
IMPACT ASSESSMENT: WHAT DO STAKEHOLDERS IN CROSS-BORDER REGIONS NEED TO KNOW?

The perspective from the Italian-Slovenian border

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CROSS-BORDER COOPERATION

Definition



- Cross-border cooperation (CBC) is a concerted process of building neighbourly relationships between local stakeholders and authorities on both sides of national land and sea borders.

A tool for action across borders



- CBC is not about conveying additional powers to border communities or authorities. Rather, CBC is a more efficient way of exercising their powers.
- Promoting the socio-economic development of the border area.
 - E.g. attracting new financial resources; efficiently using local capital (nature, finance, culture, organisations, relationships, etc.); improving employment opportunities, etc.
- Developing economies of scale to provide better services.
 - E.g. providing high-quality health-care and education; efficiently managing natural resources (i.e. rivers); upgrading transport infrastructures, etc.
- Widening cultural perspectives.
 - E.g. promoting bilingualism and minority groups rights; promoting cultural diversity within educational curricula; promoting a non-ideological interpretation of history and mutual knowledge and trust, etc.

BENEFITS OF CBC

BORDER MUNICIPALITIES

Overcoming peripheral positioning
Share resources in addressing common problems
Better management of common assets
Better economies of scale
Better access to external funding and expertise

BORDER COMMUNITIES

Better accessibility to cross-border infrastructures and services
Stronger civic participation opportunities
Improved socio-cultural relations and networks across borders

LOCAL DEVELOPMENT

Economy

- Employment growth
- Investments
- Incubators
- Territorial Marketing

Environment

- Heritage preservation
- Crisis management
- Tourism

Culture

- Heritage promotion
- Education
- CSOs promotion

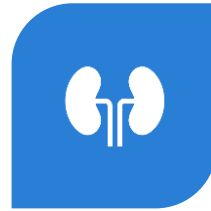
Infrastructure

- Utilities / Services
- Transport

Risks of CBC



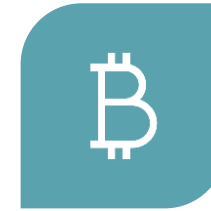
LESS DYNAMIC
DECISION-MAKING



OVER-ELABORATED
CBC STRUCTURES



DEMOCRATIC
DEFICIT



HARDEN (NATIONAL)
ADMINISTRATIVE
BORDERS



WEAKEN RELATIONS
WITH NATIONAL
AUTHORITIES

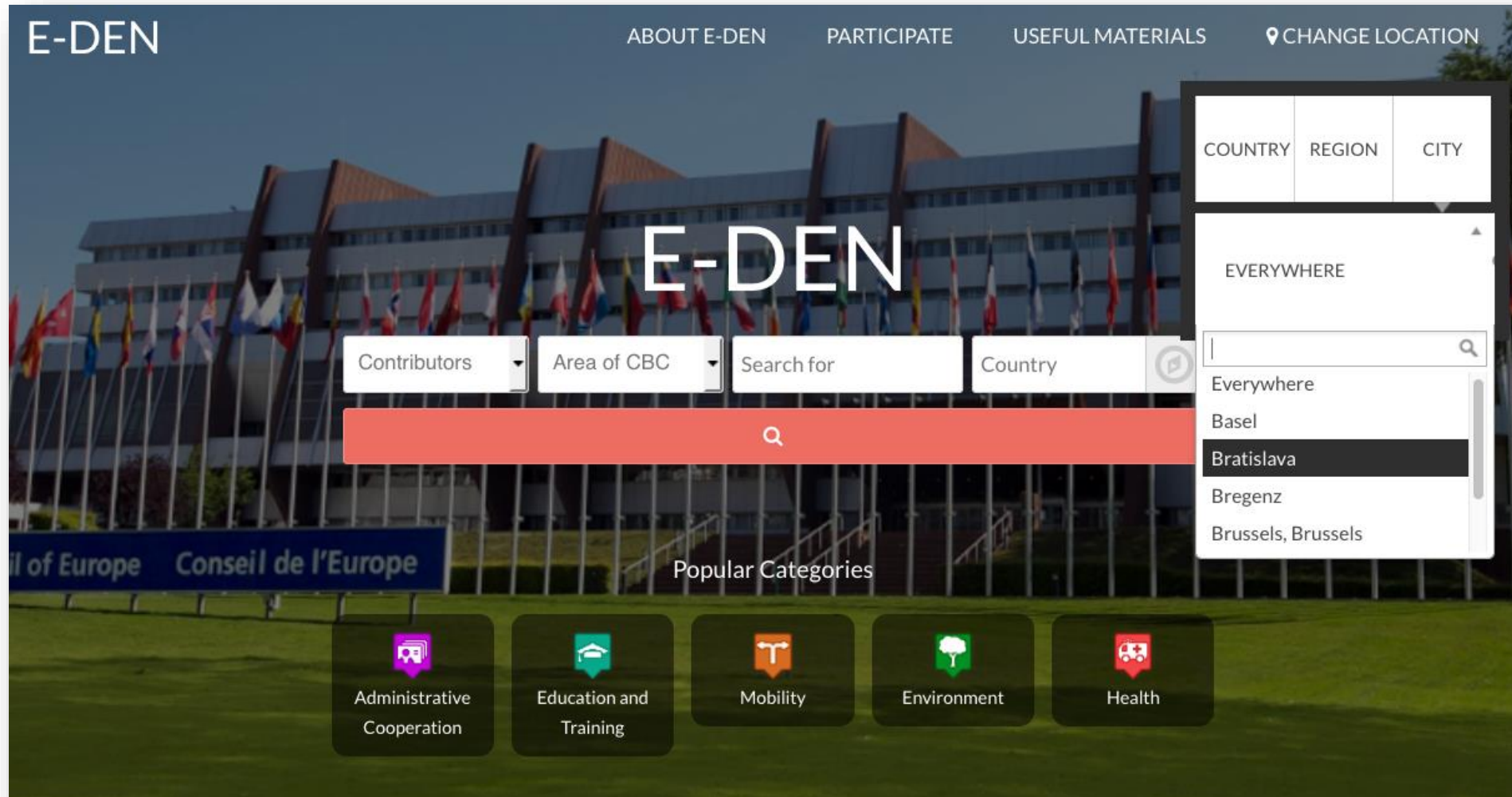


POLITICAL COSTS
(I.E. SHARING
PRESTIGE)

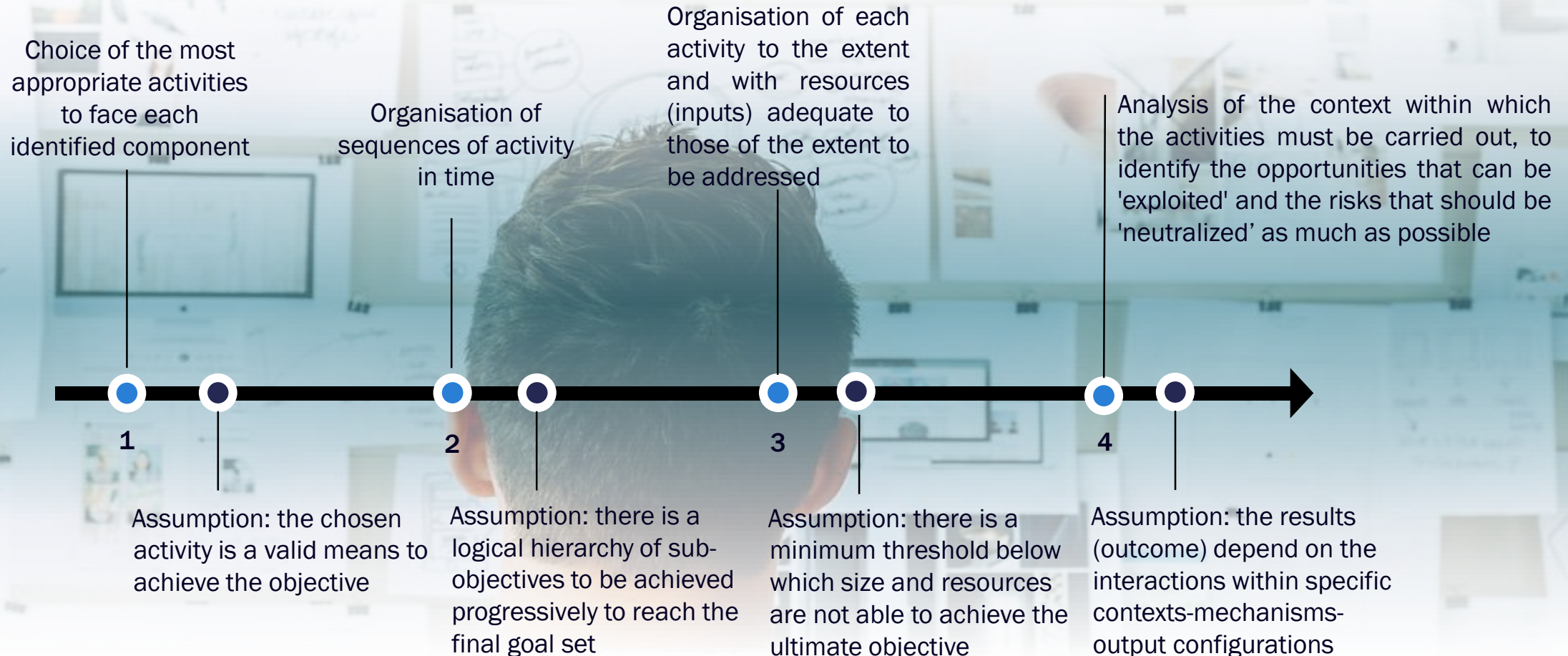


SUBJECT TO
POLITICISATION

EDEN (www.cbc.isig.it)

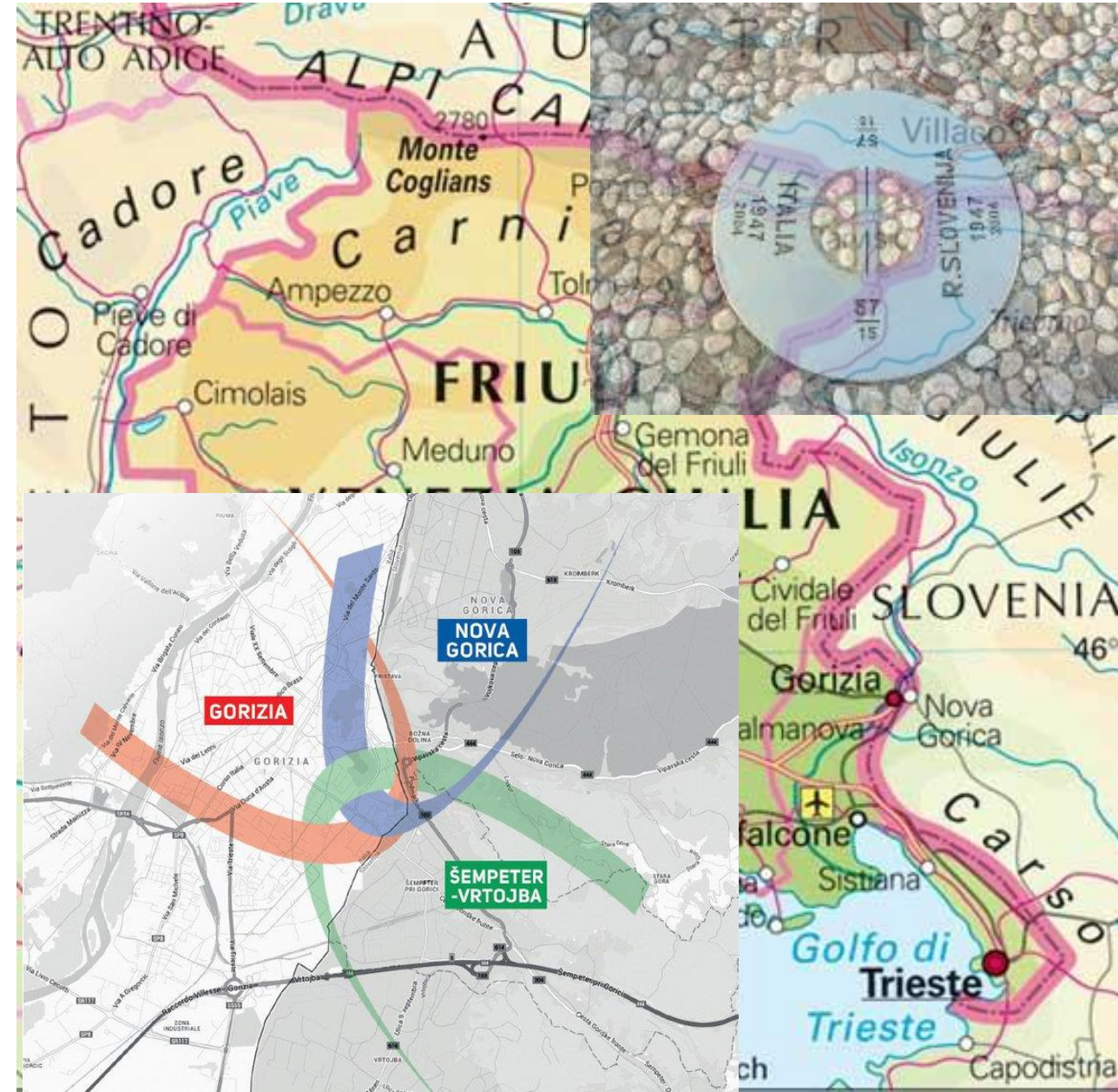


Action planning

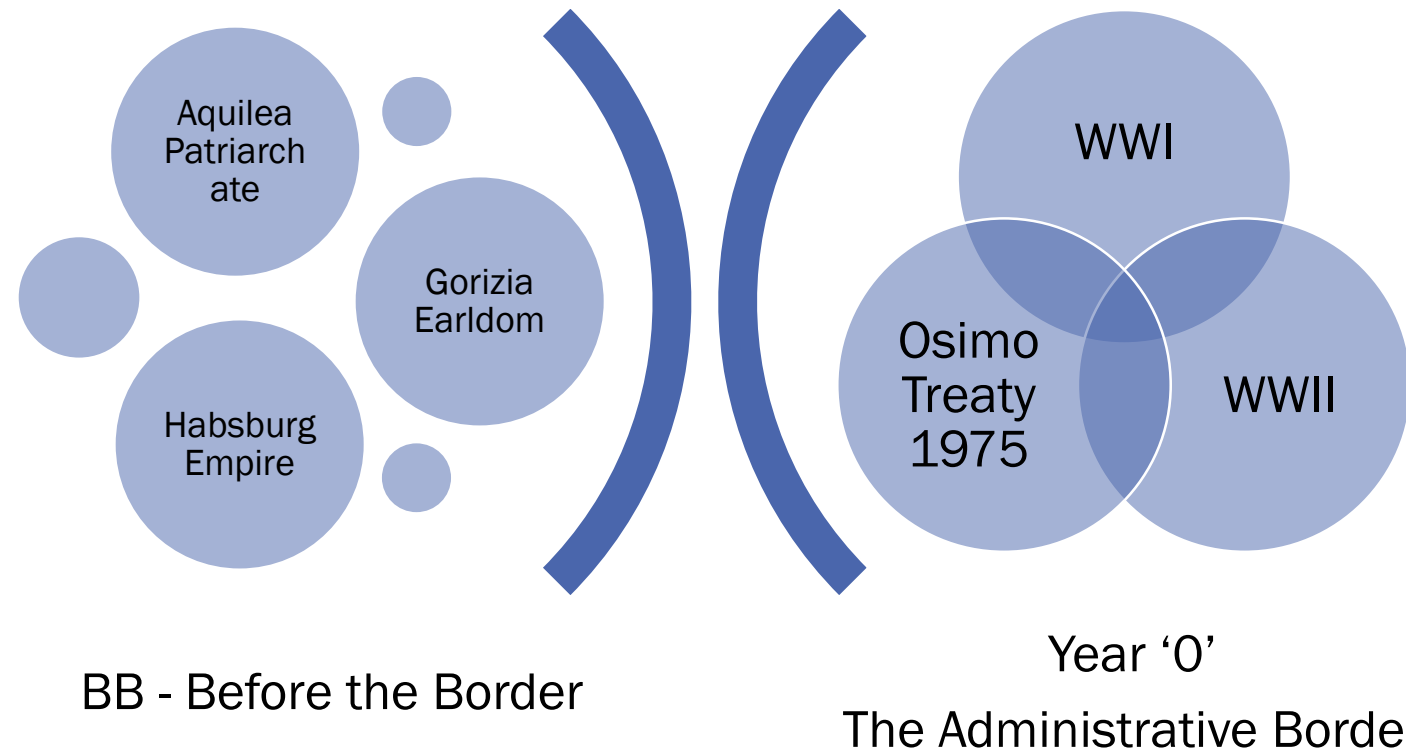


ITALY – SLOVENIA BORDER

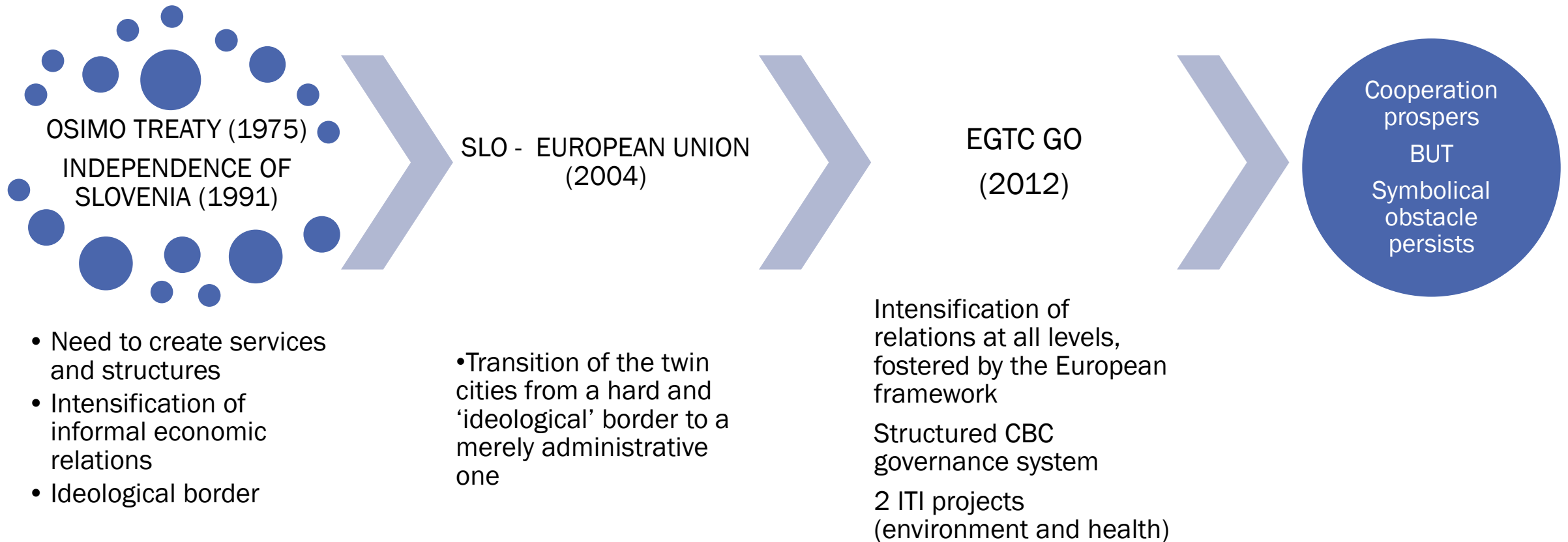
- North-South axis
- More than 230 km
 - On the Italian side the Eastern border of the Autonomous Region Friuli Venezia Giulia touches 3 out of 4 of its provinces and a total of 24 municipalities
 - On the Slovenian side, the border touches the statistical regions of Obalno-kraška and Goriška and a total of 13 municipalities.
- The border/cooperation area develops mainly within the Isonzo/Soča river valley, climbing up as well in the hills area of the Collio/Brda and Carso/Karst.
- Three municipalities
 - the Municipality of Gorizia in Italy
 - the municipalities of Nova Gorica and Šempeter-Vrtojba in Slovenia



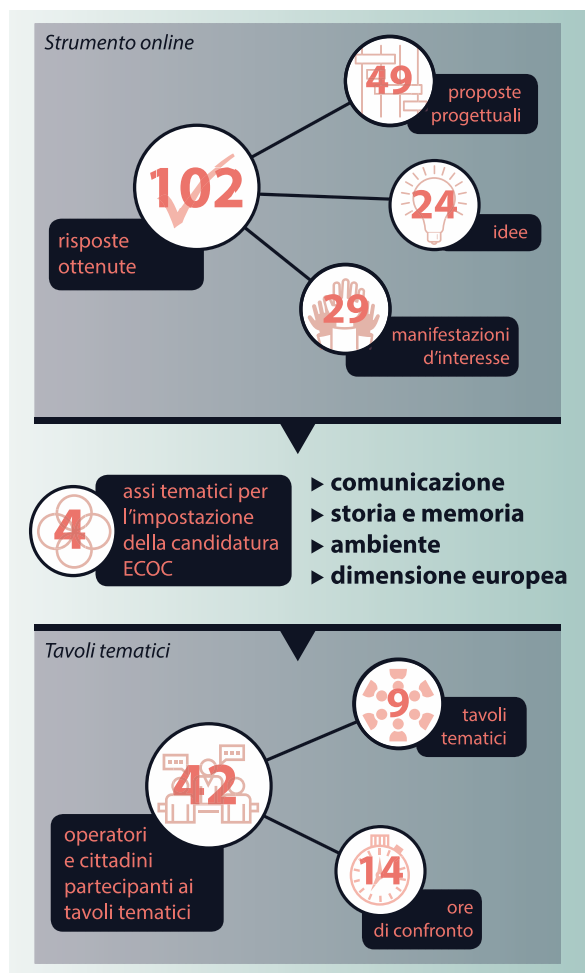
FROM GEOPOLITICS TO COOPERATION 1/2



FROM GEOPOLITICS TO COOPERATION 2/2



Tangible CBC initiative



European Capital of Culture 2025

presentation results

GO! 2025

Nova Gorica • Gorizia

A city from Slovenia and another from Germany will be chosen as the 2025 European Capital of Culture.

The city of Nova Gorica is aiming at the title while presenting its cross-border cooperation with neighbouring Gorizia as one of its advantages. The two cities are going to prepare a joint programme to both promote and strengthen the resources of a unique cross-border area.

GO! 2025

#GO2025 #NovaGoricaGorizia2025 #GOborderless2025

The goals of evaluation



Decide on the
'merit' of an
intervention

1

decide on the opportunity to start, continue, expand, suspend, limit ... the intervention, 'being accountable' to the stakeholders

Improve an
intervention

2

introduce changes in its implementation process, aimed at improving the execution and / or attainment of the objectives (formative evaluation)

Increase
knowledge

3

(cognitive activity) on the functioning mechanisms of the intervention, that is on the processes of social change whose 'desirability' has been at the basis of the planning of the intervention

Increase
learning skills

4

of the actors (all those who participated in the intervention or who were involved), through reflection on the actions undertaken and the consequences that derive from them (organizational learning)

The focus of evaluation

The object of the evaluation is an intervention, an action that aims to intervene on reality and modify its progress.

Based on the level of innovation, we distinguish:

DEMONSTRATIVE INTERVENTIONS, in the experimental phase, whose validity must be established

• **pilot interventions** | totally new approaches to solving problems

| purpose of the evaluation is the verification of the internal validity (the results are due to the intervention and not to other causes)

• **model interventions** | replicas of pilot interventions in different contexts

| purpose of the evaluation is the verification of the external validity (the intervention produces the same results when repeated in different contexts)

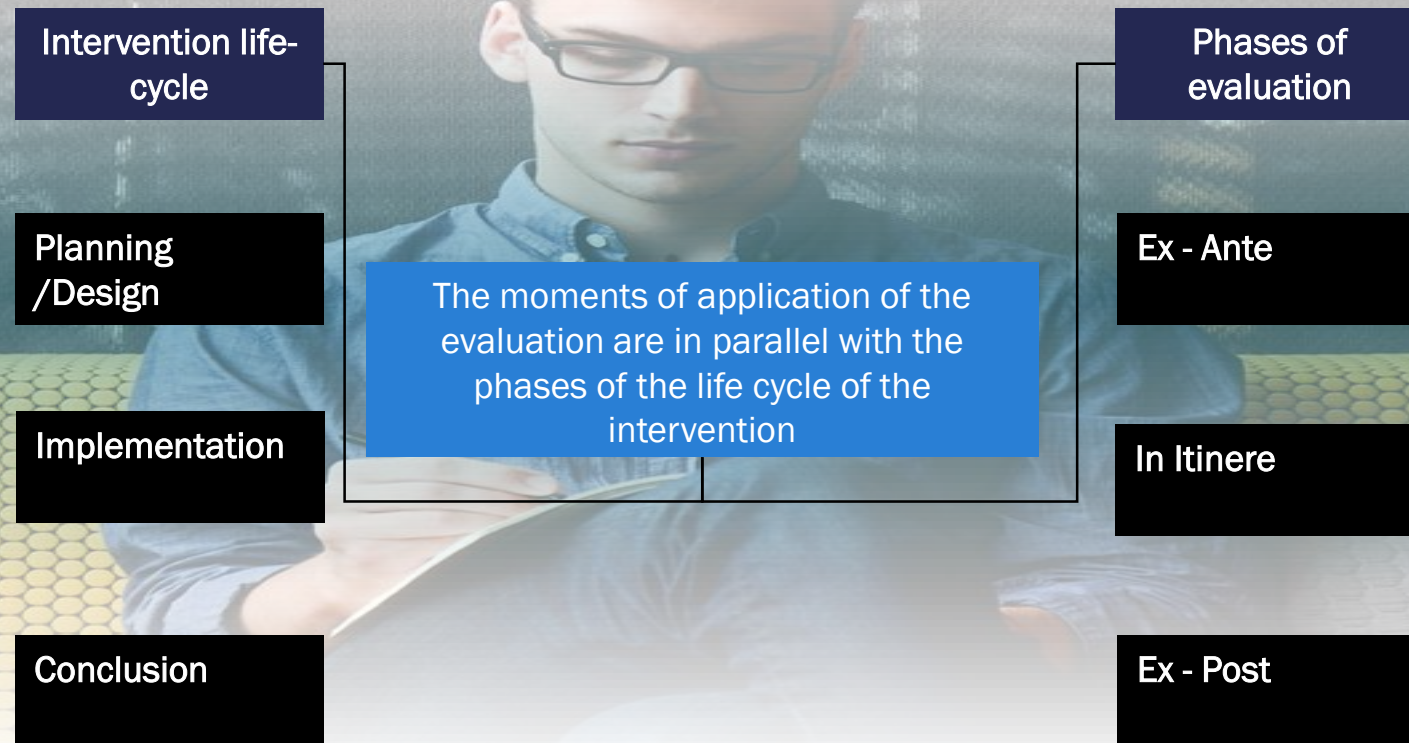
• **prototype interventions** large-scale replication of model interventions

| purpose of the evaluation is the improvement in the achievement of the results

OPERATIONAL INTERVENTIONS, with standardized implementation modalities and routine

| purpose of the evaluation is the improvement in the achievement of the results

The phases of evaluation



Ex-ante Evaluation

- It can have three different purposes, not mutually exclusive:
 - provisional assessment of the effects and impacts
 - to foresee the 'scenario' at the end of the intervention and then direct the decisions of merit;
 - evaluation of the quality of the design and of the design of implementation strategy
 - to analyse the internal logic of the intervention (choice of objectives, actions to be implemented, modalities of implementation) and to judge how much it satisfies the identified needs
 - evaluation for the selection of projects
 - to identify which, among several competing projects, will be better in achieving the given goals

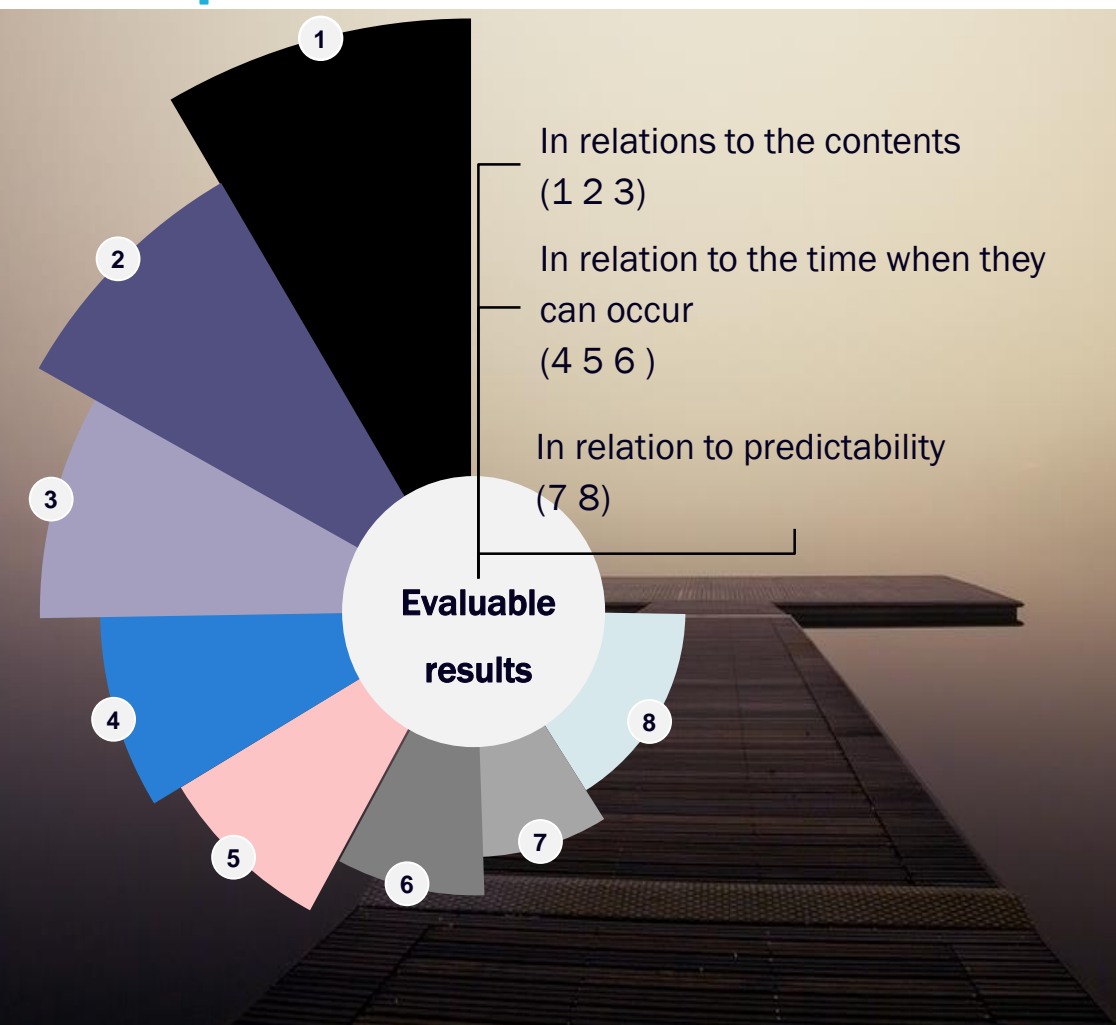
ex-ante

In itinere Evaluation

- Performed during the course of the intervention, in order to check its operation, implementation methods, the progress towards the achievement of the objectives, any unexpected effects.
- Two possible approaches, not mutually exclusive:
 - continuous, throughout the implementation of the intervention, formulating judgments based on the data collected with the monitoring and documentation activities
 - medium-term, in a precise moment, already foreseen by the design of the realization of the intervention
- The main purpose is to provide information and judgments to improve the intervention during its implementation (formative evaluation)

in itinere

Ex-post evaluation



1

Output (achievements) - what is 'produced' using resources

2

Outcome (results) - benefits obtained from the beneficiaries and / or changes that occurred in the situation in which they intervened

3

Impacts - more general consequences occurring in the context within which the intervention took place

4

In the short term - they manifest themselves at the end of the intervention, but they could also run out quickly

5

Latents - limited to the conclusion of the intervention, tend to increase over time

6

In the long term - they occur after a more or less long period from the end of the intervention

7

expected (both positive and negative) - already covered by the design phase

8

unforeseen - unexpected consequences, not determinable a priori during the design phase, both positive (hidden blessings) and negative ones (perverse effects)

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LAP for CBC Toolkit (2017)



DEFINITION

The Toolkit was developed within the Leadership Academy Programme (LAP) as a specific training tool, providing trainers and trainees with knowledge, case-studies and exercises focusing on CBC.

The Leadership Academy Programme (LAP) is a learning and action course targeting senior officials and elected representatives of public organisation.

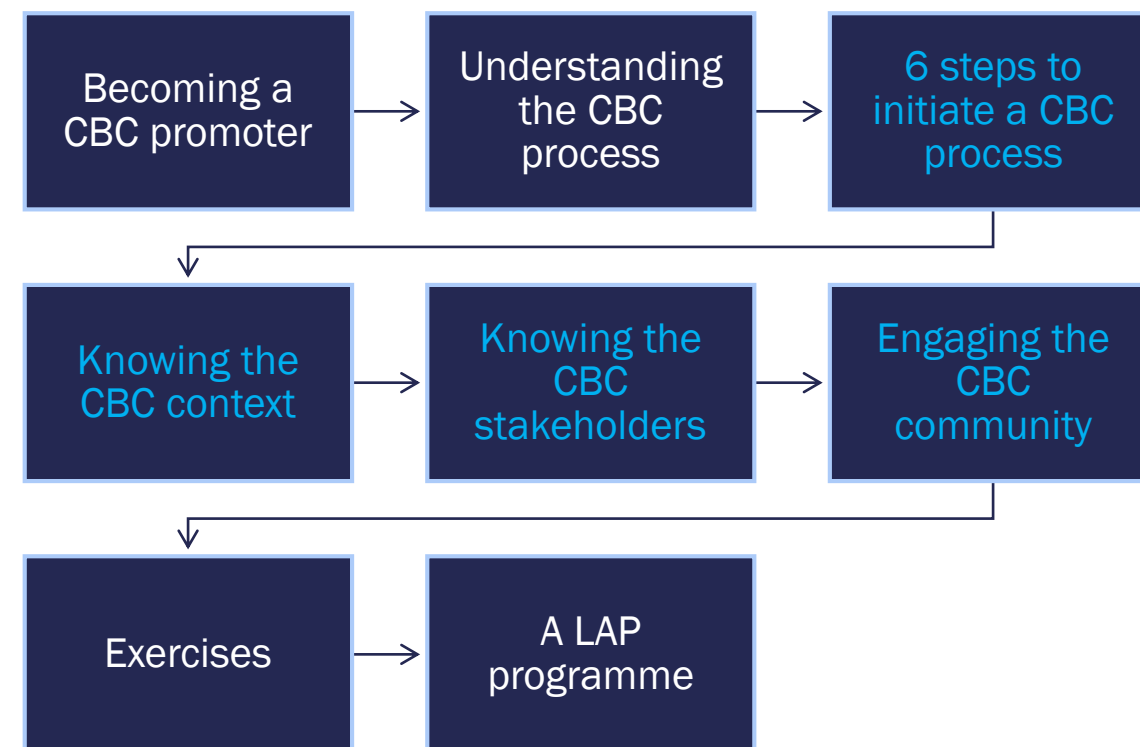


OBJECTIVE

To provide an overview of existing tools and frameworks, while enriching them with new methods and instruments with a specific focus on training. The toolkit structure allows practitioners to better “decode” existing materials and stimulates them to increase their leadership skills in order to ensure efficient and sustainable CBC processes.



STRUCTURE



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