in the ROP management and implementation process to the extent agreed with the ROP MA.

Within the ITI strategy, the project selection rules must be agreed between the ITI and the ROP MAs and they will be the basis for elaborating detailed project selection criteria (elaborated by the MA).

The ITI Strategy identifies areas of intervention where projects funded from other sources (e.g. National Operational Programs) complementary to projects implemented within ITI funded by the ROP are to be implemented. The identification of complementary projects within the ITI strategy does not guarantee that they will be implemented and financed from regional and national operational programs.

The ITI strategy should in particular:

- ▶ Be in line with the strategic and development documents of Poland and the EU,
- ▶ Define the ITI support area,
- ▶ Include support area analysis,
- ▶ Define the territorial dimension of the support,
- ▶ Define the development goals to be achieved within the ITI,
- ▶ Identify priorities,
- ▶ Define project selection rules,
- ▶ Define a list of complementary strategic activities available outside ITI,
- ▶ Describe the intervention logic, i.e. how defined projects can achieve the indicators, strategies,
- ▶ Describe the relationship with financial instruments,
- ▶ If necessary, include SEA ratings,
- ▶ Include a financial plan,
- ▶ Describe the implementation system,
- ▶ Include a report on the process of implementation and involvement of partners from the functional region and describe their involvement in the implementation of the ITI strategy.

The objective of ITI implementation from the point of view of the Ministry of Investments and Development 2014-2020 is (i) to develop cooperation at local government level, (ii) to increase the effectiveness of interventions in the regions, and (iii) to broaden the competences of individual cities in the preparation and implementation of their strategies within the cohesive policy. This has also been adapted to the implementation structure. ITIs are implemented within regional operational programs, where the governing body is the Voivodship Office and the ITI is the Intermediate Body of the functional area.

From the point of view of some ROP governing bodies (i.e. the Voivodship), the ITI is actually such a "program within the program". Their purpose is to fulfil the ROP objectives in a defined functional area, but not as an isolated intervention or intervention in an isolated territory (these territories were defined at the beginning of the programming period by the Ministry of Investments and Development and after discussion with the voivodships which finally formally approved them).

The status and the way of cooperation between the MA and the ITI Association is not centrally defined and unified, so it differs in the individual ROPs. The relationship between the MA and ITI is defined in the cooperation contract (agreement).

In general, however, intermediary bodies are not in charge of the full implementation of the projects. They are responsible only for their strategic assessment or assessment of their relevance to regional development strategies. This assessment is carried out at the beginning of the evaluation, the remainder of the evaluation / selection process and the implementation of the projects is to the MA (including assessing whether the project is in line with the objectives of the Regional Operational Program and its eligible costs, controls, payments). The list of selected projects is approved by representatives of



individual participating municipalities. Intermediate ITIs in particular, have an advisory and operational role, they are responsible, for example, for the preparation of monitoring reports and evaluation of the implementation of the development strategy, some ITIs, for example, prepare a draft call schedule etc.

Development strategies are designed within the ITI, subsequently discussed and revised by the governing body (voivodship) and finally reviewed by the Ministry of Investment and Development. The Ministry assessed the strategies particularly in terms of their compliance with the Partnership Agreement and other documents defining the rules for the implementation of ITI in Poland.

The ITI Association is an association of local governments. This association has its own office which serves as a coordinator and mediator between the stakeholders. One of the main roles of the office is to ensure that projects are implemented in accordance with the regional development strategy and are in the interest of the functional area (and not just a summary of individual projects and requirements by individual municipalities). The ITI Association has its Council as well as the Executive Board.

The office of the ITI (the metropolitan area) coordinates the whole process, helps to establish a network of partnerships, controls the entire data collection process (e.g. in the case of ROP Wielkopolska, there the Centre for Metropolitan Analyses was established in the functional area), realizes analyses and creates the development strategy.

The procedures and standards for the establishment and operation of ITI associations were not defined. The Ministry of Investment and Development provides funding for their operation (90% of the costs of the Association are covered by these funds from the Operational Program Technical Assistance).



Quasi-ITI in the framework of ROP Wielkopolska

A special allocation for small and so-called "quasi-ITI" association is allocated to the ROP of Wielkopolska. They work in some sub-regions and do not have the status of an intermediate body. The MA conducts a special competition for the given area, where the additional criterion assessed by the MA is the compliance of the project with the development strategy of the given area. This strategy defines the association of the given area, which does not interfere with the selection of projects. These associations are partnerships established for this purpose. Similar mechanisms do exist in some other ROPs

3.2. What topics are addressed within the territorial dimension and integrated tools? Are there topics supported solely through territorial dimension and integrated tools?

Under the Partnership Agreement, the CLLD support focuses on the following interventions:

If the CLLD is implemented by a direct method, ESF-funded actions can be implemented in any investment priorities, however the **Partnership Agreement recommends** limiting itself to the following **investment priorities**:

- ▶ IP 8i. Access to employment for job-seekers and inactive people, including the long-term unemployed and those away from the labour market, also through local employment initiatives and support for labour mobility;
- ▶ IP 9i. Active inclusion, including promoting equal opportunities and active participation and increasing employability;
- ▶ IP 9iv. Improving access to affordable, sustainable and high-quality services, including health care and social services of general interest;
- ▶ IP 9v. Promoting social entrepreneurship and job integration in social enterprises and for the social and solidarity economy to facilitate access to employment.



Similarly, actions supported under the ERDF may be implemented under different investment priorities but are recommended to be limited to investment priority 9b. Promoting the physical, economic and social regeneration of disadvantaged urban and rural communities.

The European Agricultural Fund for Rural Development will support the CLLD in particular in Area 6B - Supporting Local Development in Rural Areas.

EMFF will implement the CLLD within the Union's priority 4. Increasing employment and territorial cohesion through the following **objectives**:

- ▶ Promote economic growth, social inclusion, job creation and supporting the mobility of workers in coastal and inland communities, depending on fisheries and aquaculture;
- ▶ Diversification of fishing activities into other sectors of the maritime economy.
- ▶ Under the Partnership Agreement, ITI support focuses on the following areas of intervention:
- ▶ Development of sustainable and efficient transportation between the city and its functional region (TO 4, TO 7),
- ▶ Restoration and development of socio-economic functions of degraded areas of functional urban areas (TO 6, TO 8, TO 9, TO 10),
- ▶ Improvement of the environment in functional urban areas (TO 4, TO 6),
- ▶ Promote energy efficiency and supporting a low-carbon strategy (TO 4),
- ▶ Strengthen the development of functions that build the international nature and supra-regional position of a functional urban area and improve the availability and quality of public services throughout the functional region (TO 1, TO 3)
- ▶ Improve the labour market situation, among others through actions focused on active job search assistance, professional skills improvement and skills adaptation to the needs of the labour market (TO 8, TO 10),
- ▶ Improve access to public services, including education, health protection, social assistance (TO 8, TO 9, TO 10),
- ▶ Access to health and preventive care services as well as to social services (TO 8, TO 9).

In Poland, ITI is implemented in 24 areas (under 16 regional operational programs). A more detailed focus and selection of topics for ITI implementation is specified by the various managing authorities (Voivodeship). Individual ITIs differ from one another by their focus, or they vary in particular by differing priorities (and thus by allocating finance to individual themes). These themes are not supported solely by the territorial dimension and integrated tools, projects implemented within the ITI (ROP) are complemented by projects implemented within the framework of national sectoral operational programs (especially in transport, energy and environment).

According to the representatives of the city of Krakow, ITI support in this city focuses mainly on: promoting economic development, building insulation, low-emission transport, sewerage and waste management, connecting local roads to the TEN network, health infrastructure, providing care for the disadvantaged and elderly, pre-school, primary and vocational education.

In the ROP of Wielkopolska, the representatives claim that the support focuses on building insulation, low-emission transport, sewerage and waste management, culture, education infrastructure, regional road infrastructure, social inclusion, and projects supporting education and business development.

3.3. What are the factors of and barriers to success of the allocation of ESI funds to the selected territories and/or using integrated approach?

What are the elements that make successful integration of integrated tools or, on the contrary, barriers to successful implementation of integrated tools?



According to the Final Report of the Evaluation of the Implementation System of the Regional Operational Program of Podlaskie Voivodeship for 2014-2020, the main conclusions and recommendations regarding the implementation of the CLLD are as follows:

- ▶ Overall evaluation of the CLLD system and procedures is relatively positive, and most respondents in the survey (from different levels of the CLLD implementation) responded positively. However, at the same time, there is a significant percentage of people who find the system insufficiently effective and consider the procedures not allowing effective project selection.

The opinion on the success and effectiveness of the CLLD implementation varies considerably, for example, within the Voivodship Authority (MA ROP).

Main problems of the CLLD implementation mentioned by representatives of the MA are:

- ▶ Excessively general legislation (in particular the law on the implementation of the rural development program 2014-2020 and the CLLD - see answer to question 3.5) and other regulations concerning the implementation of CLLD;
- ▶ Lack of methodical management of the CLLD implementation by the Ministry of Investment and Development (probably due to the fact that the CLLD is implemented only in two regional operational programs out of a total of sixteen);
- ▶ The submission of a large number of projects by LAGs under the ERDF and the ESF that do not meet the conditions set out in the ROP, which creates an excessive burden for the MA;
- ▶ Realization of a large number of small projects, which at the same time contribute only little to ROP objectives and indicators (in other words, a lot of work for the MA with a relatively small result from the perspective of the ROP).

The evaluation of the CLLD implementation by LAGs themselves was also rather positive, even though LAGs perceived a number of shortcomings. LAGs have in particular identified the following **barriers to the successful implementation** of the CLLD:

- ▶ In comparison with the original assumptions of the CLLD as a bottom-up tool that serves local communities and thus reduces the complexity of the whole implementation, it has been shown that the complexity and administrative burden of the implementation of projects is similar to the common projects implemented outside the CLLD (the administrative burden of projects implemented with a budget of several thousand EUR is comparable as for projects with a budget of millions);
- ▶ Existing procedures and documents related to the CLLD are too complicated or not perceived to be sufficiently comprehensible; in some cases they are too general, which leads to different interpretations by the MA and LAGs;
- ▶ The time-consuming implementation of the CLLD caused by the LAG in particular by the insufficient number of workers in MAs dealing with the CLLD;
- ▶ Too general and inaccurate responses to MAs' questions;
- ▶ Overlapping competences of the ERDF, the ESF and Regional Development Departments at the Voivodship Office (especially in the area of project application control and project implementation);
- ▶ The absence of LAG representatives at the meetings of Voivodships authorities on the CLLD topic, so that the LAG does not have the opportunity to comment discussed points or present proposals and the point of view;
- ▶ The impossibility to supplement and explain project applications by the applicants.



LAGs positively evaluated in particular the initiative and involvement of the MA workers from the ERDF department towards the LAG, i.e. the implementation of various meetings, seminars and consultations. Similar involvement would also be welcomed by the workers responsible for the ESF.

Based on various sources (desk research, interviews), the evaluators identified a discrepancy in the methodologies related to the CLLD and the general methodologies related to the ESIF in general. Furthermore, methodological manuals of the Ministry of Agriculture (RO Rural Development Program) and the Voivodship Office (MA of the Regional Operational Program) differ in some areas. These differences cause problems not only to individual parts of the implementation structure and but also to LAGs and other beneficiaries.

3.3.1. Pros & Cons

From the point of view of the MA ROP Podlaskie, the main pros and cons of the implementation of the CLLD are the following:

Pros:

- ▶ Thanks to the CLLD, it is easier for smaller organizations to engage in the ESIF implementation. Projects as such are also smaller, but have a great importance to local communities.
- ▶ The CLLD also strengthens the potential and enables the development of non-profit organizations.
- ▶ The CLLD allows to invest in those areas and themes that are the most important for local communities

Cons:

- ▶ Evaluation process is too complicated, it has several levels that are not always needed. However, the complexity is based on the general regulation, which gives some obligations to LAGs and some to MAs. There was an effort to simplify it, but it did not succeed.
- ▶ Discrepancies between the special law for the CLLD and the law on the ESIF implementation, in some cases are contradictory.
- ▶ The ESIF implementation rules are set primarily for projects of a certain size, but projects in the CLLD are much smaller and a lot of rules and obligations lose sense, but it is not possible to simplify individual processes.
- ▶ Bottom-up approach does not work because many ROP thematic projects are not supported.
- ▶ Multi-funds, the possibility of using more funds when implementing the CLLD, is good but the differences between the funds cause major problems, mainly to the beneficiaries.

In autumn 2017, ELARD (European Leader Association for Rural Development) conducted its own brief **evaluation of the multi-fund implementation of the CLLD**, based on a questionnaire survey among representatives of the LAG. This assessment was conducted in a total of ten countries. The **main relevant results** for Poland are:

- ▶ The use of multiple funds is perceived as the added value of the CLLD. The LAG is positively perceived as a possibility to combine more funds, allowing more effective implementation of local development strategies.
- ▶ The main problem with the implementation of the CLLD is the long-standing procedures, the inappropriate perception and setting of the CLLD only as a further administrative step, the lack of discretion of the LAGs in interpreting the methodologies, the LAG's weakness towards the MA, the very low flexibility of the local authorities in changing the local development strategies during their implementation and lack of interest in project implementation (which is also related to low unemployment in Poland). In addition, too frequent changes to the rules, the demanding



requirements of the ESF and the need to meet the objectives set several years ago were mentioned.

From the point of view of the Ministry of Investments and Development, **the main barriers to ITI implementation** are the following:

- ▶ During the preparation of regional development strategies there was a lack of experience of cooperation and dialogue between local authorities.
- ▶ Other shortcoming was the lack of experience of intermediary bodies that must constantly work to improve their own effectiveness in implementing ITIs.
- ▶ Missing definitions of functional areas in national legislation.

In the City of Krakow's view, the main **factors of success** or, on the other hand, ITI's **implementation barriers** are the following:

- ▶ The key to the successful implementation of ITIs is the relationship between mayors of individual cities and municipalities. Problems in communication, inconsistency or bad personal relationships are, of course, the main barrier. Partnerships of cities and municipalities should be built on common activities contributing to integration. ITI should be a tool for solving common problems in a given territory, not a list of priorities and wishes of individual municipalities. Also for this reason, it is crucial to base development strategies on data, not on "wishes". The partnership should have the structure and potential for its development, it should define a common vision of development agreed by all participating municipalities.
- ▶ Partnerships formed within the ITI should not be led by one of the members - the problem is, for example, if the ITI leader is a regional metropolis. Individual governments have a strong autonomy, so it is necessary to create an institution that will represent all stakeholders together. ITI must take into account the different needs of individual local governments, partnerships should serve everyone and should facilitate co-operation between local governments.
- ▶ The start of the whole process was very challenging. The individual governments had no experience in engaging a partnership and cooperation, they had to learn it as well as willingness to compromise. However, the ESIF option itself was a strong incentive to set up cooperation. However, when the ITI Association began to define its strategy and priorities, the operational program has already been completed, including prioritization.
- ▶ Competences to facilitate co-operation between municipalities are crucial. These competences are not defined as well as the standards and guidelines for cooperation are not defined. It would be good to be able to attend a seminar on the working methods of such organizations (including aspects of psychology and relationship management, etc.). It is important to define how such associations should operate and their support should be defined (e.g. in the development and management of competencies, the Ministry of Investment and Development is provided in technical assistance with funds for the operation of ITI associations, but necessary professional support is missing). In our case, the association of a total of fourteen relatively large self-governing units must be able to create common positions and decisions, to be able to reach a compromise is highly important and from this perspective, the skills of the ITI Association as a mediator are essential for successful cooperation.

That also creates an imbalance. ITI associations do not have sufficient experience and expertise; on the other hand, the Voivodship Office (Managing Authority) has in particular departments for spatial planning with expertise. ITI associations are to a certain extent dependent on expertise and assistance from the MA.



3.3.2. Conclusions & Recommendations

According to the conclusions of the midterm evaluation Assessment of the implementation of the ITI (Ewaluacja systemu realizacji instrumentu ZIT), the **main conclusions and recommendations** are as follows:

- ▶ The most important finding is the positive effect of the ITI tool in activating a number of ITI partner relationships that previously did not exist or were not active. Integrating, building trust among partners, reducing unnecessary competition, defining and trying to solve common problems, and eliminating fears of a completely dominant position in the capitals of the voivodship took place and deepened in the context of activating relations.
- ▶ It is also worth highlighting that the effectiveness of the decision-making process in the implementation of cohesion policy increased as dialogue between partners was needed to create a common stance, which allowed the exchange of information, the sharing of knowledge and experience.
- ▶ Based on these conclusions, a strategic recommendation has been formulated to continue to support functional areas, to consolidate the benefits gained from the implementation of the ITI instrument and to ensure the support of central authorities to the whole concept of metropolitan governance.
- ▶ ITI co-ordination and cooperation reduces project insecurity and leads to higher success rates. The study highlighted the low level of competition between individual partnerships building cooperation - this conclusion should lead to a change in the whole incentive system in the sense that competition on financial allocations between functional areas should be increased, which would increase the pressure on their successful and effective cooperation (e.g. in the form of setting minimum criteria for tackling the key issues of urban functional areas such as spatial planning and efficient public transport).
- ▶ In addition, the study included a recommendation to extend the role and scope of intermediary bodies, following the positive contribution of intermediate bodies to the successful implementation of ITI. The aim of this recommendation is also to contribute to building a sufficient institutional base for ITI associations, which will contribute to the quality of their ITI activities and management. Given the potential and positive benefits of well-functioning ITI associations, ITI associations should be more financially supported in the future, and ITI associations will continue to operate in softer forms based on mutual agreement.
- ▶ The method and the result of the delimitation of the functional areas was evaluated positively, also in view of the fact that it was only exceptionally received positively by the actors involved. At the same time, it was recommended for the next programming period to evaluate the development of existing territories on the basis of indicators and to undertake a new background analysis (based on qualitative evaluation) for possible modifications in the delimitation of the territory.
- ▶ Non-competitive mode was evaluated as a more effective way of selecting projects, at the same time it was recommended to carry out a "strategic assessment" (assessment of the compliance of the project with the development strategy) to the conclusion of the evaluation process.
- ▶ As the analysis shows, many projects had or will have the same effect as implementing these measures individually and not under the ITI. However, it should be remembered that the whole way ITI is implemented is new as well as the partnerships created.
- ▶ The current thematic focus of the ITI has been evaluated as corresponding to the needs and challenges of the functional areas (even though the scope of interventions within the ITI associations was mostly defined only after defining the scope of interventions under the



regional operational programs, the possibility of selecting the focus of interventions for the ITI Association to a certain extent limited).

- ▶ The possibility of external financing (from the ESIF) of development needs was a key motivating element for setting up effective cooperation within the partnership. This cooperation was the most intense, especially during the development of development strategies and the prioritization of needs.

In the future programming period:

- ▶ Intermediate bodies / ITI associations should be included in the process of preparation of operational programs (they have not been sufficiently involved in the current period);
- ▶ It should be obligatory to draw up action plans for development areas, with project implementation being in line with these plans – this should ensure greater involvement of local authorities in project implementation and increased accountability for defined priorities;
- ▶ A so-called functional area office could be created to help implement key ITI principles and principles and help solve problems common to all functional areas (including the Knowledge Centre and the Analytical Centre);
- ▶ Human resources management within ITI associations should be improved in order to ensure greater stability, improve working conditions and develop their competencies in order to improve the functioning of ITI associations.

One of the possible solutions for the future programming period was the creation of a special operational program for functional areas

In the “Integrated territorial development: new instruments – new results” study conducted by the European Policies Research Centre Delft released in June 2018, additional **barriers to successful implementation** are identified:

- ▶ In some regional operational programs, or in some functional areas, it is necessary to extend the territorial partnership. Partners outside the public administration (e.g. non-profit organizations, universities, private sector) should be more closely involved in the partnership.
- ▶ In some areas, the dynamics of the relationship between the regional metropolis and the smaller municipalities surrounding it has changed significantly. Limited cooperation between the city and surrounding areas has traditionally been an obstacle to the strategic development and use of EU funds in the region. However, the combination of financial incentives, ITI-related requirements, and growing awareness of strategic benefits have brought new dynamics into co-operation. Similarly, cooperation between it is and MAs has gradually improved (in particular by acquiring the necessary experience and knowledge).
- ▶ Especially for smaller rural municipalities, administrative procedures are the main barrier to their successful involvement in ITI.
- ▶ Although emerging associations have difficulties in implementing it is in the current period, they gain experience and know-how, they create the necessary structures and practices, and in the future they can be a key factor in the successful development of these functional areas in the post-2020 period.

3.4. How to set up the territorial dimension most effectively to avoid unnecessary administrative burdens on the actors of the implementation structure or the beneficiaries and at the same time make a transparent drawdown?

How to set up integrated tools to make it simple (or as simple as possible) and at the same time transparent? Simplicity and transparency are also on the part of the citizen / applicant, the local



authorities and the MA. How to set up a MA / IB / local government (LAG, ITI) relationship – connection to IT systems, providing an audit trail, etc.?

The final report on the Evaluation of the Implementation System of the Regional Operational Program of the Province of Poland for 2014-2020 shows the following conclusions regarding the effectiveness of CLLD implementation. Specifically, it was **assessed as necessary**:

- ▶ Clearer and more detailed setting of methodical procedures for the CLLD implementation by the Ministry of Investment and Development.
- ▶ More detailed legislation and regulations on the CLLD and alignment of methodologies and procedures between funds and programs (the EAFRD vs. the ERDF and the ESF, respectively the Rural Development Program vs. Regional Operational Programs).
- ▶ More comprehensible methodological guides as well as communication by the MA, simplification of some procedures (especially in the area of project applications and project control) and alignment of the various departments within the MA in order to simplify and speed up administrative procedures.
- ▶ Specify in more detail the tasks and responsibilities of the LAG, for example in the process of evaluating project applications.
- ▶ Ensure adequate training of LAG representatives (both employees and their senior officials).
- ▶ Support the activities of the MAS network in the Podlaskie Voivodeship, which is, among others, a source of good practice for individual LAG members.
- ▶ Increase the MA's communication and work with the MA in the area of implementation of various meetings, seminars and consultations (in particular, to increase the involvement of staff responsible for the ESF).

A brief evaluation of the multi-fund implementation of the CLLD, based on a questionnaire survey among representatives of the LAG realized by the ELARD in the autumn of 2017, showed that the effectiveness of the CLLD implementation would have helped, in particular, the LAG's greater independence from public administration institutions, including the MA. LAGs as such should have the character of independent local development agencies that stimulate local activity and help to create networks of local actors (as opposed to today's status as perceived as a means of obtaining funds).

From the point of view of the Ministry of Investments and Development, the effectiveness of the implementation of the territorial dimension would help to reduce the formalities of certain procedures. In particular, from the Ministry's point of view, it is not necessary to include the ITI Association in the project selection process because it extends the entire evaluation process. Currently, ITI associations express their consistency with the development strategy. However, if the strategies are well formulated and would include a more precise definition of specific projects in the future, the experienced managing authorities would manage the evaluation process without the involvement of another entity, ITI Association. The ITI Association could then be involved in monitoring project implementation.

Another simplification would be to target ITIs to fewer priority targets. In the current programming period due to the circumstances, there was not enough time for the ITI Association to better adapt the priorities defined in the development strategy and the operational program to its real needs.

The selection of projects through open competitions showed up to be administratively easier. These are preferred especially in larger ITI associations where it is easier to select multiple projects within the competition and thus to divide a larger portion of the ITI allocation.

From the point of view of some ITI associations, implementation of the territorial dimension would have helped greater flexibility, or less rigidity. Some ITI associations have defined priorities and needs in their development strategies, but have subsequently proved to be unfeasible within the ESIF.



From the point of view of the ROP of Wielkopolskie, the effectiveness would fundamentally help to avoid the establishment of intermediary entities, where ITI could be the status of a "privileged" beneficiary. For future successful implementation of the territorial dimension, it is important to agree on the status of ITI among all stakeholders and also to involve everyone in the preparation of the program itself. This should also benefit from the strength of the ITI Association - its competent and powerful analytical centre.

From the City of Krakow's point of view, successful implementation of the territorial principle would help if a specific financial incentive had been set for cooperative local governments, so you could get another part of the financial allocation to implement joint projects. In addition, the way of selecting projects should be changed - the competition and selection should be carried out at the level of ITI associations and the MA should not interfere with it. In the case of matching projects within the ITI Association, the competition might not have been realized. The role of the MA should be, in particular, to control the eligibility of costs. At the same time, the effectiveness of the implementation would help if the parameters and standards of cooperation between the ITI and the MA were defined centrally at the level of the Ministry of Investments and Development. There are currently sixteen different procedures, rules and models of the MA-ITI relationship within the sixteen operational programs.

Metropolitan areas should not take on the role of an additional level of self-government, but should rather be a connecting "networking" element to ensure cooperation and communication between the parties. At the level of the metropolitan area, some standards should also be laid down for the implementation of projects and development activities, which are then followed by all involved municipalities (when building parking parks, minimum requirements for these car parks should be defined and individual municipalities should respect them within their projects).

3.5. How were some elements of the territorial dimension, including the IT, applied or anchored in the national legislation or in the ESIF methodical setting?

In the Czech Republic, this is mainly enshrined in legislation (Section 18 of Act No. 248/2000 Coll., On Regional Development Support) and in methodological guidelines (in particular Methodology of the use of Integrated Instruments). How is it solved abroad? How is the role of the LAG (or ITI) anchored in legislation? Do ITI form an intermediary body, or how is the ITI / LAG activity legally secured in implementing the LAG?

The implementation of the CLLD is governed by the Act on the Implementation of the Rural Development Program 2014-2020 and the CLLD, which was jointly developed by the Ministry of Agriculture, Rural Development and Fisheries and the Ministry of Regional Development. This law came into being in 2015 and defines, in a total of 25 pages, in particular the position of the Managing Authority and other entities in the implementation structure, provision and payment of support and technical assistance. Furthermore, the method of the CLLD implementation is governed by common methodological guides (e.g. Annex 6 ROP - Rules for the implementation of the CLLD under the Regional Operational Program for the Podlaskie Voivodeship for 2014-2020).

There is no specific legislation in the ITI area. The whole area is regulated by the Partnership Agreement, the Act on the Implementation of EU Funds in Poland and individual guides and methodological guidelines. Of course, agreements between MAs and IBs, respectively between the Ministry of Investment and Development and the Managing Authorities, and then between Managing Authorities and Intermediate Bodies, are of a legal nature.

3.6. Are the impacts of allocations assessed on the territory (or how is the impact measured, e.g. the Territorial Impact Assessment for assessing potential territorial impact of projects / strategies / policies)?

How is the impact of IT implementation on the territory assessed? What are the results of these evaluations?



Midterm Evaluation of the implementation of the ITI was carried out and is available only in Polish, but should be translated into English, according to representatives of the Ministry of Investments and Development. Some information and conclusions from this evaluation were used to process this case study.

A similar evaluation of the implementation of the CLLD implementation at national level has not been identified. At the ROP level, the Evaluation of the Implementation System of the Regional Operational Program of the Podlaskie Voivodship for the years 2014-2020 was elaborated, which also deals with the implementation of the CLLD and ITI within the ROP.

The aim of this evaluation was a comprehensive evaluation of the ITI implementation system in Poland, including assessing whether the ITI was set up properly. The evaluation also focused on the evaluation of ITI associations' practices and benefits, the roles of managing authorities and other entities involved in ITI implementation.

In general, however, it can be said that the evaluation has focused and will focus rather on the evaluation of the system and on the results of the interventions than on their impacts. There is no appropriate methodology for this and the indicators set within the operational programs are not suitable for this. At the same time, applicable data are not always available, especially because there are no statistics at the level of defined functional territories.

In addition to the evaluations elaborated at the level of the Ministry of Investments and Development, further evaluations will be carried out at the level of the individual regional operational programs.

3.7. How is the territorial dimension addressed outside the integrated tools - is there a similar Czech national document to the territorial dimension?

How does a given country support the territorial dimension outside the IN? Is there a similar procedure to the Instrument for Use of Integrated Instruments (MGIN) and the National Document to the Territorial Dimension (NDTD)?

Territorial dimensions are not solved outside of integrated tools. In Poland, there is a general document called the National Strategy for Regional Development (Krajowa Strategia Rozwoju Regionalnego). Further updates of this document will be made for the period 2020-2030, including a proposal on how ITI should be included in other strategy papers. This strategy along with the Balanced Development Plan also focuses more on medium-sized cities.

In the future, according to the study Evaluation of the ITI Implementation System, a strategic document - National Policy of Urban Functional Areas should be established, which would set out the basic elements and principles of their functioning and determine the direction of their further development. This document would also be key to the future management of the ITI instrument, contributing to stabilizing procedures and clarifying further direction in this area.

3.8. What knowledge already exists about the functioning of the integrated approach and its evaluation against the standard thematic approach (i.e. allocation of resources through the classical operational programmes)?

Is the current setting of integrated tools (in terms of process setup and implementation structure) appropriate and effective (compared to other ways of supporting the territorial dimension)?

Method of allocating funds to selected territories without the use of IT or with a combination of different instruments.

For the ITI and the CLLD, see the answer to question 3.6.

The intention of this period was to set the territorial dimension and sectoral approach to complement each other. However, it is too early to evaluate the success of this approach.



From the point of view of the Ministry of Investments and Development, the current setting of integrated tools does not appear to be more effective than the standard thematic approach. Because of the integrated tools, many formal procedures are set, but the overall benefits of this tool do not seem to be so great. However, as is clear from the ITI's own statements, this period was particularly "learning", so proper evaluation of the usefulness of integrated tools should only be realized after the next programming period.



4. Project activity review

Total number of institutions approached

- ▶ 4

List of institutions approached

- ▶ Ministry of investment and development (4 respondents)
- ▶ Office of the marshal of the Wielkopolska voivodship
- ▶ Office of the marshal of the Podlaskiego voivodship
- ▶ Krakow City Council

List of studies, analyses, evaluations, and other relevant documents used

- ▶ ELARD short survey on CLLD multi-funds implementation, 2017
- ▶ Ewaluacja systemu realizacji instrumentu ZIT (Evaluation of the ITI execution system), June, 2018
- ▶ Ewaluacja systemu realizacji Regionalnego Programu Operacyjnego Województwa Podlaskiego na lata 2014-2020 (Evaluation of the implementation system of the ROP Podlaskiego voivodship for the programming period 2014-2020), 2018.
- ▶ Programming of the 2014–2020 financial perspective - Partnership Agreement, May, 2014
- ▶ ROP Podlaskiego voivodship website, available at https://rpo.wrotapodlasia.pl/pl/dowiedz_sie_wiecej_o_programie
- ▶ ROP Kuyavian-Pomeranian Voivodeship website, available at <http://www.mojregion.eu/index.php/rpo/rozwoj-lokalny-kierowany-przez-spolecznosc>
- ▶ REGULAMIN KONKURSU NA WYBÓR STRATEGII ROZWOJU LOKALNEGO KIEROWANEGO PRZEZ SPOŁECZNOŚĆ (Rules governing the selection of a regional development strategy)