



The Interreg IVB
North Sea Region
Programme



Bundesaamt
für Bauwesen und
Raumordnung

IRPUD

Institut für Raumplanung
TU Dortmund

tu technische universität
dortmund

Development of strategic projects for transnational cooperation in Interreg IVB

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The Interreg IVB North Sea Region Programme:

Transnational Cooperation Seminar

Integrated Regional Development: Declining and Expanding Areas in the North Sea Region

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- Research project “Preparation of strategic projects of transnational cooperation”
- Funded by the German Federal Office for Building and Regional Planning (Bundesamt für Bauwesen und Raumordnung, BBR, 2006-2009)
- Selected working steps:
 - Identification of strategic project attributes, selection of potentially strategic Interreg IIIB projects.
 - In-depth analysis of selected Interreg IIIB projects.
 - Guideline “Developing and Assessing Strategic Transnational Co-operation Projects (Interreg IVB)”



- “Compared to ‘good’ projects financed under the programme, strategic projects should have **certain additional features**.
- Strategic projects should not be regarded mechanically, where just some ‘tick-box’ requirements are to be met.
- Rather, they should be seen as projects that have all the characteristics of ‘good’ projects but in addition have the ambition to result in **significant change or improvement in the whole or large parts of the NSR.**”



(“INTERREG IV B North Sea Region Programme 2007-2013, Operational Programme”)

- **Are strategic projects just ‘better’ projects? Or do specific ‘strategic’ attributes exist?**

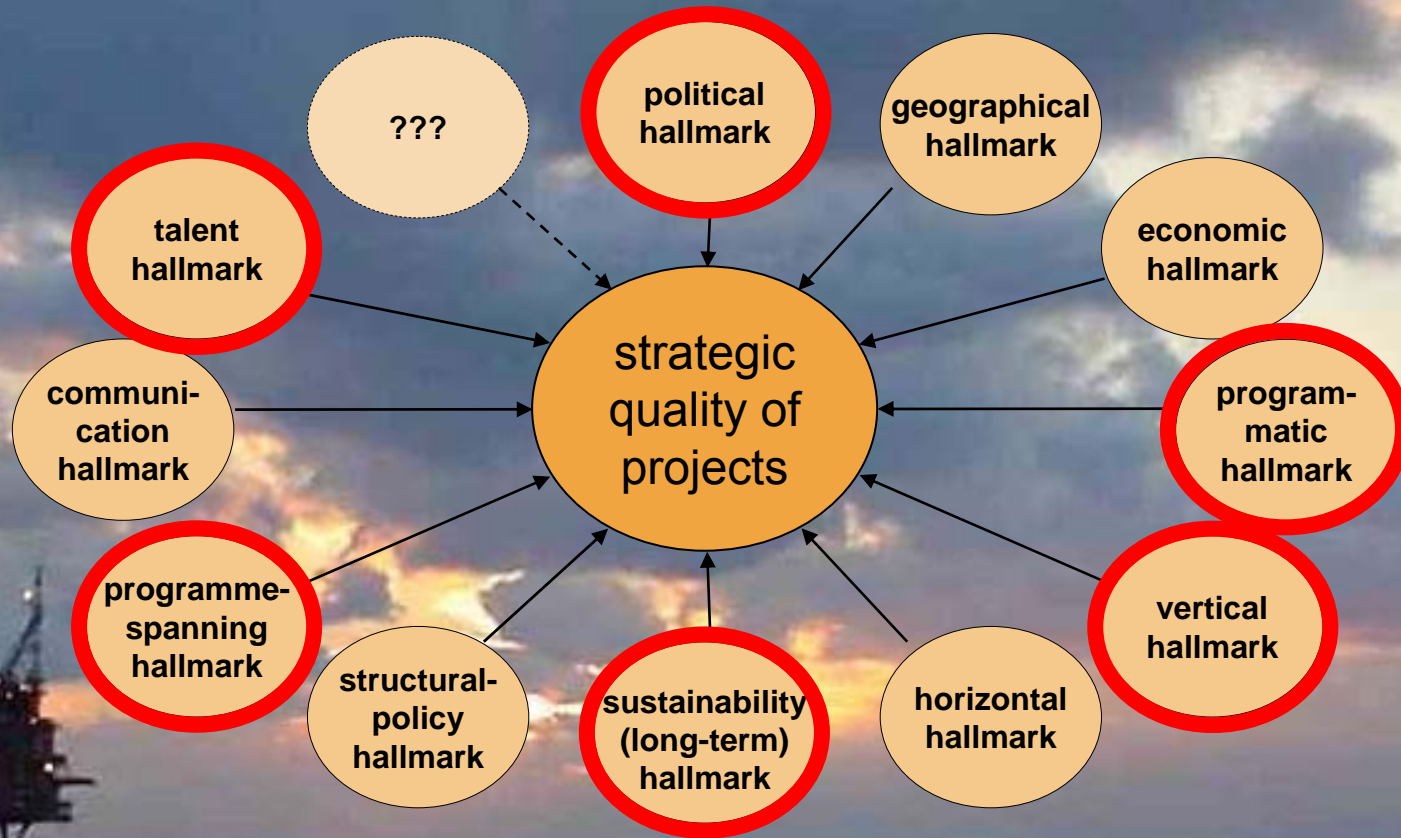
- General meaning of ‘strategic’: subordination of thinking, decisions and actions to superordinate or higher objectives and goals without being swayed by matters of immediate urgency
- Common feature from different definitions: at a **superordinate level**, it is necessary for an authority to decide how existing and limited resources should be put to use over a stipulated and **longer-term horizon** in order to **achieve previously defined objectives**



- Strategic projects rise above “good” projects in respect of the significance and trajectory of the effects which they generate both in time and in space.
- Strategic projects generate
 - impacts which are manifest over a **larger area** (throughout large parts of – if not the entire – co-operation area, or even beyond),
 - incisive technical/sectoral impacts (**integrated** and **interdisciplinary** approaches),
 - **long-term** impacts (enduring well beyond the end of the project), and
 - a **diversity** of impacts geared to achieving an overriding objective (radiating into the ambits of various features).
- **Not every good project is necessarily strategic, but every strategic project is a good project**

Strategic hallmarks of transnational co-operation projects

Also for the North Sea Region?



- An Interreg B project can be called “strategic” when the following conditions are met:
 - **The majority of strategic hallmarks have been largely satisfied:**
 - broad strategic potential
 - high likelihood to deliver strategic results.
 - **All of the especially critical hallmarks are largely satisfied:**
 - the more important hallmarks are satisfied
 - highly likely that that project will achieve strategic results.
 - **One of the especially critical hallmarks has been satisfied completely:**
 - the hallmark has been satisfied to an unusually high degree
 - cases of this kind underline the fact that what matters is not solely generating projects of “global-strategic” quality

- Demographic change in general
- Innovative approaches to integrate problems of decreasing population and at the same time ongoing land consumption in agglomeration areas
- Development potentials of shrinking cities in a changing climate
- Making cities more attractive for high-skilled working migrants
- Developing supply and public transport solutions for ageing suburban quarters
- ...



How can project partners generally prepare strategic projects?

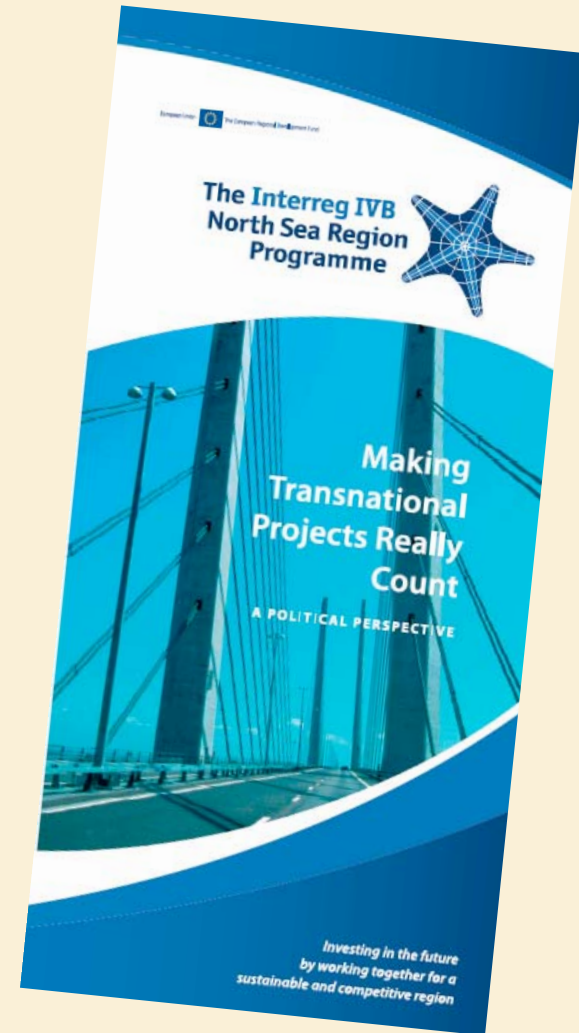
- 1. Committing national-level partners**
- 2. Ensuring that a project gains political backing**
- 3. Committing partners with financial autonomy**
- 4. Orientation of project objectives to European, national and regional programme objectives**
- 5. Helping to shape political processes**
- 6. Selecting project partners on the basis of strategic criteria**

How can project partners generally prepare strategic projects?

- 7. Project management geared to strategic project objectives**
- 8. Adopting a strategic approach in developing project ideas**
- 9. Drawing on expertise from the field of economic development promotion**
- 10. Involving functioning networks**
- 11. Professional communication strategy**
- 12. Guaranteeing high levels of technical competence**

Further development of information leaflets

- Leaflet „Making Transnational Projects Really Count“ good basis
- Further development for other aspects of strategic project development



- Discussion on the strategic importance of Interreg projects remains very **open**
- Results of such discussion and experiences **vary** from co-operation area to co-operation area
- Aspects are a **basis for orientation** to enable those involved in projects and programmes to enhance the strategic quality of Interreg IVB projects
- Should be regarded as being **independent of the actual criteria** and requirements which strategic projects are subject to in any specific co-operation area
- Set of **possible hallmarks** for strategic projects which are capable of rendering a project “strategic”



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Thank you for your attention

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