European Regional Development Fund

(2007 - 2013)

INTERREG IVC

Commission Decision

C(2007) 4222 of 11 September 2007

Amended by

Commission Decision

C(2012) 6859 of 28 September 2012

ANNUAL IMPLEMENTATION REPORT

2012

27 June 2013

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Annexes

1. Identification and executive summary

OPERATIONAL PROGRAMME	Objective concerned	Territorial cooperation
	Eligible area concerned	Whole EU plus Norway and Switzerland
	Programming period	2007-2013
	Programme number (CCI No)	CCI 20007 CB 163 PO 046
	Programme title	INTERREG IVC
ANNUAL IMPLEMENTATION REPORT	Reporting year	2012
	Date of approval of the annual report by the monitoring committee	27 June 2013

After the approval of the last remaining funds to projects at the end of 2011, the programme's focus has changed from the promotion of the programme to the monitoring and control of the running projects, the capitalisation of results achieved and the dissemination. 2012 was also marked as a year, in which the preparation of the future programme started.

Being only about half-way through with the project implementation, the programme has already reached a critical mass in terms of achievements. 4,527 staff members with increased capacity, 252 good practices transferred, 262 policies improved, and 201 spin-off activities - to mentioned only a few figures - clearly demonstrate the leverage effect of this programme that represents only about 0,1% of the Cohesion Policy budget.

The aim of the started thematic programme capitalisation (TPC) is to identify behind these impressive figures the innovative content of the projects and make it available to all regions in Europe. The TPC activities started in 2012 with the engagement of a capitalisation officer, followed by contracting of external expertise, workshops with projects and the analysis of the policies tackled by the projects. The first results are expected in 2013.

As in the previous years, the financial controls carried out under the responsibility of the Auditing Authority confirmed the sound financial monitoring system. The error rate was again well below the 2% ceiling.

The communication activities focused on seminars for running projects and the presentation of the project and programme results.

2. Overview of the implementation of the operational programme

2.1 Achievement and analysis of the progress

2.1.1 Information on the physical progress of the operational programme

Based on the indicator system approved by the Member States for the INTERREG IVC Programme and outlined in section 4.5 of the operational programme (OP), the table in annex 01 shows the achievement in the different sections up to the year 2012. The baseline value for all indicators is zero.

2.1.2 Financial information (in EUR)

Table 1: Financial information by priority and by source of funding (2007 to 2012)

	Expenditure paid out the beneficiaries included in payment claims sent to the managing authority	Corresponding public contribution	For information		Private expenditure (1)	Expenditure paid by the body responsible for making payments to the beneficiaries	Total payments received from the Commission
			Norwegian contribution	Swiss Contribution			
Priority 1: Innovation and the Knowledge Economy ERDF, Public Funding	79,423,035.40	79,423,035.40	424,471.64	0.00	0.00	61,599,496.06	63,538,428.32
Priority 2: Environment and Risk Prevention ERDF, Public Funding	56,760,593.51	56,760,593.51	95,405.28	0.00	0.00	43,971,942.18	45,408,474.81
Priority 3 Technical Assistance ERDF, Public Funding	13,871,523.55	13,871,523.55	181,314.83	90,657.42	0.00	9,710,066.38	9,710,066.38
Grand total:	**150,055,152.46**	**150,055,152.46**	**701,191.75**	**90,657.42**	**0.00**	**115,281,504.62**	**118,656,969.51**
Total in transitional regions in the grand total	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total in non-transitional regions in the grand total	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ESF type expenditure in the grand total where the operational programme is co-financed by ERDF (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00

(1) Only applicable for operational programmes expressed in total cost
(2) This field is completed where the operational programme is co-financed by the ERDF or the ESF where use is made of the option under Article 34(2) of Regulation (EC) No 1083/2006

2.1.3 Information about the breakdown of the use of funds

Table 2: Information about the breakdown of the use of funds 2007 to 2012

Code (*) Dimension 1 *Priority theme*	Code (*) Dimension 2 *Form of finance*	Code (*) Dimension 3 *Territory*	Code (*) Dimension 4 *Economic activity*	Code (*) Dimension 5 *Location*	Amount (**)
09 Priority 1: *Innovation and the Knowledge Economy*	01	10	00	inter-regional	61,599,496.06
54 Priority 2 *Environment and Risk Prevention*	01	10	00	inter-regional	43,971,942.18
85 Priority 3 *Technical Assistance*	01	10	00	inter-regional	7,807,890.35***
86 Priority 3 *Technical Assistance*	01	10	00	inter-regional	3,044,867.19***
				Total:	**116,424,195.78**

(*)	The categories are coded for each dimension using the standard classification
(**)	Allocated amount of the Community contribution for each combination of categories.
(***)	The figures include technical assistance paid by the managing authority but not yet co-financed with ERDF by payments from the certifying authority (body responsible for making payments to the beneficiaries). They differ therefore from the amount indicated in table 1 under priority 3.

Further financial information regarding ERDF commitments and payments by year can be found in Annex 02.

2.1.4 Assistance by target groups

The assistance of the programme is only targeted at public bodies and bodies governed by public law. The table below shows the amounts paid by the end of 2012 to these target groups:

Table 3: Assistance to target groups in ERDF 2007 to 2012

Target Group	ERDF in EUR
Public bodies	54,518,563.32
Bodies governed by public law	51,052,874.92
Total	**105,571,438.24**

2.1.5 Assistance repaid or re-used

No assistance was repaid or re-used in 2012.

2.1.6 Qualitative analysis

As already announced in the annual report 2011, the programme committed all remaining funds to projects by the end of 2011. At the beginning of 2012, the project and finance officers were therefore busy monitoring the fulfilment of the conditions, set by the Member States, and the contracting. The conditions set included also the requirement to all 82 approved projects to reduce their budget by 5 %.

On the project side in 2012, the programme focused on sound monitoring of the running projects to ensure that they were not only implemented as approved by the Monitoring Committee, but also that their achievements reported were valid and in accordance with the programme expectations. The monitoring was carried out by checking incoming progress reports twice a year, participating in project final conferences and mini-programme steering groups, providing various email and telephone consultations, and, when necessary, by inviting project representatives to meet the JTS at its premises in Lille.

The average underspending of running projects, which is usually quite high during the start-up phase of the projects, was reduced to 22% in 2012, from 33% in 2011, while in 2010 we had to report an average project underspending of 40%. Thanks to the n+3 rule and the reasonably high spending of running projects, the programme avoided any de-commitment of funds in 2012.

The processing of requests for changes in 2012 was also a task that required significant human resources on the programme but also on the project side. Beside the usual adjustments of budgets, more and more partner changes had to be handled. The financial crises probably played a major role: partner organisations were closed, restructured or merged to reduce costs, while others lost the financial capacity to participate in projects. A replacement partner was usually found; however, in some cases, the existing partnership took over the activities as well as the budget of the leaving partner.

Concerning the thematic programme capitalisation, which had been approved by the Member States in 2011, a capitalisation officer joined the programme at the beginning of 2012

and launched the implementation of this strategic initiative. Further information is outlined in section 2.7.4.

In respect to the promotion of equal opportunities for men and women and the protection of the environment, several fields of the application form require applicants to indicate and describe the effects of the project 'on the ground', and also how the day-to-day implementation of the project takes account of these requirements. The programme's decision-making body, the Monitoring Committee, is obliged to ensure that the requirements regarding equal opportunities for men and women and the protection of the environment are fulfilled, in accordance with chapter 8.3 of the programme.

These requirements were taken into account and evaluated when assessing and approving projects. 64 % of all approved projects focus on or are regarded to be positive in terms of equal opportunities. 84 % of all projects place the main focus on or are regarded to be positive in terms of environmental sustainability.

Chapter 6.4 of the operational programme (OP) specifies the need for the Member States, where appropriate, and in accordance with current national rules and practices, to organise a partnership with the respective authorities at regional, local and urban levels, and with economic and social partners and other appropriate bodies.

2.2   Information about compliance with community law

No problems relating to the compliance with community law were encountered in the implementation of the operational programme in 2012.

2.3   Significant problems encountered and measures taken to overcome them

The programme did not encounter any significant problems. However, as mentioned above, the financial crisis did have an impact on the capacity of some partners to continue with their participation in the projects. In most cases, a replacement partner was found.

2.4 Changes in the context of the operational programme implementation

No changes in the context of the operational programme implementation were noted in 2012.

2.5 Substantial modification pursuant to Article 57 of Regulation (EC) No 1083/2006

No substantial modification of an operation as referred to in Article 57 of Regulation (EC) No 1083/2006 is to be reported.

2.6 Complementarity with other instruments

During various information events and the consultations with potential partners, INTERREG IVC staff systematically underlined the specific nature of the INTERREG IVC programme. It was made clear that INTERREG IVC could not be a substitute for the ESF or other EU programmes.

Furthermore, during the application process all applicants were required to confirm, in their co-financing statement, that no expenditure related to their project had been or would be funded by any other EU programme. In addition, the lead applicant was required to confirm in the application form that neither their project, nor any part of it, had received, or would receive, any other complementary EU funding during the whole duration of the project.

In the quality assessment, one of the criteria checked was whether the partnership covered a wide EU area beyond the cross-border and transnational programme areas. If there was only a limited geographical coverage, justification had to be provided. The assessment of this partnership criterion allowed for the identification of applications that could also be submitted under related transnational or cross-border INTERREG programmes.

For the 3rd and 4th calls, the rules on geographical coverage were amended. For example, a requirement was introduced on the application form for a partnership to include at least one partner from each of the four information point areas and at least one (for the 4th call) or two (for the 3rd call) from the twelve most recent EU Member States. While the purpose of these stricter requirements was to increase the quality of the applications submitted, it was also a further safeguard to avoid double applications to different INTERREG programmes, and thus it reduced the risks of double financing.

Throughout the project, the first level controllers had to check and confirm that no expenditure had been supported by any other EU funding source and they also had to ensure that there were mechanisms in place to avoid double-financing.

2.7 Monitoring and evaluation

The Monitoring Committee, the JTS, the Managing Authority and the Auditing Authority set up efficient measures and procedures to ensure that the programme is implemented in accordance with the various relevant regulations and the operational programme.

2.7.1 Meetings and decisions of the Programming (PC) and Monitoring (MC) Committees

In 2012, the MC held two meetings in which information on the programme implementation was given and decisions were made. Further decisions were made twice through written procedure. To prepare the decisions, two Task Force meetings were organised. The Member States also started with the preparation of the successor programme. In summer 2012, a Programming Committee (PC) was set up. Further information on the preparation of the new programme is outlined in section 2.7.6. An overview of the meetings and the decisions made in written procedure is provided in table 4 below.

Table 4: Programming/Monitoring Committee meetings, decisions in written procedure

Meetings/ Written procedure	Date & Location/ Approval date	Main issues
Written procedure	30 March 2012	▪ Technical assistance: Approval of expenditure 2011 and budget 2012
Task Force meeting	16 April 2012 Brussels, Belgium	▪ Setting up a programming committee ▪ Strategic outline of the programme ▪ Time-line of programming ▪ Update of the mid-term evaluation
Written procedure	30 May 2012	▪ Updated Programme Manual
Programming Committee	25/26 June 2012 Copenhagen, Denmark	▪ Set-up of the Programming Committee ▪ Rules of procedure of the Programming Committee ▪ First discussion on the strategic orientation

Meetings/ Written procedure	Date & Location/ Approval date	Main issues
		• of the future programme • Consideration on programming and ex-ante evaluation.
Monitoring Committee Meeting	26 June 2012 Copenhagen, Denmark	• Update on communication activities • Approval of the 2011 annual report • Agreement to launch a call for an update of the mid-term evaluation in accordance with the evaluation plan • Update on the state of play of the thematic programme capitalisation • Update on the financial and project implementation
Task Force meeting	12 October 2012 Brussels, Belgium	• Update on the requirements for programming • Further reflection on the strategic orientation • Procedure for the selection of a managing authority • Time-line of information points • Reflections on conducting the Programming and Monitoring Committee meetings
Programming Committee Meeting	29/30 November 2012 Larnaca, Cyprus	• Further reflections on the strategic orientation • Current programme achievements • SWOT analysis on the current programme • Mission statement for the future programme • Reflections on the thematic focus of the future programme • Agreement on the procedure for selection of a management authority for the future programme • Approval of the terms of reference of the calls for tender for the programming and the ex-ante evaluation for the future programme
Monitoring Committee Meeting	30 November 2012 Larnaca, Cyprus	• Update on the latest programme developments • Impact of IP closure • Presentation and discussion on the findings

Meetings/ Written procedure	Date & Location/ Approval date	Main issues
		of the mid-term evaluation update concerning the programme management

2.7.2 Monitoring procedures

As described in the 2008 Annual Report, the monitoring procedures were successfully implemented. The MC and the EC both approved on 12 November 2010 and 31 May 2011 respectively the simplification of administration cost reporting by introducing a flat rate of 12% of the partner staff costs for administration costs. Project applications to the 4th call, which closed on 1 April 2011, were already required to calculate and base their administration cost budget on the simplified administration cost option. Further details on the calculation and implementation of the flat rate were outlined in the 2010 annual report.

In 2011, the programme took a major step by further simplifying and streamlining the reporting of projects. The previous standard report using an excel file format was replaced by direct on-line reporting into the programme database. The main advantages of this are as follows:
- Elimination of compatibility problems between different excel versions
- As the Lead Partner can provide access to the coordinator, the finance manager and also to the partners, the completion of the form can be shared between different parties and thus accelerated
- The form is required to be fully completed before it can be sent to the JTS. The Lead Partner gets a detailed error message if there are problems. Unnecessary exchanges (for clarification purposes) and delays in the progress report approval process will be significantly reduced.

In 2012 the programme took a big step towards e-administration by introducing online reporting forms for projects.

For the Lead Partners of projects, responsible for gathering the partner data and reporting to the programme, the advantages of this step are numerous:
- Access can be granted to the project coordinator, for example, to facilitate their work.
- Accounts with varying user rights can be created for partners to access and input data, and even for first level controllers to verify data.
- The Lead Partner can check at any time the status of the report, if there are any errors or any financial inconsistencies and in which sections precisely.

There are some more general benefits for all involved in the reporting process. The system is accessible from any computer with internet access, no matter what the operating system is, or which browser is used. There is no further need to buy licences for MS Excel, and compatibility issues with different versions of Excel are a thing of the past.

Online reporting has also proved beneficial for the secretariat monitoring projects. Authorised project officers can assist the Lead Partner directly on the report (with a read-only access), thus reducing the number of clarifications or errors at a later stage.

More generally, the online procedure reduces the burden of repetition and the risk of error since the data is only input once and then synchronised with the programme monitoring system.

The online system was tested for six months by a selected number of projects before being rolled out in January 2012. The transition from document reporting to online went smoothly. The reporting principles and the fields to complete did not change. Full training sessions were held for project Lead Partners in February and June 2012. The sessions also provided the opportunity to gather direct user feedback.

Constant feedback is an integral part of the process, and many improvements requested by the users of online forms have already been implemented. As a next important milestone, projects will soon be able to submit also their request for change forms online.

2.7.3 Programme documents, tools, first level control and Group of Auditors

Since 2007, the MC, the Certifying Authority, the Audit Authority, the Managing Authority and the JTS worked towards setting up a transparent and efficient management and control system. An update on the development of the main programme documents, tools, first level control system, and meetings of the Group of Auditors is given below.

2.7.3.1 Operational programme

The MC updated the operational programme on 9 September 2011 mainly in order to incorporate adjustments related to the inclusion the thematic programme capitalisation activities into the programme strategy. The EC however suspended the approval of the OP since

changes in the financial figures were expected with the approval of the 4th and last call for projects.

At the beginning of 2012 and after all 4th call approved projects fulfilled their conditions and reduced their budgets by 5 %, the JTS were able to confirm that the initial financial table drawn up in 2007 almost exactly matched the total demand after all project funds were committed. Therefore no shift of funds between the priority 1 (Innovation and knowledge economy) and priority 2 (Environment and risk prevention) was needed.

Consequently, the amended operational programme was approved on 27 September 2012 under the decision number C(2012) 6859 final.

2.7.3.2 Rules of Procedure

The rules of procedure for the Monitoring Committee remained unchanged in 2012.

2.7.3.3 Management and Control System Description

The 'Management and Control System Description' was updated in the context of the annual control report 2011/2012. These updates concerned changes in the first level control system and in the Group of Auditors. For further details please refer to the Annual Control Report, Chapter 2.1.

2.7.3.4 Agreement between the EU-Member States, Norway, Switzerland, the Certifying Authority and the Managing Authority

The Agreement between the EU-Member States, Norway, Switzerland, the Certifying Authority and the Managing Authority remained unchanged.

2.7.3.5 First Level Control System

Annex 03 provides a cumulative update on the diverse range of tasks taken over by the FLC approbation bodies and centralised first level controllers. In 2011 two meetings had taken place to exchange on the tasks carried out by the Member State approbation bodies and centralised FLCs. Following these meetings the EC invited Member States to regularly pro-

vide information on these tasks. From the EC's experience, such information can be very helpful with respect to the programme closure procedures. A first overview of these tasks was provided in the 2011 Annual Report. To update this overview the JTS sent out question-naires to Member States on the 2012 FLC tasks. The results of the questionnaires are presented in annex 03. They confirm the impression gained during the above mentioned meetings and from the previous year's reported tasks: FLC approbation bodies and centralised first level controllers make significant effort to support project partners and decentralised first level controllers in order to ensure an adequate quality of first level control in the interest of both the programme and Member States. To complement the programme guidance on FLC, Member States for instance reply to questions of controllers and project partners on an ad-hoc basis, publish national guidelines, and establish templates and model documents. Numerous training sessions have been organised to date (76 seminars) and quality checks carried out. The tasks undertaken by Member States are proportional to the number of partners involved in INTERREG IVC, and the results from past and current second level audits. So far the cumulative error rate for the programme is 0.78%. For both the centralised and decentralised systems it is below 1%. This confirms that neither system is superior to the other. Rather, they confirm the useful co-existence of both.

More information on FLC seminars carried out in 2012 is available under section 5.1.2 Events for First Level Control Bodies.

2.7.3.6   Group of Auditors meeting

The 2012 IVC Group of Auditors (GoA) meeting, which took place in Lille on 13 and 14 November 2012, was as usual a joint meeting including the representatives of the ESPON and URBACT programmes to create synergies to avoid overlaps and make a better use of the time of the GoA members, who are in most cases the same for each programme.

The meeting covered the following points:

- The audit findings from the 2012 round of projects audits of and the state of play of the follow-up were presented. In particular, this related to the monitoring of the UK FLC system. (Further details below).

- The sampling size for audits of projects to be carried out in 2013 was set at 8%. It remained the same as the previous year. It was also agreed that a complementary sample could also be taken if there was a need to increase the control rate of expenditure or to maintain sufficient geographical coverage.

- The common plenary session of the GoA meeting focused on many aspects. In particular, emphasis was placed on the importance of GoA member attendance during

the actual audits to facilitate their implementation. It was noted that the methodology to audit mini-programmes was successful. Moreover, mini-programme audits confirmed that the system as such works. Furthermore, a flow chart was presented which aimed at ensuring a better familiarity with the audit workflow for all GoA members. The draft regulations for the future were also discussed, especially with regard to the AA/GoA set up. The incumbent president of the Audit Authority (AA) favoured retaining the current setup, where the AA is supported by a GoA with representatives from each Member State and Norway.

The next joint (INTERREG IVC, UBRACT and ESPON) GoA meeting will take place in November 2013.

2.7.3.7 Annual control report and annual opinion

According to Article 62(1)(d)(i) of Regulation (EC) No1083/2006 and in accordance with the audit strategy of the operational programme, the AA shall submit to the Commission an annual control report on the findings of the audits carried out during the previous 12-month period ending on 30 June of the year concerned. It will report any shortcomings found in the system for the management and control of the programme. The fourth report had to be submitted by 31 December 2012 and covered the period from 1 July 2011 to 30 June 2012. The annual control report was submitted to the EC on 13 December 2012.

Similarly, with the annual control report, the Audit Authority also delivered the annual opinion in compliance with Article 62(1)(d)(ii). The opinion expressed by the Audit Authority for the period concerned (1 July 2011 to 30 June 2012) was an unqualified one without any limitations.

2.7.3.8 Audit methodology

The audit methodology was not amended in 2012.

2.7.3.9 Audit strategy

The audit strategy was not amended in 2012.

2.7.3.10   System audit

The first system audit began on 6 July 2009. The final report was approved by the French representative at the Group of Auditors Meeting on 4 November 2009, presented and discussed on 18 November 2009 during the GoA meeting in Lille 2009. The follow-up on the findings was carried out between November 2009 and June 2010 in order to put into practice auditors' recommendations and revise the rating of the system. All system audit findings were closed in 2010. The system audit rating at programme level is now category 1 (="Works well; only minor improvements needed. There are no deficiencies or only minor deficiencies. These deficiencies have no significant impact on the functioning of the key requirements / authorities / system."). The level of confidence in the system is therefore high. No system audit was carried out in 2012.

2.7.3.11   Audits on projects

Project audits in 2012 were carried out during the first semester of 2012. The error rate for 2012 was 0.76%. The complementary sample error rate was 0.36%. Both are below the 2% tolerated by the EC.

At the time of drafting the annual control report, all amounts had been followed up upon with the projects. However, not all amounts had been deducted from a certification to the EC. This has now been done and all findings will be closed when the next annual control report is submitted to the EC at the end of 2013.

In relation to the follow-up of the UK FLC system the situation is as follows:
- An action plan had been set up. In this context, additional quality checks had been carried out by the UK FLC approbation body. These checks were then double checked by E&Y, confirming the correct reporting of expenditure. Recommendations by E&Y for further improvements were made regarding the documentation and methodology developed by the UK FLC approbation body. The action plan will be considered closed after the UK submits further quality check reports based on the improved documents.

Concerning the sampling method for the projects audits taking place in 2013, it was decided that an 8% sample would be drawn for, as was the case the year before. The constancy of the rate reflects the good audit results of the previous years. Additionally, in order to guaran-

tee a sufficient geographical coverage and a sufficient control rate of expenditure additional projects might be selected for an audit by way of a complementary sample. In both samples, for each project selected, the LP is automatically selected and another partner is then selected randomly.

The IVC programme undertook the last certification for 2012 on 31 October 2012. Data which forms the basis for drawing the sample was forwarded to the AA on 7 November 2012. The sample was agreed by the GoA on 19 December of 2012. In total 10 projects were randomly selected and will be audited in 2013. A complementary sample, including 2 randomly selected projects was also approved.

Audits can be carried out from January onwards. Results of the audits of projects (incl. contradictory phase) will be finalised by 30 June 2013.

2.7.3.12   Application Pack

In preparation of the fourth and probably last open call, the application pack, which includes the terms of reference, the programme manual, the application form, the co-financing statement, was last updated in 2010. Details are available in the 2010 Annual Report.

2.7.3.13   Subsidy contract

The subsidy contract was updated during the MC meeting in Stockholm, Sweden, on 4 and 5 November 2009. No further update was carried out in 2010, 2011 and 2012.

2.7.3.14   Partnership Agreement

The partnership agreement template as developed during 2008 remained unchanged.

2.7.3.15   Database System

From the start of the INTERREG IVC programme the MA/JTS had developed an efficient database system, which has become the core tool for the management of project applications and running projects. A general description of the functions was given in the 2009 Annual Report. As described in section 2.7.2, an important change from the excel format to an online

reporting format was introduced. New features were introduced to the monitoring system, mainly:

- Control and audit section to follow up on projects' audits.
- Capitalisation budget was introduced to the system in order to have complete programme budget in the system that is accessible to the MA.
- Good practice annexes are included now; they are exportable to the IVC website if they are approved.
- Improved documents formats that reduces the load on the system and thus optimise its use.
- All the functions of the OnLine Forms (OLF) mentioned in section 2.7.2 were linked to the system as well to reduce human error.

Further improvements of functions and new exportable data were also made available.

2.7.4 Thematic programme capitalisation

With the approval of 204 projects, involving 2357 partners, certain regional development issues were already tackled by a significant number of projects. It was therefore possible to obtain additional results and lessons learnt for the benefit of local and regional authorities all around Europe through the benchmarking and detailed content analysis of these projects.

Following the Oslo (15/06/2011) Monitoring Committee decision, the Thematic Programme Capitalisation initiative was launched in January 2012. It focuses on collecting, analysing and disseminating the thematic knowledge gained from projects working on the same topic. The initiative is undertaken for a period of two years with a possible extension until mid-2015, subject to an MC decision.

The overall scope of the initiative is twofold: firstly, to exploit better the knowledge resulting from projects working on a similar topic for the benefit of other regions in Europe, and secondly, to increase the visibility of the programme and its impact on the policy-making process at regional, local, national and European levels. More precisely the Thematic Programme Capitalisation aims at:

- Identifying innovative practices, tools, and methodologies that could be relevant also to other regions in Europe;

- Drawing theme-specific policy recommendations for the regional, national, and the EU levels;
- Identifying possible synergies and mutual enrichment among the INTERREG IVC projects dealing with similar issues;
- Mapping the existing initiatives in the field in terms of platforms, communities, and networks, and linking the projects to relevant initiatives in other EU programmes;
- Identifying suitable events at the European level or organised by the projects, and making relevant interventions (e.g. presentations, stand presence, etc.);
- Drawing specific topic-related recommendations to the projects;
- Bringing forward the INTERREG IVC project results that validate the added value of interregional cooperation.

The following 12 topics, each tackled by a minimum of five projects, were opened to Capitalisation under:

- Priority 1: Innovation systems (triple helix & open innovation), Innovation capacity of SMEs, Eco-innovation, Creative industries, Entrepreneurship, E-government services, Demographic change, and Rural development
- Priority 2: Climate change, Energy efficiency, Renewable energy, and Sustainable transport

Innovation systems Innovation capacity of SMEs Eco-innovation Creative industries

Entrepreneurship E-government services Demographic change Rural development

Climate change Energy efficiency Renewable energy Sustainable transport

To implement this exercise, specialised thematic expertise was required, as it was not covered by the in-house capacities of the Programme. Thus, an open call for tenders was launched to assign specialised experts to the selected themes to carry out the Thematic Programme Capitalisation. The call was published on the Programme website and via the online platform Klekoon (www.klekoon.fr) in the Bulletin Officiel des Annonces de de Marchés Publics on the 21 March 2012 (édition B No. 0057 de l'année 2012 annonce no. 300) and in the Official Journal of the European Union (OJ/S) on 17 March 2012 (annonce no. 2012/S54-088324). It was closed on 2 May 2012 at 15:00. As a result, a specialised company per topic - 12 companies, gathering in total 26 thematic experts - was contracted and started the first year of the exercise on 22 June 2012.

The external thematic experts for each topic are the core actors in the implementation of the exercise, as they are responsible for conducting the in-depth content analysis of the project results, preparing the content and animating targeted thematic workshops with the involved projects, exchanging with EU relevant actors to establish bridges, drafting a detailed thematic report and publication, and finally presenting the results at relevant events.

111 INTERREG IVC projects that tackle the selected 12 capitalisation topics were also engaged in the exercise as knowledge resources. The project partners were requested to contribute by providing all relevant information about the results of their project to the experts and by participating in targeted thematic workshops that were organised in November 2012 (see further information about these workshops under 3.1.1.).

Moreover, a Stakeholders group, composed of MC Members, national experts, JTS/IPs, external experts, and interested EC experts, was created for each topic in February 2012. The role of the group is to follow, monitor and contribute with their ideas to the thematic capitalisation process. It is included in the relevant information flow between JTS/IPs and external experts, and its members are invited to internal meetings, workshops, project visits, and thematic conferences that take place within the framework of the exercise. To facilitate the information flow between the Programme and the group, as well as among its members, an online platform was also initiated: groupspaces.com/interreg4c-capitalisation

Once the MC approved the TCP initiative,, a management structure was set up at Programme level for the implementation of the initiative. A Capitalisation officer was recruited and joined the JTS on 1 January 2012 to coordinate the overall implementation and ensure the overall quality and consistency of the exercise. Additionally, one Project Officer or Infor-

mation Point Project Adviser was allocated to each capitalisation topic to support the Capitalisation officer and act as a liaison between the experts and the projects, and also provide intellectual and administrative input.

, the following scheme illustrates the functional structure of the Thematic Programme Capitalisation initiative:
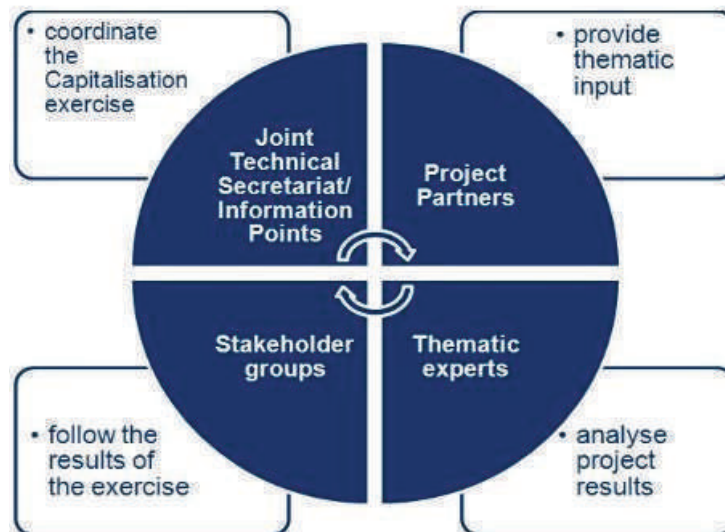
The beneficiaries of the Thematic Programme Capitalisation will be:

1. The projects themselves and more generally the local and regional authorities in Europe, who are the main targets of Cohesion Policy.
   The identification of valuable experience within a specific field of regional development will be of added value for the local and regional authorities interested in that field. It could also lead to possible synergies and mutual enrichment among running projects.
2. The members of the Monitoring Committee
   MC members will have a clearer insight into the programme thematic achievements; that could also lead to a better strategic governance of the programme.
3. Regional, national, and European policy levels
   The screening and information on regional policy issues and solutions will provide regional, national, and European policy-makers with a better insight into the programme achievements. It could even have an influence on the shaping of some of the policies.

The Thematic Programme Capitalisation as proposed by INTERREG IVC is very different from clustering activities carried out by some INTERREG A or B programmes. Even though

both approaches deal with projects working in similar fields, the logic behind them is fundamentally different. The core aim of clustering activities is to create synergies among projects addressing similar issues. This initiative consists of supporting the development of joint activities among running projects (such as joint events or joint publications). This means that the drivers (and main beneficiaries) of these clustering activities are the projects themselves.

In contrast, and as developed earlier, the Thematic INTERREG IVC Capitalisation is not driven by the projects. Instead, it is managed directly by the MC/MA/JTS/IP. Its primary aim is to exploit better the programme's thematic achievements for the benefit of the programme stakeholders. As demonstrated above and due to this logic, it relies mainly on specialised external expertise. The rationale behind the INTERREG IVC capitalisation on content is, therefore, much closer to that of the URBACT II thematic poles than to that of any other ETC clustering initiative.

2.7.5   Programme evaluation

During the meetings in Prague, Czech Republic, on 14 and 15 May 2009 and further in Stockholm, Sweden, on 4 and 5 November 2009, the MC decided to carry out a programme evaluation before committing any of the remaining funds. A task force on programme evaluation was set up and met in Brussels, Belgium, on 2 March 2010 to propose an evaluation plan, content, and schedule. These proposals were approved by the MC in a written procedure on 26 March 2010.

The evaluation plan proposed that an intermediate programme evaluation should be carried out during 2010, with a budget of EUR 114,000. An additional evaluation was planned during 2012 with a maximum budget of EUR 57,000.

The draft final report dated 4 October 2010 was presented, discussed, and endorsed with some minor requests for adjustments during the MC meeting in Bern on 25 and 26 October 2010. The final document was delivered on 10 November 2010 and it is available for download on the programme website http://i4c.eu/about_the_programme_evaluation.zip.

The evaluators presented the programme with 18 recommendations. Further details were provided in the 2010 annual report. During the meeting in Budapest on 2 February 2011, the Monitoring Committee made a follow-up decision on the recommendations made by the evaluators. Details on the decision are outlined in the annual report 2011.

During the meeting of the Monitoring Committee on 26 June 2012, the Member States agreed to launch a call for an update of the mid-term evaluation, as initially agreed in the evaluation plan. Along the lines of the initial evaluation, the following specific points should be tackled in the update of the mid-term evaluation:

1. Assessment of the programme objectives and priorities in relation to the programme context
   o Update
2. Programme implementation: interregional cooperation activities
   o Implementation of the action plans by closed capitalisation projects of the 1st call
   o Review of the current indicator system in the perspective of its improvement for a future programme
   o Survey of innovative tools to conduct all-Europe monitoring committees
3. Future of interregional cooperation after 2013 and its contribution to the EU cohesion policy.
   o SWOT analysis of the current programme

The call was launched at the beginning of September 2012 and in October 2012 ECORYS was selected to carry out the update of the mid-term evaluation. The final report is to be delivered in April 2013.

2.7.6   Future programme

Already in June 2011, the Member States discussed preliminary ideas for a future programme, which were outlined in the annual report 2011.

The kick-off meeting of the Programming Committee (PC) took place in Copenhagen, Denmark, on 25 and 26 June 2012. Another meeting was held in Larnaca, Cyprus, on 29 and 30 November 2012.

The Member States agreed that the meeting of the committee should be assisted by the INTERACT programme. Their experience in setting up small working groups should be used to ensure a structured discussion, but also allow all Member States to contribute better to the shaping of the new programme.

Concerning the procedures, the Member States established the rules of procedure for the Programming Committee, the terms of reference for the ex-ante evaluation, and the external drafting of the operational programme, and agreed on a procedure for the selection of the future managing authority.

On the content of the next programme, the SWOT analysis of the current programme was discussed, reflections on the strategic orientation and the thematic focus exchanged, and an agreement on the mission statement achieved.

3. Implementation by priority

3.1 Priorities 1 and 2

3.1.1 Information on the physical progress

The section provides information on the physical progress of the projects and the newly strategic programme objective "Thematic programme capitalisation".

3.1.1.1 Projects

It should be noted that certain figures reported in the 2012 column of the performance table in annex 01 reflect only the **first semester of 2012**. This is the case for all the indicators related to the project's implementation, as they are extracted from the progress report submitted in October 2012.

- **Commitment of funds**

Table 5: Commitment of funds to projects (as of 21 January 2013)

Priority/Sub theme	ERDF committed to projects (in EUR)	Programme Budget (in EUR)	% of programme budget
1. Innovation and the knowledge economy:	**178,576,920.36**	**176,726,969.00**	**101%**
• Employment, human capital and education	*28,398,765.72*	*N/A*	*N/A*
• Entrepreneurship and SMEs	*61,702,857.33*	*N/A*	*N/A*
• Information society	*28,861,190.12*	*N/A*	*N/A*
• Innovation, research and technology development	*59,179,169.59*	*N/A*	*N/A*
• Thematic programme capitalisation	*434,937.60*	*N/A*	*N/A*
2. Environment and risk prevention:	**131,782,816.74**	**125,315,487.00**	**105%**
• *Biodiversity and preservation of natural heritage, air quality*	*10,385,745.14*	*N/A*	*N/A*
• *Cultural heritage and landscape*	*15,097,408.98*	*N/A*	*N/A*
• *Energy and sustainable transport*	*60,671,149.65*	*N/A*	*N/A*

Priority/Sub theme	ERDF committed to projects (in EUR)	Programme Budget (in EUR)	% of programme budget
• Natural and technological risks (including climate change)	22,941,763.46	N/A	N/A
• Waste management	7,824,446.21	N/A	N/A
• Water management	14,572,344.90	N/A	N/A
• Thematic programme capitalisation	289,958.40	N/A	N/A
Total	310,359,737.10	302,042,456.00	103%

The 4th call for proposals, organised in 2011, was the last call of INTERREG IVC, since all remaining funds were committed during this call.

- **Changes in running projects**

The number of requests for changes approved by the JTS in 2012 is similar to the 75 requests treated in 2011. Indeed, 73 requests (related to 86 changes as one request can cover more than one change) were approved in 2012 (see full overview in annex 04). 68 projects coming from the four different calls are concerned by these requests, i.e. seven from the 1st call, 38 from the 2nd call, five from the 3rd, and 18 from the 4th call. The fact that the newly approved 4th call projects have now started requesting changes compensated the marked decrease in the requests coming from the 1st call projects (only seven 1st call projects, compared to 35 last year), which were closed or under finalisation in 2012.

All four types of changes occurred in 2012: Partnership, Budget/Finances, Duration and Activities.

The percentage of changes related to partnership has slightly decreased from 47% in 2011 to 42% in 2012. Almost a half of these requests come from the 4th call projects. Indeed, the lifecycle of these projects has just started and they are still in the phase, where they test their consortium and when the partners who possibly face the lack of commitment or financial difficulties can drop out. The reasons for partnership change are varied and they include:

- Financial difficulties due to the financial crisis,
- Internal organisational change (e.g. election, restructuring, or merger between two organisations),
- Lack of commitment (i.e. 'sleeping' partner),
- Integration of organisations that were initially considered as 'sub-partners' by the project.

Changes in **duration** are almost the same compared to the past years, representing now 26% of all requests for changes (23% in 2011). Extensions of project duration are mainly requested by the 2nd call projects (15 out of 22 requests). A slight increase of requests for changes in **budget** was also noticed (28% of the requests). These changes are always made in compliance with the 20% flexibility rule stipulated in the subsidy contract. Again, these changes occurred mainly in the 2nd call projects (17 requests) and the 1st call projects (four requests out of the seven 1st call projects requesting changes). This evolution in the nature of changes is logical considering the stage of implementation of the projects. In particular, the 1st call projects and the 2nd call projects were finalising their activities in 2011 and 2012.

Finally, 3 changes in the **activities** were exceptionally approved for the following projects: PROSESC, Sufalnet4EU, and SuPorts (all from the 2nd call).

In the vast majority of cases, changes in activities are tackled through the deviation section of the progress reports. When changes in activities entail more significant modifications to the work plan and budget, it can be decided for transparency's sake and in agreement with the finance team to proceed to an official request for changes. The condition is that these changes do not impact the core objectives of the projects concerned.

In Article 5.1 of the Agreement between the Member States, the Managing Authority, and the Certifying Authority, the Monitoring Committee (MC) gave the JTS the mandate to approve the following changes:

- The modification of a partnership, the withdrawal or replacement of up to two partners, or if more, up to 10 % of the partners in a project,
- A reallocation of the budget by up to 20 % of total costs as stated in the approved application,
- Changes in activities which do not change the aim of the project, and
- An extension of duration of the project not extending the programme deadline.

As all changes in 2012 were within the limits mentioned above, they were approved by the JTS. Each MC meeting provided an opportunity to keep the MC informed about these changes (i.e. meetings in Copenhagen, Denmark on 26 June 2012, in Larnaca, Cyprus, on 29 November 2012, and in Brussels, Belgium, on 28 February 2013).

One financial change was very specific. It occurred within the EUROSCAPES project where one partner did not claim any costs after four progress reports. To face this exceptional situation, the Monitoring Committee agreed during its meeting in Copenhagen on 26 June 2012

on cutting the budget of this partner. This decision can also be regarded as a warning for all the running projects which need to ensure that all their partners report costs in due time.

The following graphs show the evolution of requests for changes from 2010 to 2012. It is interesting to note that the composition of the requests for changes in 2011 and 2012 is very similar, in contrast to the situation in 2010. This is due, on the one hand, to the fact that projects from new calls for proposals were approved in 2011 and in 2012, and, on the other, that projects which were at the start of their life cycle in 2010 were finalising their activities in 2012. Compared to the year before, the general balance among the four categories of requests was maintained in 2012, even though requests for changes in partnership decreased slightly, while requests for extension of duration and changes in budget/finances increased. Changes in activities/outputs still represent the smallest part of the changes.

Request for changes - 2010

Request for changes - 2011

Request for changes – 2012

RFC - evolution 2010 - 2011

RFC – evolution 2011 - 2012
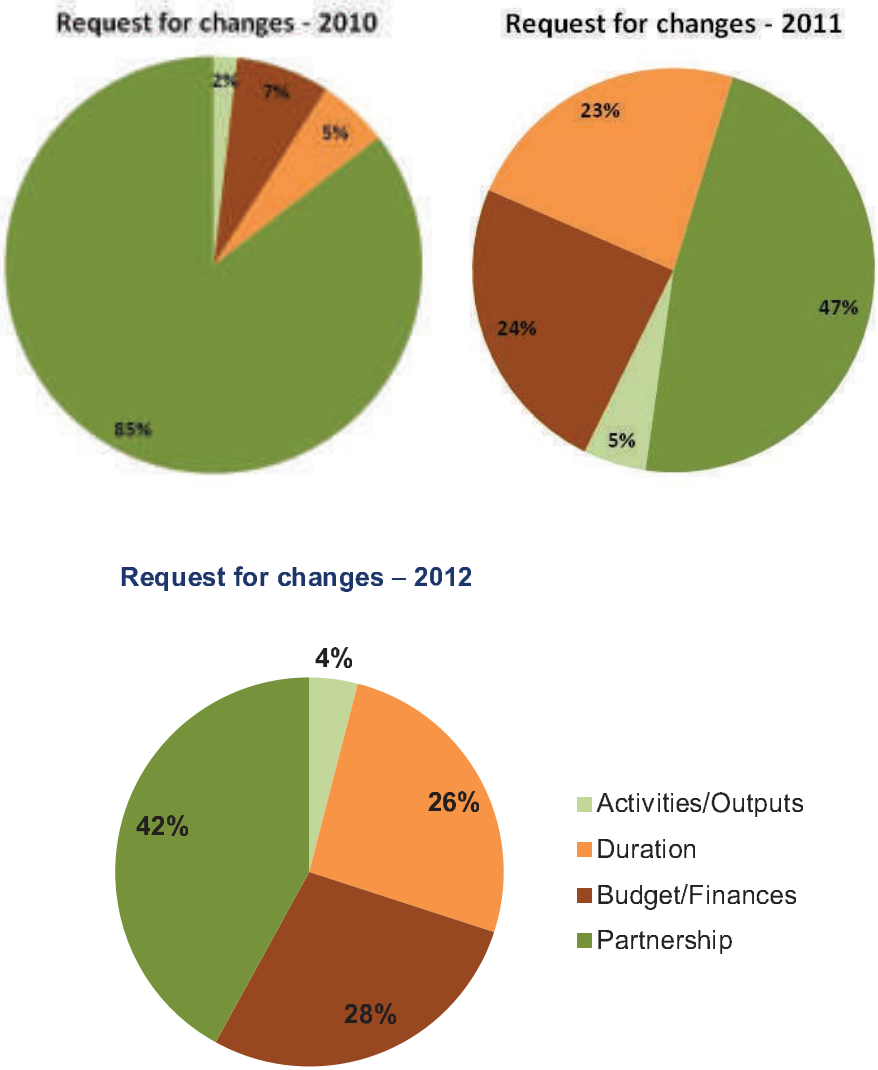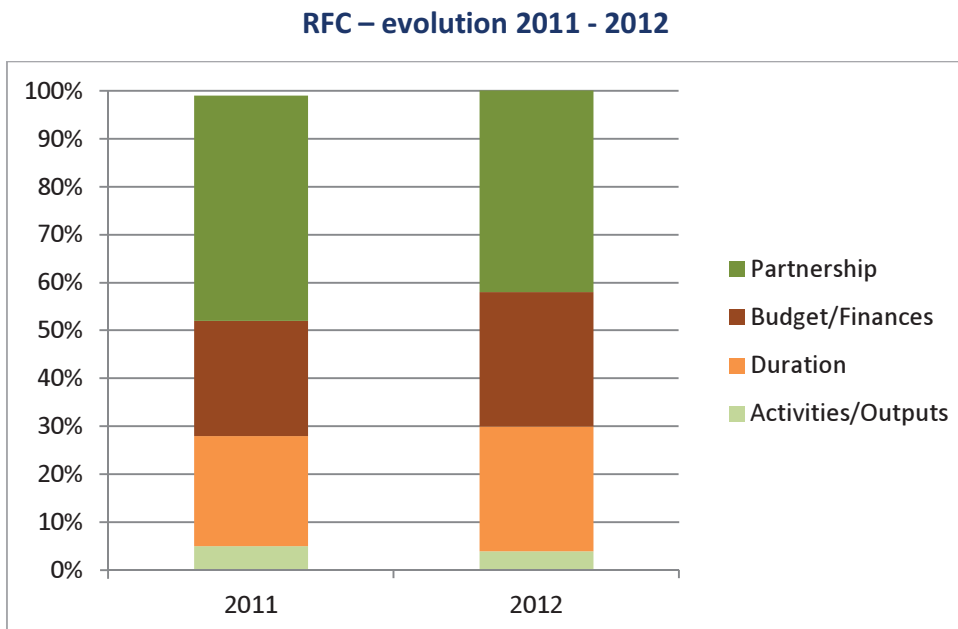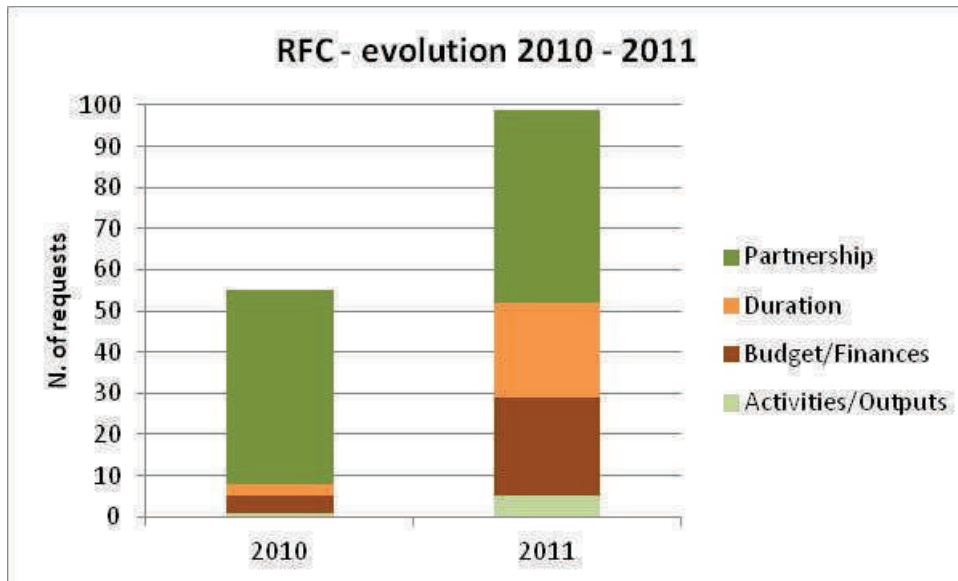
3.1.1.2 Thematic Programme Capitalisation

One remarkable development in 2012 was the launch of the Thematic Programme Capitali-sation which became an important task for the project officers and Information Points. A Capitalisation officer was recruited and joined the JTS in January 2012.

The Thematic Programme Capitalisation initiative is an approach that focuses on collecting, analysing, and disseminating the thematic knowledge, gained from the INTERREG IVC pro-jects working on the same topic, for the benefit of local and regional authorities all around

Europe (for further information about the approach, the objectives, the functional structure, and the beneficiaries please refer to 2.7.4 above).

The following table presents the number of INTERREG projects and partners involved in the initiative:

Table 6: Projects and partners involved

Capitalisation Topic	N° of projects	N° of partners	Partner States
Innovation systems	10	112	21 EU
Innovation capacity of SMEs	7	61	18 EU
Eco-innovation	7	166	26 EU + Norway
Creative industries	14	171	25 EU + Norway
Entrepreneurship	8	74	22 EU
E-government services	6	75	21 EU + Norway
Demographic change	9	100	22 EU + Norway
Rural development	9	94	23 EU + Norway
Climate change	7	83	21 EU
Energy efficiency	12	122	27 EU +Norway
Renewable energy	7	71	21 EU
Sustainable transport	15	173	23 EU + Norway
Total	**111**	**1,302**	

There are two main interrelated results expected from this exercise:
- Increase in understanding and visibility of the programme's thematic achievements,
- Increase in influence of INTERREG IVC on the policy-making process at regional, national, and EU levels (for the concerned topics).

The above objectives should be achieved mainly through the promotion and dissemination of thematic publications on each of the topics. The beneficiaries then will not need to look for the valuable knowledge gained within a particular topic project by project, policy by policy. In each topic, the knowledge is to be benchmarked and validated by the external specialised expert, and complemented with the contextual elements that make it 'ready to use' for the policy-makers.

The indicators related to the expected results are the following:

1/ Increased understanding and visibility:
- N° of thematic policy recommendations resulting fr om programme capitalisation
- N° of appearances of programme capitalisation in p ress and media
- N° of thematic publications downloaded from the pr ogramme website

2/ Increased influence on the policy-making process
- N° of policy documents at regional, national, or E U levels referring/ taking into consideration the lessons learnt from the capitalisation
- N° of EU programmes adopting the approach of thema tic programme capitalisation

For the implementation of the initiative, as explained under the point 2.7.4, a team of 26 specialised experts was assigned on 21 June 2012. Their tasks per topic were mainly consisting of:
- Collection of data (e.g. thematic good practices, policies addressed)
- Analysis/ validation of the data compared to the EU state of the art on the topic
- Organisation of topic workshops to share results and contribute to mutual enrichment
- Dissemination of the outputs through the programme website and events, dedicated publications, thematic surveys, participation in thematic conferences, etc.

The expected deliverables per topic for the first year of the Thematic Programme Capitalisation (June 2012 – June 2013) were:

Table 7: Expected deliverables per topic first year

Output indicator per topic	Value
N° of topic workshops per year	1
N° of annual topic reports	1
N° of annual topic publications	1
N° of presentations made at other conferences (e.g. programme events, EU events) per year	2

In that framework during the first year of the implementation of this initiative, the following activities took place:

Thematic Workshops:

From 29 October to 16 November 2012

After the first level of analysis with certain findings obtained on the selected topics, a one-day thematic workshop was organised per topic (12 in total) with the relevant people of the involved INTERREG IVC projects and hosted by the Committee of the Regions in Brussels. In order to bring some added value to the discussion, other EU programmes/ actors dealing with similar issues, as well as representatives of the identified "satellite projects" (INTERREG IVC projects that were also dealing with the topic, but as a secondary objective and not as main focus) were also invited when relevant. In particular, the objectives of the workshops were:

- Present the state of play in the thematic field at the EU level, in relation to regional policy
- Present the benefits of the Capitalisation initiative and its progress
- Start an exchange process among the projects dealing with similar issues, in particular through a brief presentation of each project
- Discuss interesting practices and policies available within the regions involved in these projects
- Discuss the notion of the specific topic and clarify the different possible approaches
- Identify innovative approaches that could be relevant also to other regions in Europe

In total, 315 participants took part. There were partners from 105 INTERREG IVC projects, thematic experts, European Commission representatives (from DG Regio, Connect, Agri, Energy, Research; URBACT, and Intelligent Energy Europe), and other relevant actors or networks in the thematic fields. The participants had meaningful and interesting discussions on the achievements of the projects and drew lessons from them for the policy level; they demonstrated strong motivation and commitment to the Capitalisation approach and the set-up of this thematic network, and provided very positive overall feedback. The conclusions of the workshops were incorporated in the final report of the experts, detailing the results achieved in the different discussions during the workshops.

Table 8: Overview of the Thematic Workshops

Date	Topic	No of projects present	No of participants	Names & DGs of EU representatives	Names and organisations of External speakers
29/10/2012	Renewable Energy	7	28	Stephan Renner (Intelligent Energy Europe Programme, EACI)	Frédéric Tuillé (EurObservER); Eleanor Smith (European Renewable Energy Council); Gerd Ulz (LandesenergieVerein Steiermark)
30/10/2012	E-government	8	26	Nikos Kouvelis (DG CNECT)	N/A
31/10/2012	Eco-innovation	7	21	Mathieu Fichter (DG Regio)	N/A
06/11/2012	Rural development	7	21	Mudri Gyorgy (DG Agri)	Fabio Cossu (ENRD)
07/11/2012	Demographic change	7	21	Ettore Marchetti (DG Employment)	Hans Schlappa (URBACT)
08/11/2012	Climate change	10	24	Elisabeth Lannoo (DG Climate Action)	Brian Shipman - UNEP
09/11/2012	Energy efficiency	12	29	Stefano Panighetti (DG ENER); Maud Skäringer (DG REGIO)	N/A
13/11/2012	Innovation Systems & Capacity of SMEs	15	49	Flavio Calviono (DG Connect), Stefanie Kalff-Lena (DG Research & Innovation), Oluf Nielsen (DG Connect), Janos Schmied (DG Regio), Claus Schultze (DG Regio), Athanasios Sofos (DG Regio), Stefan Weiers (DG Research & Innovation), Marcin Wójcik (DG Regio)	Jochen Ehlgötz, Karlsruhe Technology Region (Systems); Christine Robinson, Technology Innovation International (ISMEs)
14/11/2012	Creative industries	9	27	Janos Schmied, DG Regio	Marc Piesbergen, InterInstitut Berlin
15/11/2012	Sustainable transport	15	36	N/A	Joachim Bergerhoff, STIB, Brussels Transport Authority
16/11/2012	Entrepreneurship	8	33	NA	Toby Johnson AEIDL, Dorotea Daniele DIESIS
		105	315		

Capitalisation Events in 2012

During the Open Days from 8 – 11 October 2012, the programme informed the European regions on the purpose and the expected results of the thematic programme capitalisation.

- *8 October 2012: 'Opening of the INTERREG IVC Exhibition and launch of the Thematic Programme Capitalisation'*

The results of 204 INTERREG IVC projects were presented during the OPEN DAYS. Stands on good practices from the ten Programme sub-themes, as well as a dedicated stand on the Thematic Programme Capitalisation were displayed and visited by around 800 participants during the opening exhibition in the premises of the Committee of the Regions.

- *9 October 2012: Workshop 'INTERREG IVC capitalisation initiative: How EU regions can benefit?'*

During this workshop, experts, projects, and programme representatives presented how innovative approaches and good practices identified by the project partners in the 12 different capitalisation topics could be relevant to all EU regions. Practical examples were provided

from the topics of Creative industries (CREA.RE project) and Climate change (GRaBS project). The workshop was followed by a networking session with INTERREG IVC projects and representatives from the regions from all over Europe. 136 participants were interested to learn about the capitalisation process.

- *9 October 2012: Workshop 'Policy, practice and evidence – delivering results in urban mobility through interregional cooperation'.*

The Programme organised a workshop with the ESPON, URBACT and INTERACT programmes. The input of interregional cooperation to the discussion on urban transport issues was presented by the PIMMS CAPITAL project and the Thematic Programme Capitalisation expert. Around 140 participants were present.

Thematic reports and publications

The expert team in each topic drafted a detailed analysis report showcasing how the INTERREG IVC project results are of interest to other regions, why they are innovative compared to the EU state of art, and how they contribute to improving policies, as well as a publication summarising the main results and conclusions of the analysis. For further information on the reports please refer to point 3.1.2.7.

Management and monitoring of the overall exercise

At the Programme level, a functional structure was set up, as explained under point 2.7.4, to coordinate the implementation of the initiative. First, a realistic calendar was organised as follows:

Table 9: Calendar for implementation

WHEN	WHAT	WHO
22 June 2012	Notification of award – Start day of Experts contracts	Program
3 July 2012	First meeting with all Experts (including process Expert Thomas Stumm)	Program
By 31 August 2012	1st Bimonthly Report with final proposal for core & satellite projects	Experts
By 5 October 2012	2nd Bimonthly Report with final content of thematic workshops (structure, agenda, participants list)	Experts
8 October 2012	Open Days opening: IVC exhibition and official launch of IVC Thematic Programme Capitalisation	Program
9 October 2012	Open Days joint workshop with network programs with the Expert on sustainable transport	Experts
9 October 2012	Open Days Capitalisation Workshop with focus on creative industries & climate change	Experts
29 October - 16 November 2012	Thematic Capitalisation 12 Workshops in Committee of Regions in Brussels	Experts
By 7 December 2012	3rd Bimonthly Report with evaluation and conclusions from Thematic Workshops	Experts
By 21 December 2012	First Evaluation of Experts performance	Program
By 8 February 2013	4th Bimonthly Report with main analysis outcomes	Experts
5 March 2013	Second meeting with all Experts (including process Expert Thomas Stumm)	Program
By 29 March	Second Evaluation of Experts performance	Program
By 30 April 2013	5th Bimonthly Report with first draft of analysis Report & content of Publication	Experts
By 31 May 2013	Detailed feedback on first drafts	Program
By 31 May 2013	Third evaluation of Experts performance and Proposal for contracts renewal	Program
By 21 June 2013	6th Bimonthly Report with final analysis Report & content of Publication - End date of Contacts	Experts
By 26 July 2013	Evaluation of the 1st year of implementation of the Thematic Capitalisation	Program
Open Days 2013	Dissemination of results from the first year: Capitalisation publications	Program
End 2013	Monitoring Committee decision on prolongation of the Capitalisation until end of programming period	Program
Spring 2014	Proposal for 2nd renewal of contracts with detailed tasks, time schedule, deliverables and price	Program

Legend:
- start mission
- end mission
- meeitngs
- reports
- events
- evaluation
- feedback
- next year

Second, a monitoring system was put in place to follow the deliverables, as well as the performance of the contracted experts. Immediately after the contracting, a kick-off meeting with the JTS and the experts was organised in Lille on 3 July 2012 to discuss the detailed methodology and calendar of the mission. From this meeting on, the experts were requested to submit electronic updates every two months on the progress in their activities accompanied with annexes of work samples (e.g. questionnaires, minutes of meetings, first findings of analyses, etc.). The progress updates were subject to the Programme approval (see annex 05).

Additionally, a set of 5 guidance notes was drafted and circulated by the Programme to the Capitalisation Experts in order to steer their work and provide clarifications on their mission (e.g. on the focus of the analysis, the sources of information, the definitions of the Programme output and result indicators, the format and targets of the workshops and the reports, the management structures, etc.).

Finally, an evaluation grid was prepared by the Programme to monitor the performance of the experts. It included criteria such as their competences, thematic knowledge, applied

methods, general attitude, quality of deliverables, etc. (see annex 06). The evaluation grid was filled in every trimester by the Project officer/ Information point following a given expert team and the Capitalisation officer.

3.1.2 Qualitative analysis

The main features of all running projects (i.e. sub-theme tackled, partnership, budget committed, and brief description of the projects activities) are available in the 'approved projects' database on the programme website: www.interreg4c.eu/approved_projects.html.

All details related to the projects' achievements (outputs and results) can be found in the INTERREG IVC monitoring database (http://db.interreg4c.eu). In particular, the evidence provided for all result indicators (e.g. details on good practices transferred, policies improved, and spin-off activities) are available through the progress reports and clarification forms' data. Most of the illustrations provided in this qualitative analysis are extracted from the monitoring database.

INTERREG IVC is one of the rare ETC programmes which is based on a coherent intervention logic with a fully integrated monitoring system (i.e. indicators described in the Operational Programme to assess the achievement of the programme's objectives are reflected in the application form of all projects as well as in the progress reports submitted by the projects). Such a system allows for acquiring a fairly good picture on the programme's achievements and success, reflected in the present chapter.

The programme has now reached the critical mass in terms of achievements (e.g. 4,527 staff members with increased capacity, 252 good practices transferred, 262 policies improved, and 201 spin-off activities). This demonstrates the usefulness and leverage effect of INTERREG IVC which, financially speaking, represents only 0,1% of the budget of the Cohesion Policy.

As mentioned in the previous Annual Report, a new initiative was developed in 2011 with regard to the analysis of the projects' results. The idea was to try to get a geographical picture of these results by allocating them by country. For some results which are not always precisely located (e.g. staff with increased capacity or spin-off activities), this geographical allocation had to be carried out according to a certain number of assumptions (e.g. for the staff members with increased capacity, the total number was equally shared among the partners

involved). This work resulted in a table presented in Annex 07. This table is regularly updated by each Project Officer. Several Member States highlighted the importance of this table in particular for demonstration of the usefulness and concrete outcomes of interregional cooperation in their country. This table complements the qualitative analysis below.

Points of attention to the qualitative analysis

Before going into the details of the analysis, the following four points of attention, which show the challenging character of evaluating the INTERREG IVC achievements, should be taken into consideration:

- The first remark relates to the **characteristics of the data** exploited in this qualitative analysis. In order to avoid any misunderstanding, the reader needs to be reminded of a couple of points:

  The figures, on which this analysis is based, are a mix of 'static' figures, taken from the original 204 application forms (e.g. 'number of regional/local policies addressed', 'number of public authorities involved'), and more 'dynamic' figures, reported in the progress reports received from the 1st, 2nd and 3rd call projects (e.g. 'number of interregional events organised', 'number of good practices identified'). As far as the 'static' picture is concerned, the data provided in this report is more or less final, since all funds were committed in 2011 to 204 projects (from now on, this picture will evolve only slightly, in particular due to partnership changes).

  In order to avoid any '**statistical bias**', when a figure reported by a particular project was very far from the average (taking into consideration the project characteristics, e.g. being a mini-programme, and having this figure carefully checked by the officers in charge of the project), this specific figure was often removed, and it is not included in the total figure reported as 2012 achievements. This manipulation often applies to the indicators of component 2 (communication related indicators), but it does not apply to the three core result indicators of component 3 (i.e. good practices transferred, policies improved, and spin-offs activities), which are subject to a particular procedure within the programme (in particular with regard to harmonisation, as explained in the third bullet point below).

  Last but not least, this analysis takes into consideration the reports submitted by October 2012 (mainly 4th progress report of the second call projects, 3rd report of the

third call projects and 1ˢᵗ report of the fourth call projects). In other words, due to the time gap of the reporting procedures, only the **activities carried out and results achieved up to June 2012** are covered in this analysis. In addition, the qualitative information (in particular the results reported within component 3) comes almost exclusively from projects supported before the 4ᵗʰ call. This means that this information (e.g. total number of policies improved or good practices transferred) has to be considered in the context of 115 running projects (and not 204 approved projects).

- The second remark refers to the **diversity of information** to be exploited. Despite the simple structure of the two thematic priorities and the fact that all running projects have their strategic approach and objective to improve regional/local policies and instruments in common, there is still a high heterogeneity of the projects supported within INTERREG IVC. This heterogeneity is reflected at different levels:

  o *In terms of thematic focus*

  The programme supports a wide diversity of projects even under the same sub-theme. These sub-themes are indeed broadly defined in the Operational Pro-gramme. For instance, in the sub-theme 'Innovation, Research and Technology De-velopment', even though all running projects under this sub-theme are related to re-gional innovation policies, certain projects have a purely sectoral focus (e.g. NANO4M on nanotechnology, I4W on health and safety, ChemClust on chemical in-dustry); while others have a particular focus on a certain aspect of innovation policies (e.g. POOLING4CLUSTERS focusing on cluster policies, CLIQ on the participation of civil society in the framework of the Quadruple Helix system), and there are yet some others which have a more process-oriented focus, (e.g. PERIA exchanges ex-perience on the interrelation between the regional innovation agencies and their re-spective regional authorities).

  o *In terms of partners*

  First, all territorial levels are eligible within the programme. It goes from the local level (municipalities, cities, districts), to the regional level (counties, provinces, re-gions) up to the national level. Second, the partners can be of different nature (e.g. public authorities or bodies governed by public law such as associations, academic organisations, development/ environmental agencies, or business support organisa-tions).

o   *In terms of intensity of cooperation*

Beyond the traditional 'networking' projects, INTERREG IVC allows a variety of approaches and activities such as pilot actions or sub-projects (in mini-programmes). Even if this openness contributes to the programme's richness, it also makes the consolidation of results much more complex. This has to be taken into consideration when analysing the results achieved by the programme through the available quantitative data.

In this context, the INTERREG IVC launched a thematic capitalisation at programme level in 2012, which should also contribute to a better consolidation of the programme results from the thematic point of view.

- Third, the indicators, on which the projects have to report every six months, can be sometimes a subject to **different interpretation**. This issue is reinforced by the diversity described above (the interpretation of an indicator may differ according to the characteristics of the project and in particular to the issue tackled). The notion of 'good practice', for instance, is rather broad and can refer to different realities depending on the project. Similarly, a policy document or a regional instrument can be interpreted differently. This is true at project level but also at programme level. To tackle this challenge, the seriousness of checking the information provided in the progress report is crucial. It is estimated that, in terms of project monitoring, more than half of the time of the Project Officers is dedicated to checking the indicators and their justification. The justification provided for the core result indicators is usually not sufficient in the first version of the progress report and the programme has to come back to the Lead Partners for further clarifications. In most cases, this means that at the end of the clarification process the figure reported under these indicators is removed or at least reduced. The ESF6 CIA project (1st call Capitalisation Project) is a good example of this demanding process. The amount of mainstream funds dedicated to the implementation of good practices was initially estimated at EUR 158 million for the Bulgarian partner in the final report. After numerous exchanges with the Lead Partner, it was finally agreed to reduce this amount to EUR 51.3 million.

Apart from this individual monitoring, the following measures have been developed in 2012 to ensure a better harmonisation of the results monitoring:

o Taking into consideration the experience gained in monitoring indicators, the programme regularly improves the definition of the indicators in annex 3 of the programme manual. In the most recent version of the manual, the differences between the practice level and the policy level is also explained with concrete examples provided.

o At the end of 2011, a new format for the Lead Partner Seminar (which took place in January 2012 for the 82 4th call projects) was elaborated. In addition to the plenary sessions, parallel workshops with practical exercises on indicators of components 2 and 3 were included. One of the aims was to raise the Lead Partners' awareness of the importance of these indicators and the necessity to understand them precisely as early as possible.

o Last but not least, the results reported under the two core indicators (i.e. good practices transferred and policies improved) are usually checked by more than one person. The most interesting and tricky cases are also presented during the weekly Project Team meetings in order to ensure mutual learning among the officers and constant improvement in monitoring of these core achievements.

- The last remark refers to the **limits of the monitoring system**. The present qualitative analysis is based on the monitoring and evaluation system as described in section 6.3 and Annex 2 of the Operational Programme. Despite its qualities, this system does not provide an exhaustive picture of the programme's achievements. First, the evaluation of project results stops at the end of the programme's funding, although a significant part of the results often occurs after the exchange of experience has taken place (see the examples below of ERIK ACTION and RAPIDE). Second and apart from a few indicators (e.g. staff members with increased capacity, spin-off activities), this system only partly reflects the 'social capital' generated by cooperation activities (see chapter 4 of the INTERACT 'study on indicators for monitoring transnational and interregional cooperation programmes', March 2006[1]). This second issue relates more generally to the complexity of monitoring of intangible but real achievements resulting from networking activities. Nevertheless, these intangible outcomes should not be underestimated and they can take different forms such as:

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[1] http://www.interact-eu.net/mint/pepper/orderedlist/downloads/download.php?file=http%3A//www.interact-eu.net/downloads/152/Study_on_Indicators_for_Monitoring_Transnational_and_Interregional_Cooperation_Programmes.pdf

o Changes in the way of thinking on local problems through European awareness,

o Contribution to creativity and innovation,

o Better international visibility of actors and regions,

o New cooperation between actors who would normally compete.

The programme can identify some of these outcomes through information provided in the reports (in particular under the spin-off activities) or during the final conferences. A few examples are also provided below in the present analysis.

Concerning the social capital, it is interesting to note that certain projects (e.g. CLIQ) were thinking about developing measures to validate more officially the increased capacity of the staff involved in the cooperation. Similarly, the approach of SCINNOPOLI to assess the additional competences of the people involved in the project is worth mentioning (see illustration provided for 'staff with increased capacity' under the second programme objective of this qualitative analysis).

3.1.2.1 Programme Objective: Improvement of regional and local policies

This objective is at the heart of the INTERREG IVC programme. This is the core objective that all 204 approved projects are supposed to achieve.

A total of 2,019 regional and local policies are addressed by all 204 projects, which means an average of '10' policies addressed per project. This total number of policies addressed is closely related to the total number of regions represented in these projects. That is logical since projects naturally address the policy on the project-related subject (e.g. innovation capacity of SMEs, broadband connection in rural areas, sustainable transport, or waste management) in each partner area. In other words, at project level, the number of policies addressed corresponds in most cases to the number of regions represented in the project (taking into consideration that a single region can be represented by more than one partner). What is more important to highlight is that the total figure of policies addressed exceeds by far the initial target figure indicated in the Operational Programme (i.e. 750). This can be explained, on the one hand, by an underestimation of this initial figure and, on the other hand, by the fact that the average number of partners per project is higher than initially expected.

In terms of results, reaching the core programme objective has significantly progressed compared with the last year's Annual Report, where 102 improved policies were reported (from 34 projects). As of 30 June 2012, 70 projects (39 from the 1st call, 30 from the 2nd call and one from the 3rd call) already demonstrated that they directly contributed to the **improvement of 262 regional or local policies** in the following area of regional development:

- **165 policies improved in Priority 1: <u>Innovation and the knowledge economy</u>**
  - 56 under 'Innovation, research and technology development'
  - 72 under 'Entrepreneurship and SMEs'
  - 22 under 'Information Society'
  - 15 under 'Employment, human capital and education'

- **97 policies improved in Priority 2: <u>Environment and risk prevention</u>**
  - 25 under 'Natural and technological risks; climate change'
  - 5 under 'Water management'
  - 8 under 'Waste prevention and management'
  - 6 under 'Biodiversity and preservation of natural heritage'
  - 43 under 'Energy and sustainable transport'
  - 10 under 'Cultural heritage & landscape'

This means that the initial target set in the Operational Programme (150 policies improved) is already exceeded by far. The level of achievements per sub-theme also reflects more or less the number of projects approved within these sub-themes. For instance, the highest number of policies improved can be found in the most successful programme sub-theme (in terms of number of projects). Reciprocally, the number of policies improved is limited under sub-themes like water management, waste management, or cultural heritage and landscape, where only a few projects were approved. What is remarkable compared with previous years is that, for the first time, the programme can demonstrate policy change in all the sub-themes covered by INTERREG IVC.

In 2011, 90% of the policies improved were demonstrated by the 1st call projects. For 2012, the percentage decreased to 64% (i.e. 167 out of the 262 improved policies were improved within 1st call projects[2]). This evolution is positive and logical considering that the long-term effects of the cooperation can be demonstrated only towards the end of the projects. Now

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[2] out of the 41 first call projects, only 2 could not demonstrate any concrete change at policy level by the end of the project which does not necessarily mean that these projects failed (often the policy changes are under negotiation but not achieved yet after the 3 or 4 years)

that the 2nd call projects are coming to an end, many more results are reported from their side. As highlighted in the previous Annual Report, this statistic is also encouraging for the future. If one considers the number of 1st and 2nd call projects (115), the above achievements mean an average of almost 2.3 policies improved per project which could lead, with 204 projects, to more than 400 policies improved at the end of the programme.

Even if the programme monitors closely how many policies were influenced (e.g. how many policy instruments were modified) as a direct result from the exchange of experience, the final impact of these policy changes on the territory of the partners concerned (e.g. number of new patents created; number of new firms created; number of new jobs created; amount of greenhouse gas emissions reduced; number of tons of freight traffic withdrawn from road, etc.) is rarely known, because they occur only after the policies are concretely implemented. The fact that a policy was modified is nevertheless regarded as a success within the programme considering that the concerned policy-makers would not have decided on it without expecting any clear benefits from it.

The 13 Capitalisation Projects supported during the first two calls have reported good results in terms of policy improvement. Within Capitalisation Projects, the successful elaboration and signature of the Action Plan is not sufficient to consider the policy of a region as improved. The 1st call Capitalisation Projects had a tendency to mix successful elaboration of the Action Plan with the improvement of policy. However, the policy of the region was considered improved only in the two following cases:

- When a structural change occurred with a long-term effect (e.g. modification of a policy document such as the Structural Funds Regional Operational Programmes),
- When at least the level 2 of the implementation stage (see page 4 of the projects' final report) was reached, meaning that the first measures to implement the Action Plan started.

Despite this demanding approach, these 13 projects have demonstrated 66 policies improved out of the 126 addressed. In other words, more than 50% of the policies tackled by these projects were finally improved thanks to the two-year cooperation.

The example below is extracted from the fourth progress report of ENTREDI. It gives a short but good overview on the results achieved in the seven participating regions. Further details can be found in the same report and the final report.

"The seven signed Regional Action Plans ready for implementation will improve the entrepreneurship support in the seven partner regions. The Regional Action Plan developed for

the Emilia-Romagna Region has been signed by the Department for Productive Activities within the Emilia-Romagna Regional Authority that has identified three specific objectives and related actions to improve support mechanisms for start-ups in the region:

1. Intelligent Networking: development of strategies and tools to accompany Emilia-Romagna regional entrepreneurs. This initiative is already in place and will be further implemented through transferring networking tools used within the Kompass 4+1 approach and SPS Jonkoping.

2. Evaluate companies' potential and provide better and more efficient services such as the Kompass Profiling Tool, and Jonkoping SPS.

3. Ensure the continuity of the regional support to nascent entrepreneurship.

The LEP (Local Enterprise Partnership) has confirmed its support to the implementation of the Kompass model adapted to the needs of the UK region. The region will maintain and manage a business support map that will provide information on business support in the area. The portal will become the only and best source of local and regional business support information with the aim to improve the entrepreneurial spirit across the region.

Through their signatures, the Region of Jönköping committed itself to implement, through its Science Park System the good practice (GP) IPlanner, GP Profiling tool, and to further explore the GP "WeTechOff" for possible implementation of relevant aspects of this good practice in the future.

For partner 8 (University of West Macedonia, EL), Mr. Oikonomidis signed the Regional Action Plan during the ceremony and expressed the willingness and support of the regional authorities to implement and integrate the 4+1 model, the Global Mini MBA and the Profiling Tool GPs into new regional initiatives in order to create a holistic support mechanism for entrepreneurship and innovation.

The ENTREDI Good Practices selected to be integrated by the Lodz Region were: the Kompass "Profiling Tool", the Kompass "4+1 Phase Model", and the Science Park System Jonkoping. There was also interest expressed in the iPlanner Tool from Tartu, Estonia. The Department of Entrepreneurship of the Marshal's Office for the Lodz Region performs a key role as an organisational unit working towards the achievement of the ROP targets. It will be important to follow the Lodz Voivodship priorities, linking them to selected ENTREDI GPs in order to improve business support services offered to entrepreneurs, to enhance the success of start-ups as well as survival rates in the region.

Tartu Science Park is already actively implementing in its daily operations Good Practice (GP) Profiling Tool. Adapted model of GP 4+1 Model by Kompass. It has great potential for setting up common and unified approach to business support system among regional Business Development organizations to offer small and medium-sized enterprises sustainable and quality services. The good practice 'Science Park System' from Jönköping in Sweden is also considered for implementation.

The main focus for the Lead Partner Kompass, together with HAT e.V., during the Regional Action Plan implementation will be on the enhancement of the networks of all actors with increased linkages among offered services and an improved exploitation of entrepreneurship potential in the region. The Hessian Ministry of Economics, Transport, Urban and Regional Development is endorsing the goals of a Regional Action Plan to enhance the business start up environment in Hesse."

Similar results can also be found, for example, in the SCINNOPOLI project's final report.

Beyond the INTERREG IVC funding, interesting developments were identified related to two first call Capitalisation Projects:

- **ERIK ACTION**

  Within the context of the project, partner 5 (Bretagne Innovation, FR) imported three practices; among them the 'Innovation Assistant' from Lower Austria (AT) and the Fabrica Ethica from Tuscany region (IT). These two transfers had further policy impact on the French region.

  The Innovation Assistant was first imported as an initiative called 'Innov'acteur'. This initiative was so successful that it has now become a core programme of the Regional Innovation Strategy called 'SIDE' (www.bdi.fr/notre-action/programmes). This programme is managed by Bretagne Développement Innovation (merging of Bretagne Innovation and the Regional Development agency in 2011). It is developed within the Regional Innovation Network (150 business advisers from more than 40 entities) and is the backbone of the regional innovation system in Bretagne. It is co-financed by ERDF via the Regional Operational Programme.

  The Fabrica Ethica practice has also led to a more structural change in the Bretagne region. Thanks to the first experience and sustained willingness of the Regional Council to develop 'social innovation' expertise on the territory, a specific team in

charge of developing a strategy on social innovation and Corporate Social Responsibility has now been created within Bretagne Development Innovation. This strategy will be fully integrated in the future Smart Specialisation Strategy of the region called 'Regional Strategy for Development and Innovation' (Stratégie Régionale de Développment et d'Innovation, SRDEI).

- **RAPIDE**

  Pre-Commercial Procurement (PCP) approaches were among the good practices transferred within this project. PCP is actively promoted by DG Enterprise as a new way to foster innovation. Through PCP, public procurers can drive innovation from the demand side. This enables European public authorities to innovate the provision of public services faster and creates opportunities for companies in Europe to take international leadership in new markets. According to the EC, reducing the time needed for new products to get to market by developing a strong European home market for innovative products and services is the key for creating growth and jobs in Europe. Thanks to the RAPIDE project, the Észak-Alföld Region (partner 12) is the first region in the new Member States that tries to implement a PCP and the first in the whole EU that implements it within its Regional Operational Programme.

It should be noted that the above developments were identified only by chance. In particular, it is through the participation of the JTS in certain events that it was possible to get this information. This confirms the limits of the current monitoring system.

In order to estimate more precisely the level of achievements after the project cooperation end, the Programming Committee agreed to include a specific 'ex-post' evaluation of the six 1st call Capitalisation Projects as part of the Mid-Term evaluation update, which was launched at the end of 2012. The results of this update will be reported in the 2013 Annual Report.

Some concrete examples of achieved policy improvements can be found below. At least one example of a policy improved per sub-theme is provided.

<div align="center">

Examples of policies improved from <u>Priority 1</u>
'Innovation and the knowledge economy'

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- **Priority 1 - Sub-theme 'Innovation, research and technology development'**
  SCINNOPOLI on assessing the impact of regional innovation policies

Several policy improvements were demonstrated by the SCINNOPOLI project (several of them being related to the Structural Funds Operational Programmes):

- In Brittany region (partner 5, FR), the content and process of the regional innovation policy monitoring system was deeply influenced by the exchange of experience facilitated by SCINNOPOLI. In particular and thanks to the learning gained through the cooperation, the monitoring system put in place in the frame of the first regional innovation plan of Brittany was included in a specific measure for the implementation of ERDF Regional Operational Programme 2007/2013.

- In Puglia (partner 6, IT), the content of the Action Plan was developed with a particular focus on the Priority I of the ERDF Operational Programme 2007/2013, which aims at supporting the innovation demand of regional companies. Under the above mentioned Priority I, several lines of intervention were developed considering the different good practices identified during the exchange of experience stage.

- In Provence-Alpes-Côte d'Azur Region (partner 7, FR), the interregional exchange allowed the Region to improve the implementation of the current Regional Innovation Strategy (RIS). First, it led to a balanced scorecard with a more consistent strategic management instrument for innovation policy. Second, it allowed the monitoring and evaluation system to become operational. In fact, if the Regional Innovation Observatory was one of the priorities of the RIS, and its architecture was quite well defined at the launch of SCINNOPOLI, exchanges with project partners allowed the Region to improve the observatory's actual process (monitoring and evaluation activities) on the basis of the project experience.

- In Wielkopolska (partner 10, PL), the concept of an evaluation system was stipulated only in general terms in the Regional Innovation Strategy. This system was further developed, in particular the idea of Regional Observatory of Innovation and Regional Development. During the project, the details of the system including types of indicators to be measured were defined. These indicators include context, impact, and trend indicators. Also, the existing innovation activities undertaken by different departments of regional authorities have been measured for the first time taking into account the way they meet the objectives of the updated innovation strategy and the resources spent (based on Impactscan method). The measurement was possible thanks to the new tool

(questionnaire) developed by the SCINNOPOLI team. It has been agreed that the Regional Operational Programme for the new programming period 2014-2020 will be developed in accordance with the objectives of the updated Regional Innovation Strategy and results of its monitoring activities, whenever possible. Moreover, thanks to the monitoring of the activities carried out by the beneficiaries of Structural Funds, it will be possible to estimate some impact indicators for the innovation policy.

- **Priority 1 - Sub-theme 'Entrepreneurship and SMEs'**
  CREATIVE METROPOLE on creative industries in metropolitan areas
  http://www.interreg4c.eu/showProject.html?ID=119953
The two following policy improvements can be noted:

- o Thanks to the participation in CREATIVE METROPOLES (CM) project, the City of Vilnius (partner 4, LT) realised that the creative industries sector can be an engine for the economic development of the city. Creative industries development measures, tackled by CM research and discussed during CM events, were included in two strategic documents of Vilnius City Municipality - Vilnius Strategic Plan 2010-2020 and Vilnius City Culture Strategy 2011 - 2020. The best practices and experience in establishing the Cultural Industry support structures, organisations, or other coordinating institutions of the project partners were analysed during the Study visits and used in the process of developing Vilnius City Culture Strategy 2011 - 2020.
  In particular, the lessons learnt from CM allowed the City Of Vilnius to set goals, objectives, and actions in the sector of Cultural Industry development, among them:
    - a) Encourage inter-sector cooperation;
    - b) Create the Cultural Industry support strategy;
    - c) Create plans for fostering Cultural Industry entrepreneurship;
    - d) Establish a map of Vilnius Cultural Industry;
    - e) Develop international Cultural Industry development projects.
- o CM research contributed to the development of the City of Warsaw strategy for the development of culture until 2020. In May 2011, the Culture Development Program Phase 1 was made public, including a list of the main challenges, aims, and action proposals. The CM project was one of the motors inside of the City to notice and support creative industries. The 'Program for development of culture in Warsaw until 2020' was accepted by

the City Council on 29 March 2012 and is the most important strategic document regarding Warsaw culture. It is available (in Polish only) on the following weblink:

http://www.um.warszawa.pl/sites/default/files/attach/aktualnosci/zalacznik_prk_po_autopoprawce.pdf.

Chapter III "Creation" is devoted to creators and creative industries, their importance for Warsaw economy, and the need to support them in a more strategic way. On page 16, the study on Warsaw creative industries, which was carried out within the Creative Metropoles project, is mentioned. This was the first quantitative and qualitative study of the sector made in Warsaw.

- **Priority 1 - Sub-theme 'Information Society'**

RTF on telemedicine services

www.interreg4c.eu/showProject.html?ID=120424

NHS 24 Scotland (partner 10, UK) , hosted a number of calls with RTF partners to exchange NHS 24's experience of telemedicine strategies and how to take forward regional and national implementation of these. These partners included Catalonia and the Region of Southern Denmark, as well as Scottish Government representatives. NHS 24 is currently rolling out home-based solutions to support at least 10,000 patients with Long-Term Conditions (specifically COPD, and Chronic Heart Failure) and for the frail and vulnerable elderly. Information sharing with Catalonia and South Denmark in terms of best practice and lessons learnt has now been built into the NHS 24 deployment programme.

- **Priority 1 - Sub-theme 'Information Society'**

OSEPA on open source software in local and regional public authorities

www.interreg4c.eu/showProject.html?ID=120874

By 2011, representatives of Vysočina region (partner 2, CZ) took part in several interregional OSEPA events where numerous case studies focusing on the successful adaptation of FOSS (Free and Open Source Software) to deliver productivity and cost benefits were studied. The operational and technical knowledge acquired by Vysočina's representatives raised particular interest to demonstrate the value of FOSS to the officers and to the elected representatives of the Public Administrations within the region. As a result, in September 2011, the ICT department of Vysočina region proposed to the regional council to revisit the ICT Strategy of the Region to support openly Open Source software and interoperability based on Standards. In October 2011, the regional council approved the proposals of the ICT

department, which resulted in the revised IT Strategy of the region. Within this scope, Vysočina provides support to local authorities seeking guidelines on FOSS migration. Moreover, the regional government will promote regional FOSS-related projects in the new programming period 2014-2020. In addition, in order to encourage FOSS awareness and knowledge transfer, Vysočina will organise training seminars for ICT staff of the regional public administration. Finally, in association with the University of Polytechnics of Jihlava, Vysočina will promote FOSS implementation within the regional schools, colleges, and universities.

- **Priority 1 - Sub-theme 'Employment, human capital and education'**
  'Gender4Growth' on gender equity
  www.interreg4c.eu/showProject.html?ID=119937

The results of the Gender4Growth (G4G) project were taken into account in two new Île de France Region (LP, FR) framework reports:

The first one, the "Mediterranean policy framework of Region Île de France", was voted on in February 2012 and prepared by the directorate of International affairs of the Île de France region. The project manager of G4G was consulted to add to the document information on "gender" approach. In this framework, a new action was submitted to a vote concerning the funding by the region of a project carried out on the Mediterranean zone. One of the topics validated for the funding is "gender equality, fight against discrimination, and promotion of women rights".

The second - "Framework for a Regional policy for real equality and fight against discriminations"- was also voted on in February 2012. This report takes a strong gendered approach and it includes a short presentation of G4G project. The G4G project manager was in close contact with the department in charge of this new policy and with the political cabinet of the region. Thanks to the input provided by G4G, a European view on the gender approach was provided. A real cross-cutting approach took place during the writing process of this new regional framework, and the G4G team will continue to be involved in the follow-up of this new policy.

Examples of policies improved from <u>Priority 2</u>
'Environment and risk prevention'

- **Priority 2 – Sub-theme 'Natural and technological risks; climate change'**
  REGIOCLIMA on adaptation to new climate conditions
  <u>www.interreg4c.eu/showProject.html?ID=119873</u>

Thanks to partner 8 (Regional Agency for Entrepreneurship and Innovations - Varna, BG), the Bulgarian Ministry of Environment and Waters (MOEW) was strongly interested in the developments and outputs of the REGIOCLIMA project. The project results were submitted to the MOEW (Mrs. Boryana Kamenova, Head of "European policies on climate change") to be used in its legislative initiatives. On 20 March 2012, the third Bulgarian National Action Plan for Climate Change (NAPCC) 2013 – 2020 was published for public presentation (<u>http://www3.moew.government.bg/files/file/Press/aktualno/2012/mart/NAPCC_20_03_2012.pdf</u>). The third NAPCC foresees a new law on activities with regard to climate change. Changes in Bulgarian legislation, foreseen by the 3rd NAPCC are listed below (Regional and local policies in Bulgaria are framed by national legislation):

  - o The Environment Protecting Act (EPA) - (SG. 91/2002, last Am. SG. 42/2011)
  - o The Energy Act (EA) - (SG 107/2003, last Am. SG 47/2011)
  - o The Energy Efficiency Act (EEA) (SG 98/2008, last Am. SG 35/2011)
  - o The Forestry Act (FA) (SG 19/2011, last Am. SG 43/2011)
  - o The Law for Spatial Planning (LSP) (SG 1/2001, last Am. SG 80/2011)
  - o The Law for Conservation of Agricultural Lands (CALL) (SG 35/1996, last Am. SG 39/2011)
  - o The Law for support of Agricultural Procedures (SAPL) (SG 58/1998, last Am. SG 8/2011)
  - o The Law on Carbon Dioxide Storage in the Earth (CDSEL) (SG 14/2012)
  - o The draft Law on Activities with regard to Climate Change (ARCCL).

Discussions during the legislation modification process have been directly influenced by the policy recommendations that resulted from the REGIOCLIMA activities, notably the Consolidated report on regional Climate Change Adaptation strategies, the policy-related papers, and the networking event (representatives of MOEW participated in the event).

- **Priority 2 – Sub-theme 'Water management'**

Several policy improvements were demonstrated by WF.

1) The activities indicated in the Regional Action Plan (RAP) of Navigli Lombardi (partner 11, IT) were included in the 2013 annual action plan that rules the relationship between Navigli Lombardi and Lombardy Region. The plan is approved and foresees actions linked to multifunctional uses of canals and cultural/ tourism valorisation like further development of the multimedia application 'Navigli di Leonardo' and the involvement of schools

2) The RAP of Vidzeme Planning Region (partner 15, LV), aiming at the development of strategic planning of waterways and waterfronts, was incorporated into the „Sustainable development strategy 2014 – 2030" of Vidzeme region at the Development Council Meeting on 21/11/2012, decision number 7.

3) Based on the RAP of the County Administrative Board of Värmland (partner 7, SE), the Swedish government decided to include the Inland WaterWays (IWW) system into Swedish law in the framework of the implementation of EU directive 2006/87. The new rules will take effect in mid-2014. The IWW system will allow IWW vessels (not only ocean-going ships) to operate on the Lake Vänern.

4) The investment plan included in the RAP of French Waterways (partner 12, FR), aiming at the regeneration costs of the waterway at river Sambre, was approved by the Ministry of Ecology, Energy and Sustainable Development. According to the financial allocation, partner 12 will finance 50% of the costs. The rest of the budget will be funded by the association of local stakeholders 'Réussir notre Sambre' and the Region Nord-Pas-De-Calais.

5) The vision of Association Region Watern Delft (partner 5, NL), including parts of its RAP, was incorporated into Nota ligplaatsenbeleid; a document with regulations on mooring places that the province of South Holland established on 18 December 2012. The policy regulates mooring places in general in the South Holland Province and appoints locations where larger amounts of such places can be developed.

6) The Municipality of Dunaújváros (partner 17, HU) amended its Annual Action Plan for 2012 (50/2012 (II.16.)), in which the plans of the Regional Action Plan have been

indicated as concrete actions. The Municipality also amended its Declaration on Environmental Protection 2012, which was prepared for the EMAS registration.

- **Priority 2 - Sub-theme 'Waste prevention and management'**

  C2CN on recycling society through the Cradle-to-Cradle approach

  http://www.interreg4c.eu/showProject.html?ID=120220

  All 10 partners from the 10 regions involved in C2CN made great efforts to exchange experience and adopt C2C-inspired good practices, thereby also addressing current policies in the field of waste management and ecological material management in their region. A few examples of policy changes are provided below.

  C2C approach was largely unknown in Graz (partner 4, AT). Due to the participation in C2CN, it was possible to raise the awareness of C2C and get the political support for future initiatives and measures. C2C is now part of the Economic Strategy 2015 of the City of Graz, which was agreed upon in February 2011. C2C is defined as a major topic and will be continued.

  Regional policy improvement in the East of England (partner 8, UK) thanks to C2CN can be demonstrated in multiple ways. In addition to the C2C call by DCLG (Department for Communities and Local Government), constituting an actual improvement of the present ERDF Operational Programme, C2CN also had an impact on the Suffolk Green Buildings Network (SGBN). The ambitions of this local cross-sector network now reflect C2C. Also, Sustainability East needs to be mentioned. In the absence of a regional tier of governance following the UK elections of 2010, this social enterprise has positioned itself to influence strategically public policy making. The initiators of Sustainability East have embedded the idea of C2C into their policies and work. For instance, they have applied the C2C efforts towards C2C approach throughout the design of the 'Climate Change Skills Fund', £1.04 million central government funded initiative.

  In the Limburg (partner 1, NL) coalition agreement 2011-2015, the focus is set on innovative renewable energy. The aim is to give a boost to circular economy, with innovation and employment high on the agenda. The C2CN Action Plan, prepared and signed by the Province of Limburg, takes it a step further, building on the policy priorities. The two concrete initiatives elaborated in the Action Plan can be seen as innovative and practical applications of the political ambitions and policy goals formulated in the coalition agreement.

In Flanders (partner 2, BE), regional policy was improved by the delivery of a Policy Framework for mainstreaming C2C in Flanders and the establishment of a Policy Research Centre for Sustainable Materials Management (SuMMa).

- **Priority 2 – Sub-theme 'Biodiversity and preservation of natural heritage'**
  REVERSE on preserving biodiversity
  http://www.interreg4c.eu/showProject.html?ID=120134

The interregional cooperation in the framework of the REVERSE project enabled the Mediterranean Agronomic Institute of Chania, Crete (partner 7, EL), member of the consulting working groups for the Strategic Plan of the Region of Crete, to refer to the experience gained and the good practices identified through REVERSE project. In particular, it concerns biodiversity conservation with respect to the agricultural production. References to the REVERSE project are reported in the annex of the "Strategic plan of the Region of Crete for the development of the primary sector and of the management of its products". It includes recommendations and action plans of the working group on 'natural resources'. It was issued in October 2011 in Heraklion, approved by the Regional Council in November 2011, and published on the web at the beginning of 2012.

The Regional Strategy on Biodiversity is only being draftedin Aquitaine Region (partner 1, FR), but it is already clear that it will build on the recommendations of the European charters developed by REVERSE. A working session was organised in October 2012 and regular meetings will go on throughout 2013. The Consultative commission on Economy, Social issues and Environment of the Aquitaine Regional Council has also suggested that the REVERSE good practices should be consulted when implementing the intervention rule document on regional ecological network to be submitted in June 2013.

As far as Basque government (partner 12 , ES) is concerned, the Regional Charter (Carta de la Biodiversidad de Euskadi) contains a list of actions, for which Basque policy-makers are responsible to prevent biodiversity loss. Those actions are related to intervention in agriculture, tourism, and regional planning, the three topics tackled within the REVERSE project. They take into account enhancement of biodiversity and socio-economic development. Although some of the proposed actions are already in operation, all of them will be strengthened when the Regional Charter is signed by the

new Basque Government. A shift in some relevant regional policies is to be expected. For instance, generation of positive results for biodiversity will become a condition for plans or projects related to agriculture, tourism, and territorial planning to get public funding.

The Estonian National Plan "Estonia 2030+" (partner 5, EE), which was approved in July 2012, includes a chapter on "Green Infrastructure", based on several recommendations from the REVERSE Land Planning and Biodiversity Charter. The plan will be considered and implemented at county level and at the level of municipalities. The Reverse Land Planning and Biodiversity Charter and the best practice guide will be also widely used in the Estonian Environmental Management System. The working group on ecosystem services at the Estonian Ministry of Environment and the working group on Rural Development for 2014-2020 have both used REVERSE Agriculture and Biodiversity Charter.

Regional Agency for the Development and the Innovation of Agriculture in Lazio (partner 13 , IT) included in the "Guidelines for conservation and characterisation of plant, animal, and microbiological biodiversity of agricultural interest - National Agro Biodiversity Programme", published in October 2012, inputs from the REVERSE experience with regards to agro biodiversity conservation. The regional recommendations from REVERSE, reported in "Lazio Reverse Charter" ("Carta regionale Reverse - Sfide e raccomandazioni per la Regione Lazio"), will be used for the next policies at regional level (Lazio Rural Development Plan - after 2014) in the debate with Lazio Region. These actions result from the REVERSE working group discussions on Agricultural, Land Planning, and Biodiversity.

The REVERSE experience enabled the Mediterranean Agronomic Institute of Chania, Crete (partner 7, EL) to contribute to 1) a special consultation from the Greek Ministry of Rural Development and Food towards a limited number of institutions in Greece, concerning the edition of a Ministerial Decision on measures for plant local varieties, conservation, and registration in the official catalogue of plant varieties. The request to participate was sent on 27 July 2012, the input from the partner was sent back on 10 September 2012 ; 2) public consultation from the Greek Ministry of Rural Development and Food about the finalisation of the edition of 'Recommendations for the Strategy on Rural Development beyond 2013 (2014-2020)'. The Mediterranean Agronomic Institute contributed with special reference to REVERSE, particularly referring to the Guide of Good Practices, on three Strategic Lines: "Valorisation and improve-

ment of the local genetic resources (Target 9)", "Promotion and implementation of in-novative practices for the improvement of economic and environmental performance of small and medium size enterprises in rural areas (Target 1)" and " Conservation and valorisation of genetic resources and biodiversity of ecosystems and landscapes (Target 2)".

- **Priority 2 - Sub-theme 'Energy and sustainable transport'**
  PORT INTEGRATION on multi-modal innovation for sustainable maritime transport
  www.interreg4c.eu/showProject.html?ID=120690

  After the opening conference in 2010, the PORT INTEGRATION project initiated a more intensive discussion on political and administrative level in the partner regions and Hamburg (LP) regarding the future maritime policy of the EU. One of the con-crete impacts of the project was the increased political awareness of the concerned regions about the importance of the maritime policy of the EU. In particular, some of the information gained within the project was considered in the Governmental Pro-gram of the Free and Hanseatic City of Hamburg. This has resulted in the support of pilot projects for sustainable logistic development. Also, the development of intelligent traffic management systems is supported on political level. The introduction of more intelligent traffic systems and the support of innovative logistics centres are actions on local level, which contribute to implementing the environmentally friendly transport policy of the EU. These topics of the governmental program 2011 were partly the re-sults of the input from the PORT INTEGRATION project.

- **Priority 2 - Sub-theme 'Cultural heritage and landscape'**
  PRESERVE on sustainable tourism
  www.interreg4c.eu/showProject.html?ID=119858

  As a direct result of the PRESERVE project (and especially based on the lessons learnt in the framework of the peer reviews), the Avila County Council (partner 5, ES) launched a new Tourism Board for the County in 2012. This represented an important policy decision that made different public and private stakeholders share their exper-tise and take strategic decisions jointly in order to elaborate a new tourism strategy focused on increasing services quality and achieving an environmentally friendly tour-ism. One of the main contributions of PRESERVE is related to the importance of pub-lic-private partnership in the tourism and tourism-related sectors (e.g. rural develop-ment or energy), as well as to the necessity of enhancing communication and market-ing strategies.

Office of Banská Bystrica self-governing Region (partner 6 , SK) improved its policy document "Strategy for tourism development 2007 - 2013" as a result of PRESERVE. More precisely, thanks to the lessons learnt during the project implementation, this revised strategic document focuses more on the objective of making tourism in the region more sustainable through an enhanced cooperation between regional actors and stakeholders, new tourist products, new infrastructures (especially in protected areas), and a greater attention to innovation in the tourist sector. Indeed, PRESERVE activities made the cooperation among stakeholders in the region closer and more intensive, helped the creation of a network of actors of the tourist sector, and made sustainability central to tourist strategies.

For Jönköping County Council (partner 15 , SE), it is through their local tourist agency "Smålands Tourism AB" that they influence their local strategy related to tourism development. Through PRESERVE, they realised how "sustainability" could be important not only per se, but also as a core marketing factor for the promotion of the county. Based on the lessons learnt within the project, "Smålands Tourism AB" adopted more systematically the word 'sustainability' as an attractive and *selling* factor when advertising and promoting new tourist sites. This is observable in the quality document of "Smålands Tourism AB" where sustainable tourism is defined as the "highest priority in international business development" and where the company highlights its participation in the elaboration of principles for sustainable tourist behaviour and ethical codes.

As reflected in the above examples, most of the policy achievements take place at the local and regional levels. But more and more links and synergies were identified between the projects and the **EU level**; a few projects like CITEAIR II or C2CN even influenced strategies developed at the EU level. An illustration of these synergies is provided below.

Under Priority 1

The Regional Innovation Monitor (RIM, www.rim-europa.eu) is a DG Enterprise initiative led by Technopolis group, Fraunhofer Institute, and Maastricht University that aims to provide a reference framework for the development of more effective and efficient regional innovation strategies. During their analysis, the experts in charge of the initiative provided three different examples of interesting projects. Some of the examples were INTERREG IVC projects approved under priority 1 (i.e. **SCINNOPOLI, EuroPROC**, and **RAPIDE**). Even though the experts may not have realised that these examples came from the same programme, it is a

good sign of the quality of the INTERREG IVC projects and their capacity to inspire the EU level.

EuroPROC is a 1st call Regional Initiative Project addressing the access of SMEs to International Public procurement (IPP) markets. Since its start, the project adopted a very efficient communication strategy. It also worked closely with DG Enterprise, which had a particular interest in the topic.

When the project ended, DG Enterprise was so interested in the EuroPROC final good practice guide (see link below) that, at the end of 2011, this DG was negotiating with the Lead Partner (Catalonia Competitiveness Agency, ES) the ownership rights of the guide so that it could become a DG Enterprise publication (www.europroc.eu/public/docs/europroc__good_practices_guide_new_42yl.pdf).

ENSPIRE EU and **YES** are both 2nd call projects dealing with entrepreneurship issues. Both projects built good relationship with DG Employment and, as a result of the fruitful exchange between them, both projects are now mentioned on the following page of DG Employment website: http://ec.europa.eu/social/main.jsp?catId=952&langId=en.

WINNET 8 is a 2nd call Capitalisation Project. It aimed to improve women's participation in the labour market, focusing in particular on horizontal segregation, lack of women working in the field of innovation and technology, and lack of women entrepreneurs. The project was invited to present its aims and activities at a meeting of the **High Level Group for Gender Equality of the European Parliament on 18 March 2011. The following month, WINNET8 was also presented at the Regional Committee of the European Parliament. The presentations of the project at the highest levels of the European Institutions represent the first step towards raising awareness of the actions made in favour of gender equality across Europe, which are meant to be a source of inspiration for the work of the EU. The recognition of the relevance of the project at the EU level was further confirmed in 2012. On 13 February 2012, WINNET 8 was invited to Brussels to a joint COCOF (Co-ordination Committee of the Funds) and ESF Technical Working Group meeting on Gender Mainstreaming in the Structural Funds. This was a unique opportunity for the project to disseminate its results at the EU level.**

Under Priority 2

CITEAIR II aimed to improve regional polices in the domain of air quality protection, sustainable transport, and reduction of greenhouse gas emissions. CITEAIR II partners continuously cooperate with the European Environment Agency (EEA). This cooperation was developed first within the framework of the PAQ (Promote – Legacy Air Quality Index for Europe) project. This initiative, financed by the EEA, aimed at providing an air-quality platform where air quality indices could be calculated from the European database AIRBASE. Second, the cooperation goes on also within the 'AirWatch' system. EEA established a strategic partnership with Microsoft and developed Airwatch as part of their Eye-on-earth initiative. This system http://eyeonearth.cloudapp.net was officially launched during the COP15 Summit in November 2009 in Copenhagen. When developing this system, the **EEA decided to adopt the CITEAIR Air Quality Index (CAQI) to present Air Quality information to the public in Europe**. In January 2010, a meeting with EEA took place in Rome where the EEA presented AirWatch (on which CITEAIR II gave its feedback). In June 2010, EEA also took part in a CITEAIR II workshop. The fact that EEA adopted the CAQI as the European standard to inform the public about air quality is an excellent way to ensure the use and durability of the CITEAIR II results.

C2CN is a 2nd call Capitalisation Project dealing with the Cradle to Cradle approach to waste management and prevention. As a Fast-Track Initiative, the project was closely followed and monitored by DG Regio, in cooperation with DG Environment. During the final conference in Maastricht on 7 December 2011, DG Regio explained the importance of projects like C2CN that work and develop the potential of innovative solutions for environmental sustainability. The Commission believes that C2CN demonstrates on the ground the involvement of local and regional authorities in cutting-edge innovations, in particular in the implementation of actions that stem from the work carried out during the Fast-Track project. In particular, according to DG Regio, the C2CN project helped the Commission to understand better the concept of 'cradle to cradle' and contributed to introduction of the concept of 'circular economy' in the policy lines and orientations for the 2014-2020 Cohesion Policy.

To conclude on the policies improved, it should be highlighted that, even when no evidence of improvement could be reported yet, still a majority of projects demonstrate interesting developments at policy level. The following examples from the PEOPLE mini-programme present good illustrations of developments, which are not reflected under any indicator:

> **PEOPLE** focused on the adaptation of labour market to ageing population and changes in family structure. The conference organised in Małopolska (partner 5, PL) on 18 October 2010 on Silver economy and the publication of a policy recommenda-

tion White Paper on "Challenges for Małopolska in the context of demographic change" were the last steps of a fruitful interregional cooperation started in March 2010. Over 100 people participated in the conference, mostly regional and national experts, to discuss important issues regarding silver economy. Although Małopolska region will suffer from the consequences of demographic change in the next decades, there is still a chance for stable economic growth. The silver economy can be one of the solutions. Different aspects of problems related to demographic change were presented by many scientists and experts with practical experience, and three PEOPLE's sub-projects (TCares, Diversia, and Silver Academy) presented their goals and achievements in the context of silver economy.

On 8 and 9 November 2010, the Regional Minister for Equality and Social Welfare of Andalusia (partner 1, ES), Mrs. Micaela Navarro, held several meetings with Małopolska policy-makers in Poland. Specifically, on 8 November 2010, at the regional government premises, the Regional Minister met Mr. Roman Ciepela, vice-Marshall of Małopolska Voivodship and regional officers responsible for PEOPLE project, as well as other representatives of the International Cooperation Office and the Regional Development Department of Presidency. The main issues discussed were the importance of social economy as a fundamental key of social services, the importance of interregional cooperation in the field of reconciliation and equal opportunities between women and men, the incorporation of ethnic minorities, and the implementation of measures for combating gender violence.

After four years of analysing project results, it seems that it is easier to achieve results within Regional Initiative Projects when the issue is tackled at the local level rather than at the regional one. A majority of concrete examples of policies improved and good practices transferred seem to come from projects where the city/ municipal level is represented. This may be explained by the fact that the decision-making process at the local level is more straightforward. A municipality has full competence in certain domains (e.g. mobility). Compared with the regional level, where the 'policy sub-system' is more complex, a city does not necessarily need to discuss with and convince other local stakeholders to make decisions and change its policy. But this finding needs to be understood as provisional and taken with care. Up to now, it is not based on any 'scientific' analysis and it will be further investigated in the next Annual Report.

3.1.2.2 Programme Objective: Exchange experience and improve the capacities and knowledge of regional and local stakeholders in particular by matching less experienced regions with more experienced regions

As demonstrated by the consolidated figures and apart from the spin-off activities, this objective can be considered to a large extent as achieved. This is not surprising, because the achievement of this objective is the minimum requirement expected from the projects.

A total of 2,285 partners are currently involved in the 204 approved projects. The average number of partners per project (11.2) is therefore higher than initially anticipated.

Within the 204 approved projects, an average number of 9.4 interregional events to exchange experience were organised per project (1,923 interregional events in total). This average will increase in the future Annual Report, since it takes into consideration only the first semester of the 4th call projects. This figure covers a wide variety of activities, from workshops to study trips, from staff exchange to thematic seminars. The figure is in line with the normal development of activities after almost three years of project implementation. In total, there were almost 48,000 participants in these interregional events. Compared with 2011, this leads to the same average number of participants per event (25).

More than 99% of all approved projects have a partnership composed of members coming from both 'Objective Convergence' regions and 'Objective Competitiveness' regions. This can be considered as a noticeable achievement for the programme, one of the aims of which is to match more experienced with less experienced partners. This figure also exceeds the initial target value indicated in the Operational Programme. In fact, only one approved project (i.e. PADIMA approved in the 2nd call) has a partnership composed of regions from the same objective (i.e. 'Objective competitiveness'). Still, PADIMA is particularly relevant to the EU Cohesion Policy since it focuses on mountainous areas. A few other projects have inversely a majority of 'convergence regions' involved in the cooperation. This is in particular the case of NEEBOR and ICHNOS PLUS.

The geographical coverage by the projects has improved thanks to the 4th call results. All EU Member States are represented in the 204 approved projects. More importantly, 89.7% of the NUTS II levels in Europe are now represented (i.e. 243 out of 271 NUTS II). Concretely, this means that 15 more NUTS II regions are now represented in the programme, as a result of the 4th call. Norway is represented by 21 partners (one of them being a Lead Partner) and Switzerland by three partners. Finally, seven third countries (i.e. Albania, Belarus, Croatia,

Iceland, Serbia, Russia, and Ukraine) are represented by eight partners (two of them coming from Croatia).

As far as results are concerned, the programme will not reach its initial objective regarding the percentage of public authorities involved. Instead of 70%, the participation of public authorities represents 50.1% of all partners (i.e. 1,146 out of 2,285), although applications with direct participation of public authorities were considered as better in the assessment process (as stipulated in the Operational Programme and programme manual). Despite this ratio, only two out of the 204 approved projects have no public authorities directly represented in their partnership. This is the case of SEE (where the policy relevance of the partners was very well demonstrated in the application form).

As already highlighted in the previous Annual Report, the high percentage of bodies governed by public law among the project partners can be explained by three main reasons:

- The definition of a body governed by public law reflects different realities according to the situation and the country. It is clear that an association of local authorities would be more relevant in INTERREG IVC than a local incubator without any policy relevance, although they are both bodies governed by public law. It can also happen that bodies governed by public law are in fact the relevant policy-makers in the region. For instance, a significant number of regional development agencies (more than 120) are approved in the projects, in particular from several newer Member States like Hungary, Bulgaria or Romania. Although these agencies are considered as bodies governed by public law, they are often the policy-makers directly in charge of the development of new policy instruments and implementation of Structural Funds Operational Programmes. If these agencies were to be considered as public authorities, the ratio would increase to 56%. The same remark applies to the public establishments for cooperation among local authorities in France (e.g. 'intercommunalities' such as urban communities). Although these organisations have policy power, they are considered as bodies governed by public law according to the Directive 2001/18/EC.

- In a significant number of projects (e.g. NANO4M, ORGANZA), the same region is represented directly by its public authorities, but also by some other organisations relevant to the topic tackled (e.g. development agencies, universities, or research institutes). This means that out of the three or four partners involved from the same region, only one is a public authority. As a result, a higher number of bodies governed by public law are represented in this kind of projects. Yet the core requirement of the

INTERREG IVC is met since each of the regions is also represented by its driving policy maker.

- Finally, there are cases where a body governed by public law is involved in a cooperation not with the aim to address a specific policy but to bring in its specific knowledge and competences which are required for the success of a project (e.g. thematic expertise, dissemination skills). Numerous examples can be provided: the ERRIN network in the MKW project, the Stockholm School of Economics in the CLUSNET project, the LUCI association in the PLUS project.

Within the 204 projects, the exchange of experience has already contributed to increasing the capacity (competence) of **4,527 staff members** involved in the projects. This represents an average of 22.2 people per project who have increased their skills thanks to their involvement in interregional activities, compared with an average of 29.5 in the previous Annual Report. This decrease is due to the 4th call projects. Although they are now taken into consideration, they have just started (only their first progress report was submitted) and they cannot report any staff members with increased capacity yet. This average will certainly increase again in the next Annual Report.

Concerning this indicator, the following quote from SCINNOPOLI (2nd call Capitalisation Projects) is interesting for two reasons. First, it gives an interesting example of the way the project tries to monitor the increased capacity of the partners involved. Second, it demonstrates that this indicator only partially reflects the results of the project since the capacity-building effect on the local/ regional stakeholders that are not partners in the project is not counted under this indicator.

"12 additional staff members from Lower Austria (Lead Partner, AT), WTSH (partner 3, DE), WTRDA (partner 4, HU), ARTI (partner 6, IT) and MT (partner 7, FR) increased their knowledge due to active participation in interregional events. Increased capacity is also documented by the self assessments which are filled in by the participants for the interregional transfer workshops: on the question "Has the meeting provided new ideas/ insights for your job and increased your knowledge about monitoring?" the participants evaluated the meeting in Rennes with 3.4, in Marseille with 3.6 and in Bari with 3.2 on a scale from 1 = insufficient to 4 = very good.

As SCINNOPOLI is a Capitalisation project, the active involvement of regional stakeholders in the development of the Regional Action Plan is essential too – and thus also their increase of capacity in terms of knowledge/ skills/ expertise. So far 18 regional and national stake-

holders have actively participated in interregional events and increased their capacity in the three semesters."

Concerning the spin-off activities, the programme is still slightly underperforming, but the situation has improved significantly compared with the previous Annual Report. By the end of June 2012, **201 new projects/ activities/ approaches resulting from the interregional exchange of experience** were reported by 54 projects. This represents 113 additional spin-offs compared with the previous Annual Report.

The above figure remains below the 480 spin-off activities envisaged in the Operational Pro-gramme. This underperformance is frustrating, since it does not seem to be related to a lack of concrete results in that domain. According to the programme's experience and as also demonstrated by the mid-term evaluation, it seems to be related rather to the projects' lack of awareness of this specific indicator. For instance, when INTERREG IVC officers participate in projects' final conferences, it often occurs that they discover through the presentations or through the discussions with the partners a lot of unexpected benefits gained from the coop-eration, although these benefits were never reported in the progress reports. The programme certainly has a responsibility for this lack of awareness. But this is also due to the fact that the 'number of new projects/ activities/ approaches' is the only project's related indicator that does not appear in the application form (i.e. by definition, projects cannot be asked at the application stage to estimate the unexpected results). The awareness of Lead Partners of this indicator is therefore very small and most of them do not understand its meaning when they see it for the first time in the progress report. In order to tackle this weakness, the impor-tance of this indicator was specifically highlighted during the Lead Partner seminar organised for the 4th call projects. Finally, it should be noted that one project played a strong role in the progress made compared with the previous Annual Report. Indeed, the C2CN project (2nd call Capitalisation Projects) managed to demonstrate 30 spin-offs from their cooperation mainly through bids submitted in different programmes. This is exceptional considering that the other projects that completed this indicator usually demonstrate one or two spin-offs. To some extent, the C2CN approach compensates for all the other projects, which did not report any spin-offs not because of the lack of results but because of the lack of understanding of this indicator. This is the reason why the programme did not modify this specific figure from C2CN.

As demonstrated in the examples provided in the 2009 Annual Report, these spin-offs can take very diverse forms such as:

- Submission of new applications to other EU programmes (e.g. NEEBOR in South East Europe transnational cooperation programme, ERIK ACTION in FP7)
- Adoption of new tools (e.g. CLUSNET with an interactive cluster mapping, POWER with a carbon reduction tool)
- Development of new joint services (e.g. CLIQ on incubators inter services)
- Adoption of a new cooperation convention (e.g. B3 Regions with new agreement between Piedmont, Sardinia, and Catalonia on ICT observatory)
- Integration in an existing EU network (e.g. DC with the I-NEC network)

A detailed analysis of these spin-offs shows that a majority of them are related to the development of new projects among partners often in the context of EU programmes (e.g. FP7, Leonardo, CIP, cross-border/ transnational, or interregional cooperation).

This indicator reflects the variety of results that can emerge from the interregional exchange of experience process. But, as highlighted in the introductory part of this analysis, monitoring of these spin-offs is only the first attempt to assess the intangible but real achievements resulting from cooperation activities. It reflects only partially the richness of the 'indirect outcomes' generated by interregional cooperation. The progress reports submitted by projects sometimes include very interesting information which cannot be reflected in any of the current programme predefined indicators. The extract below from the progress report submitted by the MiSRaR project is a good illustration of this richness:

"The partners all have created a network of public bodies in their region that are closely related to the disaster mitigation work and therefore highly relevant to the project. Most of these bodies often provide input to the project, make presentations, provide best practices, assist in the organisation of field visits, etc. Even though these partners are not co-financed by the programme, they play an integral and very important part in the development of the project and its activities. Since these public bodies are so closely involved in the disaster mitigation practice, the exchange of experience in this field has a spill-over effect on these bodies as well. One of the major 'not planned' effects of the project is that their involvement has increased to a great extent the quality of the public-public cooperation in the field of disaster mitigation in the participating regions."

Even if INTERREG IVC does not impose creation of local action groups on the Regional Initiative Projects, most of the projects (as illustrated above) engage the relevant stakeholders from their territory in the exchange of experience process. This is the way certain projects

approved in priority 1 ensure the participation of the private sector in the projects. The extract below from the final report of KNOW-MAN provides another good example of this process:

"*The Know-Man partnership was characterised by a wide spectrum of actors representing different parts of the 'triple-helix-structure' (public authorities, economic actors represented by technology parks, and academic representatives) as well as different economic backgrounds. On the one hand, the unique opportunity to establish links with and benefit from the experience of the different partners was stressed. It enabled the partners to broaden their view on specific issues and gain new insights. On the other hand, their differences in 'day-to-day-business' also led to different expectations. For instance, the relations among partners located in the same region or those working on similar topics (e.g. STP's) were described as stronger than the relations to those working in other fields.*

Attraction of local/ regional partners to project events:
The project partners attracted other local and regional actors in a considerable quantity. During the kick-off meeting which was held in Berlin, the following regional partners were actively involved: IZBM GmbH (International Business Incubator Berlin-Adlershof), Adlershof Projekt GmbH and NAVI Berlin Charlottenburg. During the final conference in Berlin, the Co-working space 'betahaus' and 'Modulor', a unique concept which brings various aspects of creativity and innovation under one roof, have been visited by the project partners. Both concepts are examples of Smart Specialisation approaches in creative industries.

Furthermore, in the Berlin Regional Round Table 'Feedback-Workshop Demand Analysis at STP Adlershof', several regional entities outside the Know-Man project participated actively. Humboldt-Innovation GmbH, Dept. of Computer Sciences at the Humboldt-Universität zu Berlin, IGAFA (association of non-university R&D centres at STP Adlershof), Technologiekreis Adlershof (business association at STP Adlershof), IZBM GmbH and a few businesses. While these actors were involved in specific events and meetings during the Know-Man project, other contacts resulted from 'day-to-day' activities of the Berlin partners. For instance, Berlin government (partner 2 , DE) mentioned the following actors: OptecBB (Optec Cluster in Berlin and Brandenburg), Technology Foundation Berlin, Berlin Business Promotion Agency, Brandenburg Business promotion Agency, Senate Department of Economics, Ministry for Economics and European Affairs Brandenburg, Investitionsbank Berlin (regional development bank), and Heinrich Hertz Institut/Fraunhofer Gesellschaft.

Lower Silesia Voivodship (partner 5 , PL) invited the Wroclaw Technology Transfer Center (WCTT) to cooperate as a regional partner in the Know-Man project. An expert from WCTT

took part in the project meeting in Sevilla. He was also involved in a cooperation focusing on upgrading the Good Practice 'Business Plan Competition' in their region. The involvement of the Pro Mathematica Foundation which led to joint activities with WISTA-Management GmbH (partner 3 , DE) should be also highlighted.

In the Koroška region (partner 10, SI), local, regional, and national actors were attracted especially during the process of implementing the Good Practices 'Ideas to start-up' and 'Business Plan Competition'. The Regional Development Agency for Koroška region mentioned the following actors:
- *'Ideas to Start-up': Polymer Technology College, Koroška Student's Club, start-up school Hekovnik, Koroška Centre for Higher Education, Business Centre Slovenj Gradec, and Koroška Youth and Cultural Centre*
- *'Business Plan Competition': Economists Association of Koroška, Chamber of Commerce and Industry of Slovenia – Regional Chamber of Koroška, Business Centre Slovenj Gradec, Polymer Technology College, and external experts (trainings for the participants, evaluation committee).*

Further actors were involved in the regional project events or Round Tables:
- *Companies: Nieros d.o.o., Kopa.d.d, Vox.io, Zementa, Eutrip, Lek d.d., Metal Raven d.d., VGP Drava Ptuj d.d., Vorkum d.o.o., VIGRAD d.o.o.*
- *Banks: NKB d.d.*
- *Representatives: RACE KOGO (Development Centre of Koroška economy), Ministry of Economic Development and Technology of Slovenia, start-up school Hekovnik.*

The Agency for Innovation and Development of Andalusia (partner 11, ES) mentioned that local actors such as RETA (Technological Spaces Network of Andalusia) and PCTH participated in the Regional Round Tables. Furthermore, SISOB (a collaborative project, supported by the European Commission) took part in Regional Round Tables. Also OECD presented their Open-science platform initiative. IPTS (Institute for Prospective Technological Studies) was invited to introduce its Smart Specialisation Platform at the International Conference.

In order to discuss the results of the Demand Analysis, the Regional Round Table 'Meeting of Entrepreneurs: Analysis and study of cross competencies in entrepreneurs of young companies located at STP's in Andalusia' with entrepreneurs located in Tecnoincubator Marie Curie at STP Cartuja93 was organised in cooperation with the University of Sevilla.

Several regional and local actors were attracted by the partners in the Rome and Lazio Region (partner 12, IT), like the University of Tor Vergata, ASI (Agenzia Spaziale Italiana), APRE (Agency for the Promotion of European Research), CNR (Consoglio Nazionale delle Ricerche), ENEA (National Agency for New Technologies, Energy and Sustainable Economic Development), ESA (European Space Agency), Sapienza Innovazione, Tecnopolo Tiburtino, Industrial Liaison Office Roma Tre Unversity, and Rome Science Park of Tor Vergata.

Veneto Innovazione S.p.A. (partner 15, IT) organised a meeting with the Municipality of Venice and CNA Veneto to promote the Know-Man activities. Afterwards, a representative of the Municipality of Venice attended the Know-Man conference in Ljubljana. Furthermore, local stakeholders were involved in the project meeting in Veneto (June 2012): H-Farm (venture incubator), La Fornace dell'Innovazione (business incubator) and Vega Science Park. On 30 June 2011, Veneto Innovazione S.p.A., in cooperation with the Research and Innovation Unit of the Veneto Region, organised a dissemination event in order to present the Know-Man project and its objectives in the Veneto region (15 participants attended the event).

The high level of attracting local and regional actors to the project's events underlines the added value of strengthening intraregional cooperation by participating in an interregional project (see also 2.2)."

A few examples of interesting, more recent spin-offs are provided below:

- **Priority 1 – Sub-theme 'Innovation, research and technology development'**
  PROSESC on the environmental sustainability of the road transport sector
  www.interreg4c.eu/showProject.html?ID=120758
  Stuttgart Region (partner 1, DE) continues cooperating with project partners Pannon Novum (partner 5, HU) and the Slovenian ministry (partner 3, SI) in an FP7 project called Elmo's. Within this project, the participating regions can build up on knowledge and trust which was created in PROSESC.

  A member company of the Galician Automotive Cluster (Associated member of the PROSESC Project consortium thanks to partner 4, Ministry of Economy and Industry, Government of Galicia, ES) started a commercial relationship with, the Regional Development agency - West Region (partner 8, RO).

The intense cooperation in-between infrastructure planner of the Stuttgart Region (partner 1, DE) and experts from East of England (partner 2, UK) provides the basis for the Regional Transport Forum – a meeting of transport professionals and politicians with transport portfolios across the East of England region.

The research work carried our during PROSESC and the Good Practice Guide will also generate further work and a paper to be presented in Helsinki in June 2013 at the ISPIM Conference - International Society for Professional Innovation Management on "Innovation in Global Markets: Challenges for Sustainable Growth".

- **Priority 1 – Sub-theme 'Innovation, research and technology development'**
  INNOHUBS on innovation systems in cities on the edge of major capitals
  www.interreg4c.eu/showProject.html?ID=120488

Further to the cooperation initiated within INNOHUBS, the Loures County Council (partner 5, PT) and the Lisbon University Institute - Higher Institute of Labour and Company signed a cooperation protocol on the design and development of a dynamic model of innovation in the enterprises of Loures County.

- **Priority 1 – Sub-theme 'Entrepreneurship and SMEs'**
  CITIES on creative industries in traditional intercultural spaces
  http://www.interreg4c.eu/showProject.html?ID=119725

The CITIES project provided an opportunity to compare the creative sectors in different cities. Thanks to that the project partners came up with new ideas how to improve local policies in creative industries development, how to increase visibility of the creative community, how to create better conditions for networking, and how to make the creative industries sector stronger.

Partly through the lessons learnt within the project, the municipality of Modena (partner 3, IT) made a decision to regenerate the Craft Village (an old industrial area located not far from the Modena centre) through the creative industries. In order to promote this pilot project, the website www.villaggioartigianomodena.it was created. The area is promoted as a creative one through a set of events (e.g. CreaMos, Back to the creativity, etc.).

The exchange of experience has also encouraged Klaipeda Economic Development Agency (partner 2, LT) to join the project "Urban Creative Poles", which promotes the valorisation of creativity into advanced innovation-oriented development. The project

aims to spur transnational clusters of creative industries to create jobs and stipulate additional income as the means to strengthen the local economies (www.creativepoles.eu).

Based on the experience of networking in the partners' cities, the Klaipeda Region Association of Creative Industries has been established in Klaipeda, LT. The main goal of the association is to consolidate common activity of creative organisations, SMEs from creative or related traditional sector, education and science representatives from creative and cultural specialisations, national, regional and international organisations, as well as sole authors in order to foster creative activities in Klaipeda region and enhance creative economy share in the overall national economy.

- **Priority 1 – Sub-theme 'Employment, human capital and education'**
    SolidarCity on local employment policies
    www.interreg4c.eu/showProject.html?ID=120467

The Network of European Cities for Sustainable Development (Lead Partner, EL) will be supported by the Association of Town Centre Management (partner 6, UK) in the establishment of social enterprises in Greece. This development is carried out in the framework of proposals submitted under a national call which aims at the creation of employment at the local level with the involvement of local authorities. The Association of Town Centre Management will support the transfer of know-how on the establishment of social enterprises by organising study visits in the UK and by involving the Network of European Cities for Sustainable Development in the network of social enterprises, which is going to be created in the UK with national funds. The proposal submitted by the Greek partner at the national authorities for creation of employment at the local level by establishing social enterprises and training people to become entrepreneurs, was born in the SolidarCity House established in Athens. The SolidarCity House team designed this proposal after consultation among the mayor of Acharnes Municipality, Vice Mayors, Efxini Poli experts, and social scientists of the local area on how to create employment in the Municipality of Acharnes.

- **Priority 2 - Sub-theme 'Water management'**
    WF on management of inland regional waterways
    www.interreg4c.eu/showProject.html?ID=120569

Five WF partners (Dutch Recreational Waterways Foundation, NL; British Waterways, UK; County Administrative Board of Värmland, DE; Savonlinna Region Federation of Municipalities, FI, and Navigli Lombardi, IT) with the City Council of Herrera de Pisu-

erga (ES) and Port Zelande (NL) submitted an application "Inland Waterways Tourism Concepts - Development and creation of multimodal recreational networks by exploiting the backbone function of inland waterways, lakes and canals" to EC DG Enterprise and Industry.

Five WF partners (Dutch Recreational Waterways Foundation, NL; County Administrative Board of Värmland, DE; Savonlinna Region Federation of Municipalities, FI; Navigli Lombardi, IT, and Municipality of Brzeg Dolny, PL) submitted a proposal aiming at promoting the environmentally friendly use of waterways, specifically focused on the recreational boating sector, to a LIFE+ Information and Communication call in September 2012.

- **Priority 2 – Sub-theme 'Waste management and prevention'**
  W2E on production of energy from waste
  http://www.interreg4c.eu/showProject.html?ID=120309

  As a direct result from the W2E project, the Östergötland Council (LP, SE) has started a new project dedicated to small-scale energy production from waste and biomass by SMEs. When assessing the waste management system in the region, this issue was pointed out as a missing opportunity for the rural areas of Östergötland. This project is also connected to the EU strategy for the Baltic Sea region. The project started in November 2012.

- **Priority 2 - Sub-theme 'Biodiversity and preservation of natural heritage; air quality'**
  REVERSE on preserving biodiversity
  www.interreg4c.eu/showProject.html?ID=120134

  Although they may not be considered under the core result indicators (i.e. good practices transferred and policies improved), the activities developed by some REVERSE partners are worth mentioning. These new activities, developed in the partners' own regions, are based on the REVERSE learning.

  In the early phase of building management plans for the Natura2000-sites "Werderland" and "Hollerland", the Senator for Environment, Building and Traffic, Bremen (partner 14, DE) organised three workshops with NGOs, farmers, water boards, and other stakeholders about agricultural land use and water management. Needs and wishes were discussed and brought to a solution. The example of (partner 12, ES) in terms of "Public Participation in Biodiversity Conservation" was very helpful for making

the management plans. The same procedure is planned for building up the management plan for the N2k-site "Blockland". According to the scientific part of preparation of the management plan and actions, another good practice from the Basque Government ("Territorial Plan for Wetlands") was very helpful.

The Plant Production Research Centre, Piestany (partner 4, SK) started working on how networking actions can contribute to protection of local preservation of old fruit varieties. In cooperation with the NGO "Pre Prírodu,n.o." and the Protected Landscape Region Biele Karpaty (White Carpathians), a workshop was organised among the stakeholders. It resulted in the production of a proposal for protected sites located in the Biele Karpaty Protected Landscape Region. It aims at the monitoring of the old domestic endangered fruit species and the implementation of the created network of stakeholders.

- **Priority 2 – Sub-theme 'Energy and sustainable transport'**
  RETS on renewable energies transfer system
  www.interreg4c.eu/showProject.html?ID=120587

One result of the RETS projects is that the municipality of Serta (partner 2, PT) signed the Covenant of Mayors on 16 November 2011. As a partner in the RETS project, the municipality was put on the centre stage through the organisation of the launch conference in February 2010, which generated wide national media coverage. The municipality was consequently contacted by the Medio Tejo 21 association to become a partner in a new project, ERENET, part of the Intelligent Energy Europe programme. As a central part of this new project, each partner must sign the Covenant of Mayors and prepare a Sustainable Energy Action Plan (SEAP). RETS has therefore given the Municipality new opportunity to develop sustainability, and it has also provided exchange of experience in the field of renewable energy through the project study visits, good practices and partner seminars in order to exchange ideas and collect practices from other municipalities and countries. Serta will therefore be able to capitalise on the RETS experience in the finalising of its SEAP.

To conclude on this second programme's objective, a specific focus should be given to the 13 Capitalisation Projects of the first two calls. **63 action plans were developed by "Objective Convergence" regions further to the lessons learnt from "Objective Competitiveness" regions**. This represents almost half of the 133 Action Plans developed by these projects. Some of the most remarkable results, in particular in terms of amount of mainstreaming

funds committed to the implementation of the practices, were achieved in convergence regions. The following quote from the Bulgarian partner of ESF6 CIA, Vasil Asenov from the Ministry of Labour and Social Policy (partner 11, BG) is interesting in that regard:

"In the beginning, the ESF 'Development' programme was designed only to tackle unemployment after mass redundancies in enterprises. The foreseen budget was EUR 75 million. Thanks to ESF6 CIA, we were able to redesign the programme and include preferential treatment to people age 50+. It helped a lot, as it gave us a good idea how people in these target groups could be included in trainings."

Another core lesson learnt from the Capitalisation Projects is that the cooperation was also useful for the regions of the 'old' EU15. Apart from a few cases, the process ended in the introduction of real new practices into the concerned Operational Programmes. This reflects the added-value of the win-win cooperation supported within INTERREG IVC.

3.1.2.3 Programme Objective: Identification, sharing and transfer of good practices into regional policies, in particular into EU Structural Funds mainstream programmes

If one considers the target values of the Operational Programme, this programme objective is already achieved. The number of good practices identified by Regional Initiative Projects continues to rise. In total, **3,507 good practices** have been identified within the 182 Regional Initiative Projects. This means an average of 19 good practices per project. This already exceeds the initial target value of 2,400, which was obviously underestimated. To a certain extent, this could also be explained by the average number of partners per project (more than 11) which exceeds the programme's expectations.

With regard to all 20 Capitalisation Projects, 255 good practices were already identified at the application stage and made available to regional and local actors involved in the projects. This figure matches almost perfectly the initial target value of 250.

The good practice database on the programme website allows anyone interested to find examples of practices identified by the projects (http://www.interreg4c.eu/findGoodpractices.html). It is under constant development and at the end of 2012 it included 729 good practices (each project has to submit a minimum of four descriptions of good practices during its lifetime).

As far as results are concerned, a total of **252 practices were successfully transferred** amongst the partners by June 2012. This exceeds the Operational Programme's target value of 200. Compared with the 110 practices transferred, cited in the last Annual Report, this represents an increase of 129%, which is mainly explained by the progress achieved within the 74 second call projects. The good practices (GP) were transferred in the following area of regional development:

- 153 GP transferred in Priority 1: <u>Innovation and the knowledge economy</u>
    - 37 under 'Innovation, research and technology development'
    - 70 under 'Entrepreneurship and SMEs'
    - 32 under 'Information Society'
    - 14 under 'Employment, human capital and education'
- 99 GP transferred in Priority 2: <u>Environment and risk prevention</u>
    - 21 under 'Natural and technology risks; climate change'
    - 16 under 'Water management'
    - 1 under 'Waste prevention and management'
    - 51 under 'Energy and sustainable transport'
    - 5 under 'Biodiversity and preservation of natural heritage'
    - 5 under 'Cultural heritage & landscape'

Compared with the previous Annual Report, the following points can be highlighted:
- There were an equal number of good practices transferred under each priority (55). Now, the majority of results are reported under Priority 1, which is logical considering the number of projects approved under this Priority.
- For the first time, good practices transferred were reported in all sub-themes of the programme, even in those that are comparatively less represented (e.g. waste and water management).
- Now the number of policies improved slightly exceeds the number of good practices transferred.

This achievement is remarkable considering the way the transfer is defined in the programme (see Annex 3 of the programme manual). Since this result indicator is interrelated with the number of practices identified, it refers to the number of practices and not to the number of transfers. In other words, if the same practice is transferred to several partners (e.g. in Mini-Europe project, Summer Entrepreneur was transferred from Mid-Sweden to Flevoland and to North West England), only the figure of '1' should be reported under the in-

dicator. Moreover, a transfer can be reported to the programme only when implementation has already started on the territory of the importing region. The intention to transfer is therefore not sufficient and evidence of implementation on the territory is required. This approach is very demanding, but already 59 projects demonstrated transfers and most of the 115 Regional Initiative Projects of the first two calls were able to report interesting lessons learnt from the cooperation.

Compared with the last year, more and more 2nd call projects are in a position to report transfers. Out of the 252 good practices transferred, 33% (84) were demonstrated by 2nd call projects. This is a logical evolution considering that this kind of results occurs more towards the end of the project.

A sample of interesting cases is provided below and all results can be retrieved from the monitoring system used by the programme. Similarly to the policies improved, at least one example of good practice transferred per sub-theme is developed.

Examples of good practice transferred from <u>Priority 1</u>
'Innovation and the knowledge economy'

- **Priority 1 – Sub-theme 'Innovation, research and technology development'**

    IPP on internationalisation of regional innovation system

    www.interreg4c.eu/showProject.html?ID=120419

    The following transfers are of particular interest:

    o Based on the lessons learnt from the exchange with Paterna (partner 5, ES) in the seminars in Saxony-Anhalt (February 12) and Jurmala (April 12), Daugavpils City Council (partner 3, LV) updated its infrastructure for industrial parks, which was active during the Soviet time and has a great potential also today. The City Council focused on the lessons learnt about cooperation between municipalities and companies in Paterna and consequently started the negotiations with property owners. It obtained agreement to use their land for improving the infrastructure which is necessary for developing the industrial park. The elaboration of a detailed plan started. The negotiations between the municipality and the University of Daugavpils also became more active. After the seminar in Magdeburg, the City Council of Daugavpils developed a separate section in their web page for investors "Invest in Daugavpils", following the example of Paterna. This is a step forward for improving the city marketing and attracting investors.

o   Taking into account the experience of Magdeburg (Lead Partner, DE), the City Council of Daugavpils reviewed the capacity of its administration for international affairs. The municipality of Magdeburg has for instance a special office dedicated to international economic promotion. Daugavpils decided to hire a specialist for international issues after having gained firsthand experience and support through a Latvian employee in the international office of Magdeburg. This office takes care of international economic delegations, represents the city in trade fairs and other cooperation bourses. Specialists from Magdeburg also came to Daugavpils to assist the city in developing this new competence.

- **Priority 1 – Sub-theme 'Innovation, research and technology development'**

  DISTRICT + on restructuring of traditional manufacturing industries

  www.interreg4c.eu/showProject.html?ID=120715

  Based on the exchanged experience and some good practices identified (mainly "R&D Card" from Vastra Gotaland – partner 4, SE), Lower Silesia (partner 5, PL) developed a project titled „Dolnośląski Bon na Innowacje" (Lower Silesian coupon for innovation). The project supports research, development and implementation by scientific institutions for small and medium-sized enterprises (in the form of targeted projects). The project covers both the support of an advisory/ expert and the financial support. Implemented measures will contribute to the development of innovation in the SME sector in the form of improvements to products, services or processes based on knowledge derived from the scientific community. The project has a total of 5.4 million zł (MEUR 1.35) to finance pro-innovation research or implementation services, carried out by research institutions for SMEs. Every entrepreneur wishing to develop his/her product or improve technology can apply for a voucher worth 18 thousand zł (EUR 4,500). In addition, help is offered free of charge to identify the needs for implementation (technology audit) and seek research partners to work with.

- **Priority 1 – Sub-theme 'Innovation, research and technology development'**

  KNOW-MAN on knowledge network management for regional innovation policies

  www.interreg4c.eu/showProject.html?ID=120294

  The project achieved three transfers of practices.

  o   The Transfer Café is a virtual communication platform with the aim to improve knowledge and technology transfer between business companies and scientific institutions. For SMEs, it offers the opportunity to pose their technology-related questions and/or inquiries without spending much time on identifying the expert for their specific question. Once a question is posed, the service team or expert is

to respond quickly, e.g. offering ways to a possible solution or providing information for potential additional experts. Furthermore, the Transfer Café is a contact platform for identifying potential collaboration fields and carrying out cooperative projects. Berlin Government (partner 2, DE) and their regional partner TSB Innovation Agency Berlin GmbH were the 'donors' of this practice. The Italian partners, Roma Capital (partner 13, IT) and Bic Lazio (partner 14, IT) as 'recipients' were interested in the idea of the Transfer Café. They started to create a similar platform for the Rome Metropolitan area, named "Knowledge Matching Café", which was launched in fall 2012. They saw one of the roles of a Science and Technology Park in becoming a facilitator of such types of connections, bringing people together for mutual interest and common development of innovative projects. Tiburtino Technology Park expressed interest in promoting it toward all tenant companies in the park. In the implementation phase of the imported practice, named Knowledge Matching Café (KMC), the first users started using the services of the platform. They could insert their own profile, make known their identity and their interest within the platform , be found and contacted by other users that present equal and/or complementary interest, talk virtually with interested users, propose or respond to other users, request a meeting in person to do the investigation, confirm the interest in conducting a meeting, and provide feedback on the cooperation matching.

o Another Good Practice, which was successfully transferred, is the "Business Plan Competition". This practice is a kind of compilation of similar services developed in different partner regions, more specifically in Veneto Innovazione Sip.A/ University of Padova (partner 15, IT), in Investitionsbank Berlin (partner 3, DE) and in the Wroclaw University of Technology (partner 7, PL). These partners acted as 'donors' in this case with their specific services. Their ideas were transferred to the Koroška region (partners 8 and 10, SI). This region 'upgraded' its own business idea competition - "This is my business! This is me!" - based on the experience gained through the exchange with the donating partners. These 'upgrades' took the form of workshops about management, public appearance, business plan preparation and evaluation with the aim to support actively the transfer of business ideas into real companies.

o Besides these fully transferred Good Practices, some others were transferred in parts. Similar to the "Business Plan Competition", the "Working Breakfast" describes a Good Practice in which three partners (Berlin, partner 3, DE; Wroclaw, partner 3, PL; Sevilla, partner 12, ES) compiled their already existing

services. Instead of a complete transfer, the partners decided to prepare a document called "Recipes book 'How to prepare a business meal (Spanish, Polish and German styles)'", mainly developed by the Science and Technology Park Cartuja 93 (partner 12, ES). The document shows different approaches of the three partners with the main objective to promote the exchange of experience and networking activities among entities in the science park through Business Meals. This compilation helped to improve the current offers of the three technology parks. For example, together with the Lower Silesia Voivodship (partner 5, PL), the Wroclaw Technology Park (partner 6, PL) organised a working breakfast based on the model of Cartuja 93 (partner 12, ES).

- **Priority 1 – Sub-theme 'Entrepreneurship and SMEs'**
  CIE on stimulating entrepreneurs and SMEs working in the clean technology sector
  www.interreg4c.eu/showProject.html?ID=121443

Following a study visit in a Sauna start-up centre in Helsinki (partner 5, FI), the incubator YES!Delft (partner 2, NL) used the interior design of this Sauna start-up as an inspiration in their own building. In Helsinki, the incubator is located in a former laboratory building. A lot of attention was paid to the interior design with minimal resources, in order to create a lively and inspiring atmosphere. For instance, sea containers were cut in half to create small meeting rooms, with offices on top of the containers. It is a busy environment with a kitchen, a long lunch table, and lots of pitch-posters stuck on the walls. Four times a year, people (and especially young people) can enrol in the programme. This model was applied in Delft where they used cut-in-half containers in the hall of their own building and created a space for their new pre-incubator programme to create and facilitate new start-ups.

- **Priority 1 – Sub-theme 'Information Society'**
  EVITA on the development of e-business
  www.interreg4c.eu/showProject.html?ID=119904

Several transfers were achieved within the EVITA project.
o In Latvia, the Latvian Information and Communication Technology Association (LIKTA) represents more than 200 organisations and professionals from the ICT industry, research and educational institutions. It implements many national and international projects for training entrepreneurs on ICT and e-business skills. Within EVITA, LIKTA performed the pilot transfer of two EVITA initiatives: 2Bdigital (from Catalonia Company Support Agency, partner 12, ES) and Go-Online (from GRNET, LP, EL), by fully implementing their methodologies in two

training seminars on digital marketing issues. These seminars were attended by 50 companies in total. LIKTA fully adopted the two methodologies and will adopt the developed e-business training materials for further submission of ERDF project proposals for training Latvian companies on IT and e-business.

- o In Lithuania, three EVITA initiatives were transferred from Sweden: The MICRO-ICT, the REG ICT and the "From Insight to Action" initiatives. The combined methodology of those actions was thoroughly explained to relevant policy makers and then implemented through two SME seminars that took place in Lithuania. The experts from Tillvaxverket (Agency for Economic and Regional Growth, partner 11, SE) cooperated closely with the Technical University of Kaunas (partner, 13, LT), in order to fully analyse the characteristics of the three initiatives and the combined effect that they could have. During the implementation of the trainings, special attention was given to the following elements:
  1. Address clusters of SMEs from the same sector, in order to have multiple effects
  2. Focus on e-invoicing, e-procurement and digital marketing issues instead of general e-business knowledge.

- **Priority 1 - Sub-theme 'Employment, human capital and education'**

    PADIMA on tackling depopulation in mountain areas

    www.interreg4c.eu/showProject.html?ID=120681*

Three good practices were transferred within PADIMA:

- o Buskerund County Council (partner 4 , NO) succeeded in implementing the good practice called 'Dalarna regional branding' developed by Dalarna Regional Development Council (partner 6 , SE). The activities concern six mountain communities and consist in communication campaigns outside the area about the quality of life and good sides of living in those municipalities.

- o The same partner also implemented a practice called "Welcome to Limousin" developed in UCCIMAC (partner 7, FR). It is closely related to the communication campaigns mentioned above. This practice represents a successful tool to attract new inhabitants to settle in mountain areas.

- o Dalarna Regional Development Council (partner 6, SE) also started implementing the good practice 'Albergo Diffuso Hotel' developed previously by ERSAF - Regional Agency for Development of Agriculture and Forestry (partner 9, IT) in Valle Brembana, Italy. Some companies went to visit the Albergo Diffuso concept. They advertised the concept to the local people through an event 'Live in Sunborn'. A

group working on how to improve accommodation of tourists was set locally. This also contributed to adapting the concept of Albergo Diffuso to local specificities. This practice was implemented in the framework of the LEADER programme.

- **Priority 1 – Sub-theme 'Employment, human capital and education'**
  'Gender4Growth' on gender equity
  www.interreg4c.eu/showProject.html?ID=119937

Transfer of good practice from Ile-de-France to the county of Timis.

The good practice 'Girls in apprenticeship', a photo exhibition promoting and encouraging young female inhabitants to follow apprenticeship in non-traditional feminine activities, was transferred from the Ile-de-France region (LP, FR) to the County of Timis (partner 6, RO). This pragmatic method aims at breaking gender assignments at the workplace and get ahead with professional gender equality that way.

Examples of good practices transferred from Priority 2
'Environment and risk prevention'

- **Priority 2 – Sub-theme 'Natural and technological risks; climate change'**
  REGIOCLIMA on adaptation to new climate conditions
  www.interreg4c.eu/showProject.html?ID=119873

The following transfers of good practices took place during this reporting period:

o The 'Parnu city autonomic early warning system', developed by Parnu city (partner 4, EE), was transferred to Recoaro Terme (partner 2, IT) in Veneto region. An early warning system for floods similar to that used in Parnu was designed and implemented in Recoaro Terme to protect both the people and infrastructure from landslides. The transferred practice facilitates the monitoring of 'Rotolon' landslide, which was reactivated following the extreme weather events that occurred on 1 and 2 November 2010. A field visit of Recoaro Terme delegation in Parnu (during the 3rd thematic seminar), the exchange of information through the web portal and e-mails, as well as discussions during the project events facilitated the transfer. As in Parnu, the early identification of danger, adequate and timely transmission of alarm information to the population, and early activation of the emergency plan are activities of utmost importance.

o The 'Water recycling Re-use schemes in Cyprus' developed by the Cypriot authorities (partner 1, CY) were transferred to the Region of Crete (partner 7, EL).

The Region of Crete exchanged information with the Cypriot authorities through the web portal, e-mails and discussions during project meetings, notably the joint thematic seminars, workshops, and the networking event. Moreover, the region of Crete conducted a regional survey towards all local authorities and promoted information about the good practice through personal contacts, backed by exchange of emails and telephone calls. In response, the municipalities of Agios Nikolaos, Sitia and Heraklion have proceeded in investments in water recycling reuse schemes.

- **Priority 2 - Sub-theme 'Water management'**

    WF on management of inland regional waterways

    www.interreg4c.eu/showProject.html?ID=120569

    o Navigli Lombardi (partner 11, IT) adapted the idea of an innovative promotional tool, based on a good practice on touristic promotion developed by the Province of Ferrarra (partner 10, IT), by developing a multimedia application entitled 'Navigli di Leonardo' for Smartphone's and tablets. This new application presents the Navigli canals.

    o Navigli Lombardi also partially adapted the good practice of South Tipperary County Council (partner 2, IE) on 'Stakeholder and general public participation', in particular on the involvement of school teachers. In 2012, a first workshop attended by 30 schools along the Navigli River was organised aiming at raising teachers' awareness of the canals' history and current life in order to transfer the knowledge gained to their students later on. The next step, at the end of 2013, will be a training course for teachers interested in the self-management of educational excursion along the Navigli with their students.

    o The municipality of Brzeg Dolny (partner 16, PL) was also inspired by the good practice of the Province of Ferrara (partner 10, IT) called 'Innovative tools for the touristic promotion of multifunctional use of waterways'. More precisely, based on the Italian experience, the Polish municipality developed a brochure using the QR (Quick Response) code idea to present the Odra River.

    o The association of Riverside Towns of the Castille Channel (partner 13, ES) got inspiration from the good practice 'Development of integrated tourist itineraries' developed by Navigli Lombardi (partner 11, IT) particularly at Medina de Rioseco and Herrera de Pisuerga. This practice aims at developing integrated tourist packages to promote the waterway cultural heritage recognition/ revitalisation through the involvement of local stakeholders. The practice needed to be adapted

to the local situation, as the stakeholders involved in Spain are slightly different than those involved in the Italian case. The association of Riverside Towns of the Castille Channel specifically used this practice to make the summer festivals at Herrera de Pisuerga more popular.

o Based on the good practice developed by French Waterways (partner 12, FR) on 'Long term project mapping for involvement of stakeholders', and by South Tippe-rary County Council (partner 2, IE) on 'Interactive multimedia tool for heritage promotion', the Province of Ferrara (partner 10, IT) elaborated 2 interactive maps (dedicated to politicians and technicians) on waterways with involvement of local stakeholders, also collecting information from all WF partners. The maps are geo-referencing locks, harbours, and bridges in Ferrara region. The aim is to raise awareness of the development opportunities and intervention needs.

o The good practice developed by the Province of Ferrara (partner 10, IT) on inno-vative touristic promotion served as a basis for the development of the ERDF pro-ject called in Finnish 'Matkailuelämykset euroiksi Saimaalla' dedicated to the pro-motion of lake tourism in Savonlinna region (partner 8, FI). The idea is to generate industry tourism revenues by providing experiences and services for visiting tour-ists (www.eura2007.fi/rrtiepa/projekti.php?projektikoodi=a32068). The project im-plementation with a budget of EUR 800,000 started in December 2011 and will end on 31 December 2013, aiming at implementation of international electronic marketing and distribution channels for the lake tourism products of the region.

- **Priority 2 – Sub-theme 'Waste management and prevention'**
  W2E on production of energy from waste
  www.interreg4c.eu/showProject.html?ID=120309

Resulting directly from the study visit in Östergötland (Lead Partner, SE) and the visit at Norrkoping municipality, the Slovak Innovation and Energy Agency (partner 6, SK) used the idea presented by the local authorities of Norrkoping municipality to provide information on waste management and recycling to households through a dedicated six-monthly leaflet. This practice proved to be successful in the Norrköping municipal-ity. In order to raise public awareness, the Slovak partner imported this practice and issued a leaflet on waste management to households in the Bratislava region in co-operation with the Municipality of Bratislava, the Waste Collection and Disposal joint stock company and the local university.

- **Priority 2 – Sub-theme 'Biodiversity and preservation of natural heritage (including air quality)**

<p align="center">**CITEAIR** on air quality protection</p>

<p align="center">http://www.interreg4c.eu/showProject.html?ID=120081</p>

During the course of the project the following good practices were transferred:

o 'Emission Inventories': Starting from the identified good practice 'CollectER', developed by European Environment Agency (EEA) and applied by numerous users, the DCMR Environment Protection Agency Rijnmond (partner 2, NL) as the leader of this activity tested the tool. DCMR adapted it to its needs (including enhancements of the software) to establish an Integrated Emission Inventory and applied it using real data from the greater area of Rotterdam. Data evaluation proved practical applicability of the tool. The tool has a form of a database in Microsoft Access and it is associated with a handbook that describes the use of the tool. The Integrated Emission Inventory will be further applied by DCMR and will be available for other European Cities. The next step is the transfer to Maribor (partner 9, SI).

o 'Air Quality Forecast': Forecasting air quality in urban areas is a challenging task that requires specific expertise, a wealth of input data and human resources. Not all cities have the ability to produce their own forecast. To address the different needs of cities, a methodology for urban area forecast with three levels of complexity was defined. The PrevAir system was the starting point for this work. It has been delivering European wide Air Quality forecast since 2003. This forecast was used and adapted to the needs of European Cities. The most important part of this work is the level 1 forecast that comprises of a statistical model calibrated against observation data from monitoring stations. It provides a reliable air quality forecast for the urban background and for the roadside conditions. This good practice was transferred to the cities Rotterdam (partner 2, NL), Seville (partner 9, ES), Gdansk, Gdynia, Sopot and Tczew (partner 12, PL). It is also implemented on www.airqualitynow.eu. The methodology and the tools to apply the forecast are now available for other cities.

o 'Traffic & mobility indicator': Monitoring and benchmarking the urban traffic and making the results visible are challenges for European cities. The starting point for this work, and the first hypotheses, came from different sources ranging from literature research to past research projects. During the first year of the project, the partnership found out that none of the identified methodologies fit the needs of cities. It became necessary to invest more time and resources, and create a consistent methodology that would have the potential to be applied by a multitude of cit-

ies in the future. The work to define, test and apply the methodology was driven by Rome Mobility (partner 3, IT) and it was the results of intense cooperation among the project partners. The project partners did not only contribute with their know-how and experience to the work; they also ensured that exchange with experts from outside the project took place in order to enrich the quality and applicability of the methodology itself. In addition, large amounts of real-life traffic data for testing purposes were provided by Rome, Paris (partner 1, FR) and Maribor (partner 9, SI). Thanks to the intensive cooperation, a robust methodology comprising 12 indicators to analyse both the status of the transport network and the related effect on the environment is now available. In particular, a first set of indicators (from 1 to 7) aims at describing the traffic and mobility situation (both for private cars and public transport), while the second set of indicators (from 8 to 12) aims at covering the environmental impacts of urban traffic in terms of exposure to adverse air quality and total emission of main pollutants. The methodology was applied using large traffic data sets gathered in Rome and Paris, which is considered a successful transfer of the methodology. In addition, the methodology was embedded in a separate webpage that allows the analysis of each single indicator over different time periods (hourly, daily, weekly, monthly, and annual) or different zones of the city.

- **Priority 2 – 'Energy and sustainable transport'**
  RETS on renewable energy transfer system
  www.interreg4c.eu/showProject.html?ID=120587

During the project, the city of Véecsés (partner 12, HU) developed activities on renewable energy and sustainability for its school children, inspired by the ECO Centre Wales approach (partner 5, UK) and an Educational Centre of the city of Sittard-Geleen (partner 8, NL). Vecsés is now carrying out a feasibility study on the establishment of a 'Sustainable Development Education Centre' in Vecsés and the city and it even received a grant of 1.5 M HUF (around EUR 5,300) from the HungaroControll company for its realisation. The set up of an 'environment ecology (EE)' ABC textbook and an EE internet program are also planned to complete the first steps. ECO Centre Wales (ECW) has delivered an energy and environment education programme for many years. It is aimed at working both in and out of the formal school system. Through RETS, they exemplified both the format and the outputs of this work. The Hungarian partners from Vecsés were involved in one of the seminars. Vecsés identified a number of strands of ECW work that they would like to adopt. Much of this involves ECW innovative workshops and projects that work with both

staff and students within the school system. On the one hand, ECW educates the next generation about the issues that will affect them and, on the other hand, they work on teaching pupils and staff how to identify energy wastage within the school, and to support measures from the local education authority which yields actual cash savings as well as energy savings. During the international seminar in Sittard-Geleen (12-14 November 2011), members of the Vecsés delegation visited a Dutch Educational Centre, which works in parallel to the local educational system financed by four local communities. The task of the Centre is to provide for the communities' children alternative practices in the field of protection of the environment, renewable energy, ecology, recycling, and climate change. Following this visit made by two local Vecsés government representatives, a report was published in the local newspaper "Vecsési Tájékoztató". Then, the alternative educational system was explained to teachers during presentations in local schools and a report was provided to the council of Vecsés about the Sittard-Geleen Educational Program. It was suggested to set up a similar educational training centre. Based on the activities seen in Wales and in Sittard Geleen, Vecsés worked on developing in Vecsés Town an "environmental ecology" educational strategy system for young people (aged 10-18), dedicated to the preservation of the integrity of the physical environment in the face of the impact of modern industry and technology. Many subjects should be taught in this programme, like renewable energy (based on RETS examples), climate change, sustainable development, etc. The subjects would also be related to practical activities involving children (like in Sittard-Geleen) and the ecological teaching would be performed in community groups of 20 children coming from different grammar schools in the Vecsés area. The main goal is to introduce the importance of "environmental ecology" in Vecsés school life.

- **Priority 2 – Sub-theme 'Cultural heritage and landscape'**

  EUROSCAPE on the green management of urban and peri-urban landscapes

  www.interreg4c.eu/showProject.html?ID=120777

During the launching conference, the director for Green Spaces at the Intermunicipal Authority of Marne-la-Vallée Val Maubuée (partner 1, FR) presented the 'SCOP' methodology to the other EUROSCAPES partners. Two of them, Granollers City Council (partner 11, ES) and the municipality of Loures (partner 2, PT) adapted this approach in their territory and developed a landscape management plan, which will partly implement this methodology. For example, Granollers has implemented the diagnostic phase: it has defined different kinds of landscapes to work on (water bodies, fluvial landscapes, rural areas, forest landscapes, and parks).

In the field of governance, the Sapienza University of Roma and the Provincial Government of Viterbo (partner 7, IT) got inspired by the practices developed in three other partner regions: the Municipality of Loures (partner 2, PT), the City Council of Granollers (partner 11, ES) and the city of Wetzlar (partner 3, DE). Thanks to the experience of these partners, Viterbo renewed its approach in terms of participation process aiming at involving policy makers, local population, and stakeholders to improve practices and policies for landscape management. These transfers started with the organisation of technical workshops to launch the participation process in June 2011 (a lesson learnt from Granollers good practice). This was followed by the organisation of several dissemination meetings held in Viterbo dedicated to the design, management and valorisation of landscape (lesson learnt from Wetzlar) among the Provincial Government of Viterbo, Viterbo local population and stakeholders including the students from the Sapienza University. In May and June 2012, a questionnaire was also disseminated to the same citizens and stakeholders (lesson learnt from Loures).

As already highlighted in the previous Annual Report, a certain number of lessons can be learnt from the good practices transferred up to now within the projects:

- The notion of transfer is not as straightforward as it may seem from the definition provided in Annex 3 of the programme manual. Usually, a transfer of practice means that a specific initiative developed by one partner attracts the interest of another partner who implements it on its territory. However, in the case of CLUSNET, for instance, it is the joint input of the partners to a specific local case study, which finally resulted in the implementation of new actions in the concerned territory. It is therefore not one specific practice which is transferred but a variety of inputs provided by different partners to a specific local issue. In the case of CITEAIR II, it is a practice coming from another source (European Environment Agency) or developed by the partners in the course of the project that is adopted by certain partners.
- It often occurs that the projects able to demonstrate a concrete transfer of practice are those with a low level of intensity of cooperation (e.g. CLUSNET, CLIQ, MINI EUROPE, MORE4NRG, and SEE). This finding is the best to prove the usefulness and efficiency of networking activities. These transfers also represent a form of mainstreaming into policies since the implementation of the transfer was not funded in these projects by INTERREG IVC but by other public sources at local, regional or national levels.

- The win-win character of the cooperation is also demonstrated in the achieved transfers. Even if in a majority of cases, it is a less advanced region that benefited from a most advanced region, there are examples where the transfer goes in the other direction (example of MINI EUROPE where the Veneto region gets inspiration from the Hungarian Regional Knowledge Centre).

- Projects often have the tendency to mix the notion of practice transfer with that of policy improved. Even if a good practice transfer is a concrete result, it usually remains a one-off, which does not necessarily lead to a structural change. In comparison, a policy improved (e.g. modification of a strategy or a policy document) is supposed to be sustainable and have a long-term impact. In MINI EUROPE, the way Flevoland tackled the 'Summer entrepreneur' initiative is a perfect example of the core difference between a practice transferred and a policy improved. Initially, the 'Summer entrepreneur' initiative was organised once in Flevoland, following the experience developed in Mid Sweden. There was no particular plan to make it an on-going measure within the region and Flevoland region had to find specific funding to organise the event. At that stage, this result was correctly reported to the programme as a good practice transferred. In the second step and due to the success of the first event organised in the Netherlands, the new policy of Flevoland for the period 2010-2013 was finally modified to include the 'Summer entrepreneur' initiative as a core measure for promoting young entrepreneurship in the region. Only this second achievement through its longer term impact was reported to the programme as a policy improved.

Even if most of the 3rd call Capitalisation Projects ended their activities at the end of 2012, a few final reports were not submitted by the time of producing this Annual Report. An over-view of the 20 Capitalisation Projects will therefore be possible in the next report only. Within these 20 Capitalisation Projects, the following elements are of interest.

- 240 partners (of which 125 public authorities) are included in these 20 projects. Apart from Malta, all other EU Member States are represented in these projects.

- Some of these projects faced difficulties in the mainstreaming process. For instance, the good practices finally selected for transfer by a partner were not fully compatible with the characteristics of the Regional Operational Programme of this partner (Emilia Romagna in PIKE). Sometimes the practices required a mix of ESF and ERDF, although these two funding sources were managed separately in the region. Or there was no relevant measure, within which the practice could be finally financed. Other examples of difficulties relate to the decision-making process of each Operational

Programme. The final decision on implementing good practices in a region obviously has to be in line with the way the concerned Monitoring Committee decides.

Finally, a few 3rd call Capitalisation Projects like MKW informed the JTS that the ERDF of the current Operational Programme was already fully allocated in a few regions. In such cases, the JTS checked carefully with each project which strategy could be adopted to cope with the situation.

Despite the above difficulties and as demonstrated in this chapter, the 13 Capitalisation Projects of the first two calls can be considered as successful in their mainstreaming process. **A total of 127 Actions Plans were produced by these projects**. In most cases, one Action Plan was produced per participating region apart from RAPIDE where 17 Action Plans were elaborated. Indeed, the regions involved in RAPIDE decided to make an Action Plan per practice transferred which means that several regions (e.g. South West, UK; Észak-Alföld Regional Development Agency, HU) worked on more than one Action Plan.

In addition to the policies improved (see examples above and in previous Annual Report); their remarkable achievements are summarised in the table 10 below based on the mainstreaming funds dedicated to the implementation of the practices:

Table 10: Achievements of the first and second call capitalisation projects

Projects	IVC ERDF spent (EUR)	Leverage effect	Amount dedicated to the implementation of practices (EUR)	N° of Action Plans produced	N° of policies improved
B3 Regions*	1,525,947	x 307	468,612,500	12	3
C2CN*	1,748,940	x 2	2,714,600	10	5
ENTREDI	978,321	x 1,28	1,257,000	7	7
ERIK ACTION*	1,417,103	x17	24,561,200	11	6
ESF6 CIA*	935,661	x 55	51,300,000	8	2
ICHNOS PLUS	734,183	x 0.94	687,800	6	2
IMMODI*	1,238,359	x 13	15,520,100	7	5
MKW*	1,347,461	x 25	34,000,000	11	7
PIKE*	1,146,277	x 6	7,272,900	9	4
RAPIDE*	1,194,558	x 18	21,210,460	17	11
SCINNOPOLI*	1,273,872	x 5	6,131,100	9	9
SufalNet4EU	1,377,276	x 0	0	15	0
WINNET 8	1,532,185	x 2	3,265,100	9	2
TOTAL	**16,450,143**	**x 39**	**636,532,760**	**131**	**63**
TOTAL without B3 Regions	**14,924,196**	**x 11**	**167,920,260**		

Fast Track

This table provides a good illustration of the leverage effect of interregional cooperation. The ERDF budget of EUR 16 million invested in the 13 Capitalisation Projects may have an impact on commitment of EUR 636 million of national / regional funds (mainly ERDF). This means a leverage effect of 39. Of course, the results of B3 Regions play a major role in this huge leverage effect. Even without this specific project, the leverage effect would still be 11. On the other hand, SufalNet4EU did not manage to mobilise funding for its Action Plans and demonstrate policy change. This is partly due to the specific issue tackled. The sustainable use of former landfills is rather complex and usually requires heavy investment. It is also mainly a competence of the local level (municipalities), so it was difficult to commit financially the Managing Authorities to such local actions.

The above table has to be analysed with a lot of care, taking into consideration the following elements:

- Even if the vast majority of Action Plans are finalised and signed by the relevant policy makers (there are only a few exceptions like the Greek region of Sterea Ellada in PIKE where the Managing Authority could not sign the plan due to the restructuring of the National Reference Framework), most of these Action Plans are not implemented yet. In other words, most of the funding indicated in the last column is not spent yet and often it is not even secured. A noticeable exception is the PIKE project where EUR 3 million (out of the EUR 7.3 million included in the Action Plans) has already been secured.

- The amount of mainstream funds depends a lot on the issue tackled by the project. For instance, the amount reported by B3 Regions can appear extremely high (alone it represents 82 % of all the funds), but it can be explained by the fact that this project deals with broadband in rural areas. Therefore, it relates to infrastructure, which often requires heavy investment. In comparison, the results of ICHNOS PLUS may appear little. But since ICHNOS PLUS deals with soft measures related to SMEs support, the amount of mainstream funds reported by the project is in fact very satisfactory. Similarly, the learning process within SufalNet4EU was successful (60 staff members with increased capacity), even though no policy achievements could be demonstrated before the end of the cooperation.

- Despite the name of this result indicator (Amount dedicated to the implementation of practices), the amount dedicated to the implementation of practices is not exclusively related to ERDF. For various reasons, regions were not always in a position to focus on Structural Funds and, when this was the case, they strove to mainstream the practices through other sources of funding at local, regional or national levels.

In their first part of the final report, the projects are asked to explain how interregional cooperation has contributed to the project's achievements. The following extract from the B3 Regions final report is of particular interest:

"During the proposal submission stage, B3 Regions' partners had identified eight good practices at the EU level regarding different approaches or methodologies linked to broadband deployment. The good practices collected were grouped in different categories: we shared knowledge related to management procedures of structural funds, technological aspects, or economic investment models.

During the organisation of the workshops, the partners effectively tested how challenging and complex the broadband topic and the drafting of a consistent broadband strategy were, requiring so much information, varying from pure technological expertise, social, economic or legal skills, to acquaintance with structural funds management procedures. Partners clearly understood that their capitalisation objective required different and complex type of expertise because their broadband strategy dealt with technological, legal, administrative, and economic know-how.

Without the interregional cooperation methodology and framework, each single regional or national government partner would have found it very difficult to be supported in the broadband design strategy. All partners fully recognised that such a complex and crucial European strategy required a blend of different know-how that only within an interregional framework such as INTERREG IVC had the chance to be effectively shared in a learning framework lasting 20 months."

3.1.2.4 Programme Objective: Contribution to EU horizontal policies

<u>Equal opportunities</u>
The target value concerning the percentage of projects with positive effects on equal opportunities (10%) is largely exceeded with an achieved value of 63.7% of all approved projects. This initial estimation was obviously underestimated. A significant number of projects demonstrate that the topic they address has some links with equal opportunities. For instance, the PEOPLE mini-programme explores the opportunities for new employment and ways of reinforcing cohesion and well-being in the context of demographic and societal changes faced by European regions. Equal opportunities are an important issue in most of

the six sub-topics tackled by the mini-programme: 1. Social and e-inclusion, 2. Silver economy, 3. Civil society capacity building, 4. ICT for health and dependency, 5. Social entrepreneurship, 6. Work-life balance.

In addition, although their topic may not be directly related to equal opportunities, a high number of Lead Partners (and partners) explained that equal opportunities were anyway part of their internal organisation's policy. This internal policy has to be applied to all projects they are involved in including European initiatives such as INTERREG IVC projects. Equal opportunities approaches would therefore apply to the day-to-day management of the project (e.g. in the recruitment of the coordinator). This can explain to a large extent the above unexpected high percentage.

Other projects have a direct focus on equal opportunities and four examples can be found below:

- **Gender4Growth** is a 1st call Regional Initiative Project addressing economic gender inequalities, in particular lower female employment rates, wages and positions, job market segmentation, and the lack of conciliation between career and family life. The project aims at improving partners' economic policies, so that gender issues are increasingly taken into consideration at the policy level. Partners exchange their experience, organise transfer workshops, and grant "Awards" to local economic initiatives that most effectively tackle gender issues.

- **WINNET 8** is a 2nd call Capitalisation Project addressing the challenges related to low employment rates among women. The combination of segregated labour markets and the lack of females in entrepreneurship, innovation and technology constitute obstacles for regional competitiveness. The project's overall objective is to contribute to regional growth by promoting female employment and counteracting horizontal gender segregation. WINNET 8 also focuses on good practices in attracting women to traditionally male fields and targets strategies to integrate gender specific actions into Structural Funds mainstream programmes.

- **ENSPIRE EU** is a 2nd call Regional Initiative Project addressing entrepreneurship for disadvantaged groups. More particularly, the project has three target groups: 1) Disadvantaged People: without the same opportunities as the average European (e.g. female, migrants), 2) Disconnected People: disconnected from the labour market (long-term unemployed or people with a low education), 3) Discouraged

People: young people at secondary level of education discouraged by the education system. The partners of the project all recognise the relevance and challenge of developing and promoting entrepreneurial spirit. The partners have all focused on entrepreneurial inspiration and have developed a lot of practices and know-how within this field. However, the partners did so in different ways, for different stakeholders, and with varying level of success. The project aims at exchanging good practices among the partners and developing a unique strategic policy framework by mainstreaming new knowledge into the policy sphere.

- **LABOUR PLUS** is a 4th call Regional Initiative Project addressing labour market inclusion of migrants in general and Roma in particular. Through interregional transfer of knowledge and practices, the project aims at creating and stimulating more inclusive and sustainable employment policies. It also enables the partners to tackle discrimination and unemployment by analysing and discussing existing policies, strategies and scenarios.

Environment

The programme also exceeds its initial objective as far as the percentage of projects with positive effects on the environment is concerned. 83.8% of the approved projects state that they will be positive or have their main focus on environmental sustainability (instead of the 60% initially targeted). This focus on environmental issues is obvious for the 85 approved projects in Priority 2 (41.7% of all approved projects). Nevertheless, as explained above for equal opportunities, a high number of projects under Priority 1 also explained how they would make sure the day-to-day implementation of their project respected environmental constraints. The integrated approach adopted by some of these projects (e.g. seven projects deal with eco-innovation) also explains why the topics tackled under Priority 1 can directly relate to environmental considerations.

As demonstrated in the previous Annual Report, the thematic overview of the 20 Capitalisation Projects is balanced with 55 % approved in Priority 1 and 45 % approved in Priority 2.

3.1.2.5 Management and coordination

All approved projects have set up a Steering Group or equivalent decision-making board that meets on average every six months. The management and coordination goes smoothly for the majority of projects.

It still occurs that the JTS faces difficulties with certain Lead Partners (e.g. deadlines not met, poor quality of the reported information). In the most serious cases, individual consultations are organised in Lille with the concerned projects. Overall, this kind of face-to-face discussion brings satisfactory results.

The target value of 10%, set in the Operational Programme for the percentage of progress reports approved without clarification requests from the JTS, is still not reached as all progress reports submitted until June 2012 were subject to such requests. Despite this statistic, the overall reporting process to the programme usually works properly even if more delays in the treatment of the reports occurs at the programme level.

The JTS also considers the clarification request as a way to communicate and exchange with the Lead Partners. As far as the activity monitoring is concerned, the Lead Partners are systematically encouraged to provide as many details as possible on their progress and in particular on the results achieved. Often, the JTS remark is not a request for immediate clarification but a simple recommendation to improve the quality of the reporting for future periods. The rationale behind each request (e.g. importance of justifying the indicators or providing qualitative information) is also explained. The aim is to contribute to a mutual understanding and ensure that Lead Partners feel committed to the programme's success. In the same spirit, the JTS sends each year the present qualitative analysis to all Lead Partners.

Some projects developed their own IT monitoring system through an intranet, which allows all partners to report their costs and even sometimes their activities and achievements. Some of these systems can be very well elaborated, such as those in the **PEOPLE** and **POWER** mini-programmes.

POWER is interesting also for another reason in terms of project management. This mini-programme, which deals with low carbon economy, adopted an innovative tool in their day-to-day management. The POWER partners agreed to use a CO_2 calculator to encourage the dissemination of good practice in carbon reduction for the actors participating in the mini-programme (used to gauge CO_2 savings across the programme). This calculator is used to assess the CO_2 savings (or consumption) related to events not held (i.e. savings from alternative communication methods such as teleconferences). It is also used to determine the best venue for the interregional physical meetings / events planned within the project. The calculator is applied by regional partners as well as by all participants in the sub-projects.

3.1.2.6 Dissemination

For the first time, the figures presented for the dissemination refer to all approved projects. As demonstrated by the indicators related to publicity activities, these projects continue to be very active in disseminating information about their projects and results. Most of the target values, set in the Operational Programme, are exceeded by far.

553 brochures were published and more than 1,800 dissemination events were organised. The number of events organised can vary depending on projects. This figure includes inter-regional dissemination events but also the events organised in each partner area, which ensure that the lessons learnt from the project are also available to local stakeholders. A majority of projects organised less than 10 dissemination events but, for a few projects (e.g. WINNET 8, ENTREDI, REVERSE, and PIMMS TRANSFER) with a special focus on local dissemination, this figure can exceed 20 events. The effort to promote the projects and their results is also reflected in the fact that the projects have now been presented in more than 2,900 'other events' (i.e. events not organised by the project but where the project is proactively promoted through a presentation or a stand). Thanks to all these dissemination efforts, projects have already reported more than 8,700 appearances in press and media. Around 320,000 people were also reached through the different dissemination events organised.

As part of the progress report monitoring, the JTS also systematically checks project websites and publicity material in order to ensure that the EU publicity requirements are respected.

Two particular innovative examples of internal and external communication are provided below:

- **RETS** ('Renewable Energies Transfer System') is a 2nd call Regional Initiative Project. One of the principle objectives of the project is to facilitate communication and access to knowledge through the integration of internet technologies and applications as a key component of the project. The Lead Partner (ADEC, FR) has wide experience in the organisation and use of Web 2.0 technologies and it initiated a transfer of these practices to the project partners for both the project management and the project activities. A major element was the set up of the project wiki: (www.rets-community.eu). The wiki, open to registered members only, has two main sections: a project management section, which regroups all the internal project administrative, financial, and communication aspects of the project; and a section dedicated to the project activi-

ties: good practices related to renewable energy, seminars, study visits, and competitive intelligence. All partners have the possibility to consult, create, and modify information within the wiki application. Another technology that ADEC deployed for the project partners is a competitive intelligence service, which sources and collects new and up-to-date information on renewable-energy-related issues from all over the web. This information is then validated by the expert partners before being compiled into theme- dedicated newsletters and disseminated to the local authorities.

- The **PEOPLE** mini-programme is a 1st call Regional Initiative Project. PEOPLE decided from its start to adopt interactive communication approach with the use of social media, among others. This approach had a large influence on the communication policy of the department in charge of PEOPLE within the province of Noord-Brabant (partner 4, NL). Because of the valuable experience gained within the mini-programme, the use of social media within this department increased a lot, not only in terms of participants like policy makers, management and board, but also in terms of the use of new applications like the start of new accounts and groups on Twitter and LinkedIn. It has become a process of open innovation, in which everyone learns from each other. The regional coordinator of PEOPLE is considered as the initiator of this process of innovation. His experience is now shared even outside the department. The PEOPLE coordinator gave several master classes about the use of social media in the social domain inside the provincial organisation and to partners in the regional 'Smart Care' programme. The products developed within PEOPLE (twitter account, twitter conference, policy forum, wiki and LinkedIn group) are always provided as interesting examples during these master classes.

3.1.2.7 Thematic Programme Capitalisation

In 2012, the 26 specialised experts analysed in depth the content related information and the results of the involved INTERREG IVC projects in order to benchmark and exploit the knowledge gained. The outcome of this theme-specific analysis is a detailed report and a publication per topic (final version is due by 21 June 2013). The principle is that the report:

- provides Regions and Local authorities that wish to invest in a topic or investigate the relevant policy with:
  → a first clear guidance on the state of play at the EU level
  → examples of good practices and solutions coming from INTERREG IVC projects

- brings forward the INTERREG IVC thematic content that validates the added value of interregional cooperation
- demonstrates innovative practices, tools, and methodologies that can be of interest to other EU regions
- makes theme-specific policy recommendations to the INTERREG IVC projects and to regional, national, and EU policy makers
- proposes synergies and complementarities within the projects and identifies links with other EU initiatives
- increases the visibility and impact of the Programme by benchmarking the knowledge from the INTERREG IVC projects
- provides information that answers all the core questions below:

1. What are the common features/ challenges / difficulties/ successes among the projects of the same topic?
2. In particular, do these projects have similar good practices in common? If yes, what are these good practices? Are they easily transferable to other regions? Should they be further disseminated for the benefit of other regions?
3. Did the partner regions find different solutions to the same issue?
4. Does one region have a particularly interesting or innovative practice or policy identified which would deserve to be made available to other regions in Europe?
5. Has a project achieved a particular interesting result (e.g. in terms of good practices transferred or policies improved) which could be useful for the other projects in the same topic and more generally for other local/regional authorities dealing with that topic?
6. Do the participating regions identify core pre-requisites for a successful implementation of their regional policy in the domain tackled?
7. Depending on the expert's knowledge, are there some possible synergies among the concerned projects and initiatives undertaken in other EU programmes?
8. Based on the findings of the analysis, can specific recommendations be provided to individual projects which may not be aware of important practices/ policies or which may be less advanced and experienced than other projects?
9. Based on the answers to all the above questions, which overall lessons learnt/ policy recommendations can be drawn that could be useful for policy makers at regional, national and/or European levels?

Answers to these questions are available in the reports delivered per topic which consist of the following sections:

- Executive summary
    - → Executive summary presenting the main findings/ messages/ recommendations/ lessons from the analysis.
- Introduction and Methodology
    - → Approach, methods and tools for the analysis
    - → Definitions of theme-specific terms
- Policy context
    - → Introduction to the topic, what are the barriers, drivers, new developments
    - → EU regulatory framework
    - → Other EU initiatives, financial instruments, programmes, projects dealing with the topic
    - → Conclusion: What is the added value of the interregional cooperation on the topic compared to other EU funded programmes?
- Analysis
    - → Analysis of individual projects, description of some good practices with innovative or transferable aspects, if possible, tailored recommendations.
    - → Aggregated thematic analysis at programme level; benchmark of the knowledge; information answering the 9 questions listed above.
- Key policy messages and Conclusions
    - → Relevant findings for other EU regions
    - → Targeted policy recommendations for regional, national and European policy makers and practitioners.
- Annexes
    - → Fact sheet for the whole group of projects including aggregated values of result indicators, number of partners per country, governance level of partners, and map.
    - → Individual projects fact sheets including project name, duration, budget, contact details, website, logo, and map.
    - → Reports from workshop, interviews, site visits, etc.
    - → Links, references, literature, further reading, etc.

As mentioned above the final version of the detailed analysis reports and the publications summarizing the main conclusion are due by the Capitalisation experts in June 2013. How-

ever, by the time this document is drafted the experts have already delivered the first draft of their analysis including a series of interesting findings. To provide an overview of the most important conclusions and lessons learnt from the first year of the Thematic Programme Capitalisation initiative a booklet (Annex 8) was prepared by the Programme summarising the following findings per topic:

- Conceptual framework
- Some good practices/ solutions from INTERREG IVC
- Key policy recommendations
- The added value of interregional cooperation

The full thematic analysis reports and the publications for all 12 topics will be presented during the Open Days 2013.

3.2 Priority 3

Information on the implementation of priority axe 3 (Technical Assistance) is given in the section 4 below.

4. Technical assistance

In 2012, an amount of EUR 3,836,785.58 was spent on Technical Assistance. This amount corresponds to EUR 2,634,104.27 ERDF.

In 2012, the available technical assistance funds allowed the financing of 23 JTS staff members in Lille/France (incl. IP West) and 10 IP staff members in Katowice/Poland, Rostock/Germany, and Valencia/Spain, occupying positions in the areas of general management, assistance, IT, communication, projects, programme capitalisation, finances and financial control and audit.

In addition to the staff costs mentioned above, the JTS and IPs also assisted the Programme in carrying out the following activities financed with funds from the technical assistance budget:

- Providing assistance to project partners after the project approval: advice given by e-mail, phone, through participation in project meetings and conferences and during Lead Partner seminars,
- Organisation and facilitation of programme meetings: Monitoring Committee and Group of Auditors meetings, Programming Committee meetings to prepare the future interregional cooperation programme,
- Expenditure related to communication and dissemination regarding the INTERREG IVC programme, such as the continued development of the website, and creation and printing of programme information brochures,
- Organisation of communication events: an exhibition of good practices held during the Open Days 2012 in Brussels, an online quiz as a contribution to the European Cooperation Day initiative.
- Organisation of information seminars such as those further outlined in section 5.1.2 below: mainly a communication seminar for project partners, two training seminars for project Lead Partners on the online reporting system, two finance seminars for Lead Partners' finance staff and first level controllers, an exchange of experience seminar (process capitalisation), an event for sharing the results and experience of the Capitalisation-type projects, a national contact point meeting
- Coordination and implementation of accounting, paying and certifying procedures with the legal employer of the Secretariat (GEIE GECOTTI) and also with the Certifying Authority,

- JTS office-related expenditure for office rental and material such as office equipment, stationery, maintenance and utilities,

- IT-related expenditure (office IT equipment such as hardware and software as well as the continued development of a project administration database and especially of the project online reporting tool),

- Payment of the external audit firm responsible for carrying out the audits on projects, preparing the content of the GoA meeting and drafting the annual control report and annual opinion 2011/2012 under the Group of Auditor's supervision and Audit Authority's responsibility.

5. Information and publicity

The main communication focus in 2012 was on disseminating and promoting the results of the interregional cooperation projects both through the thematic programme capitalisation process and through outreach activities to non-project partners. Targeted events were organised for partners of running projects to assist further with project implementation and maximise the exchange of experience. New tools were added to the mix, such as online discussion groups. A particular emphasis was placed on institutional relations to raise the programme's profile in preparation for the next programming period. These efforts have borne particularly good results.

5.1 Events

In 2012, the Programme organised the last Lead Partner seminar for the 4th call approved projects, continued to provide assistance and training in finances, reporting and communication for approved projects, and focused on organisation and participation in events to present the achievements of the programme and projects' results. The major yearly communication activity was organised in cooperation with the Committee of the Regions, which hosted the INTERREG IVC exhibition on good practices, and the workshops during the Open Days 2012. In October and November, eleven Thematic Capitalisation workshops were organised.

Table 11: Overview of events

Date	Title	Location	More information in section
23 January 2012	Lead Partner Seminar	Copenhagen (DK)	5.1.1
16 February 2012	Online Reporting seminar	Rome (IT)	5.1.2
21 February 2012	Online Reporting seminar	Paris (FR)	5.1.2
17-18 April 2012	Communication seminar	Sofia (BG)	5.1.2
5 June 2012	Finance seminar	Vienna (AT)	5.1.2
12 June 2012	Finance seminar	Dublin (IE)	5.1.2
18 June 2012	Online Reporting seminar	Barcelona (ES)	5.1.2
19 June 2012	Exchange of Experience seminar	Barcelona (ES)	5.1.2

Date	Title	Location	More information in section
20 June 2012	Online Reporting seminar	Barcelona (ES)	5.1.2
28 September 2012	European Cooperation Day	Not limited	5.1.5
8-11 October 2012	Open Days: exhibition, 3 workshops	Brussels (BE)	5.1.3
29 October – 16 November 2012	11 Thematic Capitalisation workshops	Brussels (BE)	5.1.3
28 November 2012	Event for Capitalisation type of projects 'INTERREG IVC achievements in mainstreaming good practices'	Larnaca (CY)	5.1.2

5.1.1 Events related to the fourth call for proposals

Lead Partner Seminar

- *23 January 2012 - Copenhagen (DE) (173 participants)*

The 4th call Lead Partner Seminar was organised in Copenhagen, Denmark, on 23 January 2012 and welcomed 173 participants, including representatives of all 82 projects approved under conditions in December 2011. The topics presented included an overview of the 4th call, presentations of the subsidy contract and the model partnership agreement, an introduction to online reporting, and an overview of the information and publicity requirements. On the next day, Lead Partners could participate in individual consultations on the fulfilment of conditions.

The JTS Communication team made interviews with participants and prepared an audio file which can be listened to on the programme website: http://www.interreg4c.eu/2012-01-27_LPS_event_report.html

5.1.2 Events for approved projects

Communication seminar

- *17-18 April 2012 in Sofia (BG) (150 participants)*

The INTERREG IVC programme organised a two-day communication seminar for all approved projects on 17-18 April in Sofia (BG). It aimed at informing in particular the current 4th call project representatives about the programme publicity requirements and provide all projects (1st-4th call) with expert advice and tips on how to make their communication activities more effective and attractive.

Four different workshops gave the participants a space to discuss media relations, stakeholder involvement, online communication tools, and written communication with the invited experts. There, the participants could also talk with their peers from other projects, some of them in a more advanced implementation phase. This exchange of communication-related experience was highly appreciated by all. The seminar attracted more than 150 participants from 25 countries, representing about a half of the INTERREG IVC approved projects. 15 projects presented examples of their good practices.

Finance seminars

- *5 June 2012, Vienna / AT (48 participants)*
- *12 June 2012, Dublin / IE (55 participants)*

Two Finance Seminars were organised for the benefit of Lead Partners' financial managers and Lead Partners' first level controllers of INTERREG IVC 4th call projects. Seminars were held on 5 June 2012 in Vienna/Austria and on 12 June 2012 in Dublin/Ireland. The aim of these seminars was to provide the participants with the necessary information and updates on financial reporting and control procedures, and all the requirements related to the financial management of INTERREG IVC projects. The seminars were a good opportunity for finance staff and first level controllers to exchange on financial reporting, control and audit matters with the JTS and foster the networking among them.

Online Reporting seminars

- *16 February 2012, Rome (IT)*
- *21 February 2012, Paris (FR) – (50 participants in both seminars)*
- *18, 20 June 2012, Barcelona (ES) - (69 participants)*

INTERREG IVC online reporting seminars took place in Rome/Italy and Paris/France, on the 16 and 21 February 2012 respectively. The staff of the Joint Technical Secretariat welcomed 50 participants representing 47 running projects approved in 1st -3rd calls.

As the Programme introduced a new online reporting system, which replaces the Excel reporting, the one-day training aimed at helping the Lead Partners with the new functionalities and format. The majority of the participants considered the online reporting forms very user-friendly and easier to deal with than the previous Excel file. Participants also made suggestions of complementary functions to help them filling in the report online. Most of these suggestions are on their way to be developed.

Online reporting seminars for the 4th call approved projects were organised on 18 and 20 June in Barcelona/Spain. It welcomed 69 people, representing 62 4th call projects.

Exchange of experience seminar

- *19 June 2012, Barcelona (ES) - (120 participants)*

Seminar on the Exchange of Experience Approaches for 1st-3rd call Regional Initiative Project partners took place in Barcelona (ES) on 19 June 2012. The staff of the Joint Technical Secretariat and the four Information Points welcomed 120 participants, representing 82 projects. The objective of the seminar was to understand and discuss the way the exchange of experience among partners was carried out, and how it could directly influence the policy framework of the participating regions. The agenda of the event included a plenary session with general presentations, case studies and practical workshops. Detailed report from the event is published on the website: http://www.interreg4c.eu/news_eoe_seminar_report.html

Event for Capitalisation type of projects 'INTERREG IVC achievements in mainstreaming good practices'

- *28 November 2012, Larnaca (CY) – (80 participants)*

All 20 Capitalisation Projects co-financed by the INTERREG IVC programme and involving 204 project partners from all around Europe ended by 2012. It was the right time to see what the results were and what lessons could be learnt for the next programming period. Therefore, the INTERREG IVC programme organised a one-day event hosted by the Cyprus presidency of the Council of the EU on 28 November 2012 in CYPRUS. 80 representatives from 19 projects (out of 20) came to the event. Participants discussed the achievements and lessons learnt from implementation of Capitalisation type projects, which have a core element of mainstreaming good practices to the national and regional operational programmes.

In the evaluation questionnaire, all respondents indicated that the event met their expectations. Presentations and discussions were evaluated by all participants from good to excellent. 97% of all respondents evaluated as 'good' or 'excellent' the interactive methods used during the event, for example, coffee corners and active discussion.

Participants also mentioned that they liked the possibility to give input for further development of the programme, the concise and precise overview on all capitalisation type projects, the opportunity to meet programme stakeholders and learn about the experience made by other projects, and very good organisation of the event and its usefulness.

5.1.3 Major information activity

- *8-11 October 2012 in Brussels, BE*

INTERREG IVC presence at OPEN DAYS

10th European Week of Regions and Cities (OPEN DAYS 2012) was held on 8-11 October in Brussels. The INTERREG IVC programme had a significant visibility during this event by organising two workshops followed by networking and an exhibition, and by contributing to one more workshop session.
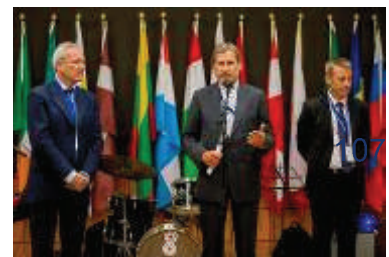
INTERREG IVC Good practice exhibition

The INTERREG IVC Programme animated the OPEN DAYS 2012 with an exhibition that presented results of interregional cooperation for thousands of visitors and was displayed on 8-11 October at the Committee of the Regions. 11 interactive thematic stands gave an overview of about 60 good practices identified by the INTERREG IVC projects.

The opening of the exhibition took place on 8 October and was attended by 800 people. Opening speeches were delivered by President of the Committee of the Regions, Ramón Luis Valcárcel Siso, European Commissioner for Regional Policy, Johannes Hahn, and Member of the Regional Council and President of the Commission of European Affairs of the Nord-Pas de Calais Region representing the Managing Authority, Christophe Di Pompeo.

Workshops

INTERREG IVC programme organised two workshops "INTERREG IVC capitalisation initiative: How EU regions can benefit?" and "Towards Europe 2020 aims: Interregional solutions for smart specialisation". The first workshop was devoted to the programme capitalisation ini-

tiative and was illustrated with practical examples from the topics of Creative Industries (CREA.RE) and Climate Change (GRaBS). The second workshop focused on smart specialisation and gave the floor to three INTERREG IVC projects: TRES, BORDWIIS+, and KNOW-HUB.

Both INTERREG IVC workshops on thematic capitalisation and smart specialisation were fully booked and 100% attended, which proves a high interest in interregional cooperation among the wider regional community.

INTERREG IVC programme had a leading role in coordination of the third workshop, which was jointly organised with the ESPON, URBACT and INTERACT programmes. The input of interregional cooperation to the discussion on urban transport issues was presented by the PIMMS CAPITAL project and the thematic capitalisation expert.

More detailed information about the events during the OPEN DAYS 2012 and a photo gallery are available on the INTERREG IVC website: http://www.interreg4c.eu/news_INTERREG4c_Open_Days_2012.html

Thematic programme capitalisation events

11 workshops on 12 thematic programme capitalisation topics were organised in October-November 2012, hosted by the Committee of the Regions in their premises. The aim of these workshops was to present the state of play at the EU level of the 12 thematic fields and stimulate the exchange process among projects dealing with similar issues. Further details are available in 3.1.1.2 above.

Moreover, the results and achievements of the projects were discussed by experts and project partners in order to identify their added value, consolidate the thematic knowledge and draw conclusions at policy level.

During the workshops, illustrations on the topics discussed at the workshops were produced, which will be further used in the publications.

In June 2012, 12 capitalisation icons were produced to illustrate each of the thematic topics.

5.1.4   Other events

Public hearing at the EP on Interregional Cooperation

- *11 April 2012, Brussels (BE)*

INTERREG IVC Programme Director, Michel Lamblin, presented the INTERREG IVC programme at the European Parliament on 11 April 2012 in a meeting on 'European Territorial Cooperation and its instruments', introduced by Danuta Hübner, Chair of the REGI Committee in the European Parliament.

INTERREG IVC at Euregia 2012

- *22-24 October 2012, Leipzig (DE)*

The INTERREG IVC programme was present at Euregia, a congress and trade fair for local and regional development in Europe. The event took place in Leipzig, Germany, on 22-24 October, 2012.

The programme presented a workshop 'Interregional Cooperation Boosting Innovation' and brought together representatives of IPP, InnoFun and Know-Man projects to discuss their approaches. The INTERREG IVC also had an exhibition stand presenting the INTERREG IVC projects' achievements during the whole fair.

More information about the event is available on the website: http://www.interreg4c.eu/news_IVC_present_at_euregia_2012.html

EuroPCom 2012

- *17-18 October 2012, Brussels (BE)*

The INTERREG IVC project eCitizen II was invited to give a presentation in a workshop on 'Social media: from tools to strategies'. Project coordinator, Hannes Astok, representing Baltic Institute of Finland, gave a presentation on eParticipation, eDemocracy and online tools identified by the project partners.

URBACT Annual Conference 2012

- *3-4 December 2012, Copenhagen (DK)*

URBACT Annual Conference 2012 (3-4 December 2012, Copenhagen, Denmark) brought together urban practitioners, policymakers and experts from across the EU, to investigate solutions to the critical challenges faced by EU cities. INTERREG IVC was present in the exhibition together with other programmes (ESPON, INTERACT) and European Commission Directorate General for Regional Policy.

5.1.5   Other communication actions

Regio Stars awards 2012

The INTERREG IVC project GRaBS won a prestigious RegioStars award in the category 'Sustainable growth'. The award was given by the Commissioner for Regional Policy, Johannes Hahn, and the President of the Jury, Luc van den Brande, in a special ceremony on 14 June 2012. The project was selected out of 138 applicants, 21 in the 'Sustainable Growth' category. The project was highlighted by the Jury for sustainable regional development that could enable not only GRaBS partners, but also local authorities throughout Europe to develop and implement policies that recognise the crucial role of green and blue infrastructure in climate change adaptation.

RegioStars awards 2013

INTERREG IVC Managing Authority – the Conseil Régional Nord – Pas-de-Calais submitted five projects for the Regio Stars Awards 2013: Know-Man, C2CN, PASE, SUGAR, and MKW.

The PASE project is among the 27 finalists of the 2013 RegioStars awards in the category of INCLUSIVE GROWTH: Social innovation: creative responses to societal challenges. The project had a presentation before an independent jury during the OPEN DAYS.

'European Cooperation Day'

- *28 September 2012*

'European Cooperation Day' was initiated by INTERACT for all cooperation programmes to organise a public action on the same day (September 28) with the same 'brand'. The INTERREG IVC programme created a quiz about the INTERREG IVC programme: http://quiz.interreg4c.eu/.
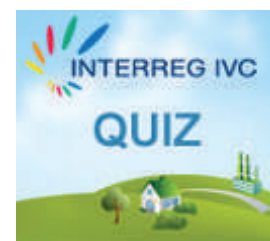
Over 200 people submitted answers and the winners (the ones who answered all questions correctly) were rewarded with the INTERREG IVC souvenirs.

5.1.6 Networking meetings

Active participation in several programme network meetings is an important element in the INTERREG IVC Communication strategy, both to keep abreast of developments in other programmes and share our own activities.

INFORM – Meeting of Structural Funds Communication Officers

Participation in May and December 2012. The programme moderated a workshop on Reaching target groups in European Territorial Co-operation programmes during the May session.

INTERACT – Meeting of transnational and interregional communication officers

On 21 October 2012, the programme participated in a network meeting moderated by INTERACT, which focused mainly on improving the overall brand of European Territorial Co-operation to increase its visibility in the next programming period.

Pan-European Programmes

The four pan-European programmes, INTERREG IVC, URBACT, ESPON, and INTERACT met twice on director and communication officer level in 2012. The communication aim was to identify potential joint activities to illustrate the programmes' complementarities. A direct result was the organisation of the joint workshop on sustainable transport during the Open Days 2012 (see Events, above).

5.2   Information and National Contact Points

5.2.1   National Contact Points Meeting

The Joint Technical Secretariat together with four Information Points prepared a meeting with the National Contact Points (NCPs) in June 2012, along the Monitoring Committee meeting in Copenhagen, Denmark. They discussed the possibilities to promote the programme's achievements in each country. Results of the meeting turned into several activities conducted in the second half of 2012 and the first half of 2013, for example, preparation of national dissemination workshops (based on NCPs interest), country-specific articles, and a fact sheet on the 11 thematic objectives.

5.2.1   National Events

At the meeting in Copenhagen, the Information Points had a possibility to identify national events organised in 2012, prone to promotion of INTERREG IVC. Representatives of the IPs

participated in several such events, for example in Sweden (INTERREG IVC and URBACT partner meeting), Finland (INTERREG IVC partner event), and Poland (ETC conference). There they provided the national audience with the most up-to-date information on the programme's achievements.

Several National Contact Points (Bulgaria, the Czech Republic, and Slovenia) expressed their interest in organising an INTERREG IVC dissemination event in 2013 with full support of the Information Point East.

All NCPs were invited to submit their request for a travelling exhibition of 11 INTERREG IVC stands displaying selected good practices in the 10 sub-themes and general information on the programme to become part of their national events planned in 2013.

5.2.2 Country-specific information

Following up on the NCPs interest in more country-specific information, expressed in the questionnaire distributed to NCPs in December 2011, the JTS together with the four Information Points developed a brief country-specific fact sheet. It provides an overview of each country's involvement in the programme in terms of number of projects and partners, summary financial data, and several examples of benefits brought to it by INTERREG IVC projects. The fact sheets are planned to be published online in 2013.

Approval of 82 projects from the 4th call (December 2011) led to an update of geographical and thematic statistics for each country and the Information Points provided their countries with this country-specific information on demand.

Information Points also started preparing country-specific articles, describing the most outstanding achievements of projects in the countries. In 2012, such an article was provided to the NCP of Poland for further distribution. Further articles are planned for 2013.

5.2.3 Thematic objectives 2014-2020

The NCP meeting in Copenhagen, Denmark, also led to a development of a support material for the Member States on the future thematic objectives and their link to the present programme. Information Point East together with the JTS prepared a set of fact sheets on pro-

jects and their achievements sorted along the 11 thematic EU2020 objectives, proposed by the EC for the next programming period.

5.2.4 Survey on assistance to the fourth call Lead applicants

In January 2012, the INTERREG IVC programme conducted a survey among all 4th call lead applicants, to receive feedback on the assistance the Joint Technical Secretariat and Information Points provided during the INTERREG IVC 4th call for proposals (1 December 2011 – 1 April 2012). Out of the assistance possibilities, the highest scores were given to individual project consultations – 71% of respondents assessed these as 'very good' or 'good'. Similarly high scores – 70% 'very good' or 'good' – were given to Lead Applicant Seminars. Detailed information on the survey is available on the INTERREG IVC programme website: http://www.interreg4c.eu/2012-02-21_LA_survey.html

5.3 Information & Publicity material

During 2012, several publications on the INTERREG IVC programme achievements were finalised or are under preparation:

Third collection of interregional cooperation projects
Compiling descriptions of projects from the 3rd and the 4th calls, this collection completes the full series of INTERREG IVC project descriptions. It was published in September 2012 and distributed during the Open Days 2012, as well as sent to the INTERREG IVC mailing list.

The first and second collections of interregional cooperation projects
These publications were updated with the most recent partnership and budget changes and re-published in September 2012.

Capitalisation projects
A compilation of the 20 Capitalisation type projects was published end of November and distributed during the event for the Capitalisation type of projects **'INTERREG IVC achievements in mainstreaming good practices'.** An analysis of the Action Plans of these projects is planned for publication in 2013.

INTERREG IVC West area regions: Benefitting from interregional cooperation

The Information Point West produced a publication concerning partner activities and achievements in this area. Published end of 2012, it highlights in particular the good practice transfers that have improved policy through interregional cooperation. It continues the series of 'Information Point' brochures targeting national level achievements. The final brochure in the series, on Information Point South, is expected in 2013.

Behind the scenes: monitoring interregional cooperation projects
This publication, published end of November, targets the programme stakeholders and institutions involved in monitoring interregional cooperation. The aim was to provide a detailed look at how thoroughly interregional cooperation projects are monitored by the programme. It covers financial management, of course, including all levels of control, but also project management monitoring via indicators and results.

5.4 Website and Social media

5.4.1 Website

During 2012, the INTERREG IVC developed further the programme website www.interreg4c.eu and provided users with an increased number of new information on projects' and programme's activities and achievements. The website reached 6,126 visits during the year.

As always, the list of approved projects, including all partner beneficiaries, budget, project duration, and description were updated each semester: http://www.interreg4c.eu/approved_projects.html

A new module devoted to the programme thematic 'Capitalisation' (http://www.interreg4c.eu/Capitalisation.html), launched in August 2012, presented the users with an overview of the new programme initiative as well as the 12 selected topics analysed by external capitalisation experts. The aim of this initiative is to benchmark the knowledge gathered by projects within the selected topics and make the knowledge available to local, regional, national and EU level policy makers.

The 'Good practices database' module (http://www.interreg4c.eu/findGoodpractices.html), a searchable collection of good practices identified by projects, launched in 2011, was updated quarterly with new information and reached close to 500 good practices from all over Europe by the end of 2012.

With the 1st call projects concluding their activities, the programme staff disseminated their results via the website. Moreover, the programme calendar provided the website users with invitations to a large number of final conferences of these projects. Subscribers to the RSS feed and/ or the electronic INTERREG IVC newsletter thus received twice as many articles about the projects and the programme compared to the previous year. Apart from the information and news on the project or programme activities and events, the newsletter provided the readers with 8 focus articles on EU topics related to the programme, for example on:

- Active ageing - '2012 - European Year of Active Ageing'
- Information technologies - 'E-Tools: A Way Out of Europe's Blues'
- Smart specialisation - 'Towards regional specialisation'
- Water management and renewable resources – 'The Water Issue: a shared resource and shared responsibility'
- First project achievements – 'INTERREG IVC – moving towards results'
- Programme management issues – 'Controlling funds on an EU level'
- Urban side of the projects – 'INTERREG IVC projects inspire urban Europe'
- Capitalisation – 'Capitalising on knowledge'

There are about 3500 subscribers to the newsletter.

5.4.2   Social media

INTERREG IVC became also more active on social media. It launched two discussion groups at the LinkedIn platform. INTERREG IVC projects group (325 members) & INTERREG IVC project communication subgroup (53 members) were created for project networking and exchange of experience. Project partners could discuss with other project representatives and the JTS group members issues like collecting information for progress reports or communication with project partners.

5.5 *Media and institutional relations*

As has been the case throughout the programme lifetime, press releases were sent to media lists on the occasion of the main programme events, such as the exhibition during the Open Days. Media monitoring through a Google alert keyword search tool, and via the cooperating national contact points, uncovered almost 80 appearances in local or national media.

In general, the difficulty in carrying out and monitoring Europe-wide press campaigns has been faced throughout the programme due to the resources and budget involved in such actions. Given the particularly strategic nature of interregional cooperation on policy level, the programme is much more effective when developing institutional and public relations.

Committee of Regions

A strong partnership has been built up with the Committee of the Regions in terms of sharing and communicating the programme and its results. Apart from the close cooperation during the Open Days 2012 as described above, INTERREG IVC also contributes to CoR events and publications with good practice examples. This good relationship has led to privileged access for INTERREG IVC to organise events and workshops at the CoR premises, such as the thematic capitalisation workshops.

European Parliament

Keeping the Committee on Territorial Cooperation informed on the developments in interregional cooperation, and following their reflections on the matter, has proved useful in raising the programme's profile with this target group. The programme director has been invited several times to present before committees dealing with territorial cooperation. Through this, the European Parliament is fully convinced of the added-value of interregional cooperation, which is important in the framework of the new programming period 2014-2020.

European Commission

Other than the regular dealings with the programme's Desk Officer in DG REGIO, more effort has been made to communicate with other units within DG REGIO, and even other DGs running programmes that have thematic similarities with INTERREG IVC. The programme director spoke at the first COCOF meeting on Gender Mainstreaming, along with an INTERREG IVC project, for example. Similarly, the deputy programme director was invited to speak at a DG Enterprise & Industry (DG ENTR) workshop: 'From "best practice" to "next practice": How to improve innovation support for SMEs'.

Annexe 01: Projects' and Programme management performance table

INTERREG IVC

INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

Annex 01 to Annual Report 2012: Projects' and Programme management performance table

Indicator		2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
1. Projects' performance (Priorities 1 and 2) (total of all projects in the programme)											
1.1. Contribution of projects to programme objectives											
1.1.1 Improvement of regional and local policies (in accordance with chapter 4.2, specific thematic objectives 1 and 2)	**Output:** No. of regional/local policies and instruments addressed in the fields of ○ Research and technology development ○ Support to entrepreneurship and SMEs ○ Information Society ○ Employment, Human Capital and Education ○ Natural and technological risks ○ Water management ○ Waste prevention and management ○ Biodiversity and preservation of natural heritage ○ Energy and sustainable public transport ○ Cultural heritage and landscape										
	Achievement	0	0	1,176	78	770	1988				4,012
	Target										750

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Result: No of regional/local policies and instruments improved or developed in the fields of ○ Research and technology development ○ Support to entrepreneurship and SMEs ○ Information Society ○ Employment, Human Capital and Education ○ Natural and technological risks ○ Water management ○ Waste prevention and management ○ Biodiversity and preservation of natural heritage ○ Energy and sustainable public transport ○ Cultural heritage and landscapes	Achievement	0	0	6	44	52	160				262
		Target										150
1.1.2 Exchange of experience and improvement of capacities and knowledge of regional and local stakeholders in particular by matching less experienced regions with regions with more experience (in accordance with chapter 4.2, specific horizontal objectives 3 and 4)	**Output:** No. partners involved ○ public authorities ○ bodies governed by public law	Achievement	0	448	793	91	942	11				2,285
		Target										1,400
	Output: No. of interregional events organised by projects to exchange experience	Achievement	0	0	243	316	651	713				1,923
		Target										1,400
	Output: No. of participants in these interregional events	Achievement	0	0	6,174	7,425	16,380	18,674				29,979
		Target										14,000
	Output: % of approved projects where both 'Objective Convergence' regions and 'Objective Competitiveness' regions are involved in the partnership	Achievement	0	98%	99%	99%	99%	99%				99%
		Target										80%

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Result: % of partners by legal status (public authorities/bodies governed by public law)	Achievement	0	55/45%	55/45%	54/46%	51/49%	50/50%				50/50%
		Target										70/30%
	Result: No. of staff members with increased capacity (awareness/knowledge/skills) resulting from the exchange of experience at interregional events	Achievement	0	0	820	1,072	1,704	931				4,527
		Target										2,800
	Result: No. of new projects/activities/approaches resulting from the exchange/dissemination of experience at interregional events	Achievement	0	0	8	15	65	113				201
		Target										480
	Result: No. of action plans developed by Objective 'Convergence' regions further to the lessons learnt from Objective 'Competitiveness' regions	Achievement	0	0	0	32	0	31				63
		Target										150
1.1.3 Identification, sharing and transfer of good practices into regional policies in particular EU Structural Funds mainstream programmes	**Output:** No. of good practices identified by Regional Initiative Projects (Type 1)	Achievement	0	0	802	456	1,417	832				3,507
		Target										2,400
	Output: No. of good practices already identified and made available to regional and local actors involved in Capitalisation, including Fast Track Projects (Type 2)	Achievement	0	53	102	99	0	0				254
		Target										250
	Result: No. of good practices successfully transferred within Regional Initiative Projects	Achievement	0	0	10	19	81	142				252
		Target										200
	Result: No. of action plans developed under Capitalisation, including Fast Track Projects (Type 2)	Achievement	0	0	0	63	0	70				133
		Target										150

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Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Result: No. of action plans developed under Fast Track Projects	Achievement	0	0	0	57	0	39				96
		Target										50
	Result: Amount of mainstream funds (Cohesion/ERDF/ESF) dedicated to the implementation of good practices coming from Capitalisation, including Fast Track Projects (Type 2)	Achievement	0	0	0	573,644,800	0	62,887,960				636,532,760
		Target										MEUR 1,500
	Result: Amount of mainstream funds (Cohesion/ERDF/ESF) dedicated to the implementation of good practices coming from Fast Track Projects	Achievement	0	0	0	572,957,000	0	58,365,881				631,322,881
		Target										MEUR 625
1.1.4 Contribution to horizontal EU policies	**Result:** % of projects with positive effects on equal opportunities	Achievement	0	71%	59%	43%	64%	64%				64%
		Target										10 %
	Result: % of projects with positive effects on the environment	Achievement	0	83%	84%	100%	84%	83.8%				84%
		Target										60%
1.2. General performance of projects												
1.2.1 Management and coordination	**Output:** Average number of steering committee meetings organised by operations per year	Achievement	0	0	2	2	2	2				2
		Target										2
	Result: % of progress reports approved without additional information requested from the JTS	Achievement	0	0	0%	0%	0%	0%				0%
		Target										10%
	Result: % of deviation between planned and actual ERDF payment requests by LP ("–" under/ "+" overspending)	Achievement	0	0	-54%	-40.1%	-33.4%	-22%				-22%
		Target										-5%
1.2.2 Dissemina-tion	**Output:** No. of press releases disseminated	Achievement	0	0	452	589	1,160	1,678				3,879
		Target										960

IVC AR 2012 Ax 01 Performance table

Indicator		2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Output: No. of brochures (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	104	98	138	213				553
	Target										960
Output: No. of copies of brochures disseminated	Achievement	0	0	105,924	24,696	176,324	267,730				574,674;
	Target										120,000
Output: No. of newsletters (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	103	89	328	344				864
	Target										1,920
Output: No. of copies of newsletters disseminated	Achievement	0	0	74,240	70,756	387,189	484,874				1,017,059
	Target										120,000
Output: No. of dissemination events organised	Achievement	0	0	225	260	601	755				1,841
	Target										960
Output: No. of other events participated in (with presentations/stands etc. about the project activities)	Achievement	0	0	468	328	1,238	869				2,903
	Target										1,500
Result: No. of articles/appearances published in the press and in other media	Achievement	0	0	992	1,195	1,852	4,602				8,641
	Target										2,400
Result: Estimated no. of participants in events (organised and participated	Achievement	0	0	23,278	45,722	80,000	229,000				378,800
	Target										160,000
Result: Average no. of visits per month on project's website	Achievement	0	0	836	303	340	560				560
	Target										500
1.2.3 Thematic programme capitalisation **Output:** No. of topic workshops	Achievement						12				12
	Target										24
Output: No. of annual topic reports	Achievement						0				0
	Target										24
Output: No. of annual topic publications	Achievement						0				0
	Target										24

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Output: No. of presentations made at other conferences (programme events, EU events)	Achievement						4				4
		Target										24
	Result: No. of thematic policy recommendations resulting from programme capitalisation	Achievement						0				0
		Target										24
	Result: No. of thematic publications downloaded from the programme website	Achievement						0				0
		Target										200
2. Programme management performance (Priority 3)												
	Output: No. of "Individual Consultations" (IC) with applicants	Achievement	248	446	39	32	794	0				1,559
		Target										900
	Output: No. of participants in "Individual Consultations" (IC)	Achievement	620	875	74	50	1,042	0				2,661
		Target										1,800
	Result: No. of applications submitted	Achievement	0	492	481	29	355	0				1,357
		Target										800
2.2. Ensure the evaluation of applications, prepare the approval decisions and contract approved projects	**Output:** No. of applications approved and contracted	Achievement	0	41	74	7	82	0				204
		Target										240
	Output: Total INTERREG IVC budget of the approved projects	Achievement	0	MEUR 83.9	MEUR 241.4	MEUR 253.9	MEUR 402.3	MEUR 397.6				MEUR 397.6
		Target										MEUR 380
	Output: Average INTERREG IVC budget of the approved projects	Achievement	0	MEUR 2.0	MEUR 2.1	MEUR 1.8	MEUR 1.9	MEUR 1.9				MEUR 1.9
		Target										MEUR 1.58
	Output: Total ERDF budget of approved projects	Achievement	0	MEUR 62.9	MEUR 185.5	MEUR 195.4	MEUR 311.6	MEUR 310.4				MEUR 310
		Target										MEUR 302
	Output: % of total ERDF budget committed to projects	Achievement	0	20.8%	61.4%	64.7%	103.2%	102.8%				102.8%
		Target										94 %

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Result: % of approved applications compared with submitted applications (success rate)	Achievement	0	8.3%	15.4%	24.1%	23.1%	0				15.0 %
		Target										40 %
2.3 Ensure monitoring / advice to running projects	**Output:** No of project reports checked	Achievement	0	0	38	101	192	273				604
		Target										1,200
	Output: Average number of days needed to check one report	Achievement	0	0	29	45	55	52				45
		Target										30
	Output: No of project visits, participation to project events by MA/JTS	Achievement	0	5	11	30	50	84				180
		Target										240
	Output: Total ERDF paid out to projects	Achievement	0	0	MEUR 1.9	MEUR 17.4	MEUR 53.3	MEUR 105				MEUR 115
		Target										MEUR 286
	Output: % of total ERDF budget of approved projects paid out to projects	Achievement	0%	0%	0.6%	5.6%	17.1%	35%				35%
		Target										95%
	Result: % of successful implemented projects (achievement of indicated output/result indicators and budget spending) compared with approved projects	Achievement	0%	0%	0%	0%	78.6%	81.0%				79.8%
		Target										90%
	Result: Amount of ERDF decommitted	Achievement	0	0	0	0	0	0				0
		Target										MEUR 16
	Result: % of total ERDF decommitted (rate of decommitment)	Achievement	0	0	0	0	0	0				0
		Target										5%
2.4 Ensure capitalisation of projects' results for both types of intervention;	**Output:** Number of approved projects working on similar themes identified and capitalisation activities requested	Achievement	0	5	16	0	18	0				39
		Target										10

Indicator		2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Output: Number of projects' good practice guides available on the programme's web site	Achievement	0	0	0	1	0	62				63
	Target										240
Output: Number of capitalisation events organised	Achievement	0	0	2	2	1	29				34
	Target										10
Result: Number of participants in capitalisation events organised	Achievement	0	0	80	50	220	430				780
	Target										1000
Result: Average number of downloads of each good practice guide available on the programme's web site	Achievement	0	0	0	228	NN	NN				NN
	Target										40
2.5 Organise meetings and events for applicants, partners, auditors, experts, Member States and other bodies to inform them about the programme, to discuss specific aspects of its implementation, disseminate and capitalise on projects' results **Output:** No. of brochures (no of issues created, not no of copies printed or disseminated)	Achievement	0	1	5	4	2	4				14
	Target										4
Output: No. of newsletters (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	0	0	5	6				11
	Target										34
Output: No. of events organised	Achievement	7	13	5	14	17	16				72
	Target										80
Output: No. of other events participated in (with presentations/stands etc. about the programme activities)	Achievement	14	42	46	26	20	39				187
	Target										50
Output: Estimated no. of participants in events participated in	Achievement	1,705	4,901	4,334	4,078	963	3930				19911
	Target										5,000
Result: No. of press releases on programme activities disseminated	Achievement	2	2	5	3	3	2				17
	Target										20
Result: No. of copies of newsletters disseminated	Achievement	0	0	0	0	12,935	23011				35946
	Target										10,000

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	Result: No. of copies of brochures disseminated	Achievement	0	4,000	16,850	18,550	5,120	3600				48120
		Target										10,000
	Result: No. of articles/appearances published in the press and in other media	Achievement	9	35	63	28	15	79				229
		Target										20
	Result: Estimated no. of participants in events organised	Achievement	1,395	1,993	399	810	2188	2094				8879
		Target										5,500
	Result: Average no. of visits per month on the programme website	Achievement	37,284	35,270	36,363	33,612	NN	6216				35,632
		Target										10,000
2.6 Ensure the reporting to the Member States and the European Commission.	**Output:** No of Monitoring Committee meetings	Achievement	1	2	2	2	3	2				12
		Target										15
	Result: Average no. of visits per month on the programme intranet site	Achievement	40	200	200	200	300	200				190
		Target										50

IVC AR 2012 Ax 01 Performance table

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Annexe 02: Commitments and payments 2007-2012

INTERREG IVC - ERDF commitments and certified payments by year during the period 2007 to 2012

| Financial plan (ERDF) whole period | | ERDF 2007 | | | | ERDF 2008 | | | | ERDF 2009 | | | | ERDF 2010 | | | | ERDF 2011 | | | | ERDF 2012 | | | | ERDF 2007-2012 Total | | | |
| | | committed | | paid | | committed | | paid | | committed | | paid | | committed | | paid | | committed | | paid | | committed | | paid | | committed | | paid | |
Priority	Budget in EUR	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %	in EUR	in %
Priority 1: Innovation	176,726,969	0	0%	0	0%	40,855,604	23%	0	0%	73,098,327	41%	1,198,331	1%	0	0%	9,903,505	6%	64,622,989.36	37%	22,894,551	13%	0.00	0%	27,603,109	16%	178,576,920	101%	61,599,496	35%
Priority 2: Environment	125,315,487	0	0%	0	0%	27,381,522	22%	0	0%	50,233,723	40%	743,608	1%	9,953,138	8%	5,588,544	4%	44,214,433.74	35%	13,042,559	10%	0.00	0%	24,597,232	20%	131,782,817	105%	43,971,942	35%
Priority 3: Technical Assistance	19,279,306	269,479	1%	269,479	1%	977,049	5%	977,049	5%	1,553,966	8%	1,553,966	8%	2,044,949	11%	2,044,949	11%	2,326,443	12%	2,326,443	12%	2,538,179	13%	2,538,179	13%	9,710,066	50%	9,710,066	50%
Total	321,321,762	269,479	0%	269,479	0%	69,214,175	22%	977,049	0%	124,886,016	39%	3,495,905	1%	11,998,087	4%	17,536,998	5%	111,163,867	35%	38,263,552	12%	2,538,179.00	1%	54,738,521	17%	320,069,803	100%	115,281,505	36%

(paid) relates to expenditure paid by the body responsible for making payments to the beneficiaries

(%) relates to budget amount by priority (or total budget for last row)

in case of TA: (committed) indicated as corresponding to (paid), commitment of TA budget done through annual approval

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Annexe 03: Overview of activities carried out by FLC control approbation bodies and centralized First level controllers

Overview of Activities carried out by First Level Control Approbation Bodies and Centralized First Level Controller to Secure the Management and Control System

		Belgium						
	Austria	**Brussels Capital**	**Flanders**	**Wallonia**	**Bulgaria**	**Cyprus**	**Czech Republic**	**Denmark**
Nb of Partners	43	36	61 / 20	5	77	22	43	33
FLC System	Decentralised first level control through an authorized controller from short list (control through Federal Chancellery, Federal Ministries or "Land" depending on the question under whose authority, financing and responsibility the partner is participating	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Centralised first level control through a public administrative body	Decentralised first level control through an external controller selected from short list	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Centralised first level control through 7 regional offices under the responsibility of a national public administrative body	Decentralised first level control through an external controller proposed by the project partner and approved at national level
Support to FLC and/or PP	Ad-hoc help desk guidance documents: national eligibility rules, report templates, checklists	Ad-hoc help desk guidance documents: *FLC manuals, templates for terms of reference. procuring a first level controller*	Ad-hoc help desk + guidance documents: *FLC manuals, terms of reference for procuring a FLC*	Guidance documents: *Walloon eligibility rules, guidance on public procurement*	Ad-hoc help desk + guidance documents: *National rules for eligibility of expenditures*	Ad-hoc helpdesk + guidance documents: *Manual of National Procedures*	Ad-hoc helpdesk + guidance documents *(including guidelines for public procurement)*	Ad-hoc helpdesk + guidance documents *(national guidance)*
Quality Assurance of PP/FLC work	Training (2 seminars) Quality check on FLC		Training (1 seminar) + Ad-hoc controls	Training (1 seminar)	Trainings (5 seminars) Quality check on FLC	Training (4 seminars) Quality Checks on FLC work / Project on spot check (sample basis) (1)	Training (4 seminars)	Quality check on FLC (frequency taking into consideration results of second level audits of DK PPs)

	Estonia	Finland	France	Germany	Greece	Hungary	Ireland	Italy
Nb of Partners	37	67	133	136	132	110	54	261
FLC System	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an external controller proposed by the project partner and approved at national level	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved by one regional body acting as national authority	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved by 16 regional authorities (depending on Federal State in which PP is located)	Centralised first level control at Member State level through a public administrative body	Centralised first level control at Member State level through a public administrative body	Centralised first level control at Member State level through two a Regional Assemblies depending on which region the partner is located in	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved through ad-hoc committee hosted by Ministry of economic development
Support to FLC and/or PP	Ad-hoc helpdesk + guidance documents (reporting templates, guidance for calculations methods)		Ad-hoc helpdesk + guidance documents: explanatory guide of procedure for the selection of a controller, an analysis grid, a bid analysis template, a terms of references template	Ad-hoc practical and procedural information	Ad-hoc helpdesk + guidance documents: national regulation manuals	Ad-hoc helpdesk + guidance documents: national control guidelines, regulation manuals etc	Ad-hoc help desk + guidance documents: FLC Guidance document and Eligibility Rules for Territorial Cooperation Programmes	Guidance documents: FLC guidance
Quality Assurance of PP/FLC work	Training (3 seminars)	Training (4 seminars)	Quality check on FLC	Training (3 seminars)	Training (3 seminar)	Training (4 seminars)	N/A	

Nb of Partners	Latvia	Lithuania	Luxembourg	Malta	Netherlands	Norway	Poland	Poland	Portugal
	39	40	3	23	82	21	121	0	62
FLC System	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an external controller proposed by the project partner and approved at national level	Centralised first level control at Member State level through a public administrative body	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an internal controller proposed by the project partner and approved at national level (*Does not yet apply to any Polish PPs*)	Decentralised first level control through an external controller proposed by the project partner and approved at national level
Support to FLC and/or PP	Ad-hoc helpdesk + guidance documents: *National guidelines*	Ad-hoc helpdesk + guidance documents: *Rules on the implementation of ETC programmes*	Ad-hoc helpdesk	Ad-hoc helpdesk + documents: *national eligibility rules*. Invitation to PP for bi-lateral meeting after approval	Ad-hoc help desk + FLC and national guidance documents	**No information provided**	Ad-hoc help desk + guidance documents: *national guidelines and templates for calculation methods*	**N/A**	Ad-hoc help desk + guidance documents: *Manual to the external controllers and project partners*
Quality Assurance of PP/FLC work	Training (3 seminars)	Training (3 seminars) + check on FLC		Training (4 seminars)	Training (3)	Training (1)	Training (5 seminars)	**N/A**	Training (12 seminars for all ETC progr.) + Validation of each report by national level + Quality Check on FLC

	Romania	Slovakia	Slovenia	Spain	Sweden	United Kingdom		Total [2]
						All UK except Northern Ireland	Northern Ireland	
Nb of Partners	97	31	64	217	102	160		2271
FLC System	Centralised first level control at Member State level through a national public administrative body supported by 8 territorial units	Centralised first level control at Member State level through a public administrative body	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an internal or external controller proposed by the project partner and approved at national level	Centralised first level control at Member State level through a public administrative body	Decentralised first level control through an independent internal or external controller proposed by the project partner and approved at national level	Centralised first level control at Member State level through a public administrative body	**Decentralised systems:17 Centralised systems:15** *Some Member States have more than one type of first level control system
Support to FLC and/or PP	Ad-hoc help desk + guidance documents: *dissemination of FLC working documents for guidance*	Ad-hoc help desk + guidance documents: *Internal Manual for INTERREG IVC Programme*	Guidance documents: *Internal Guidance and Forms*	Ad-hoc help desk guidance documents: *guidance manual*	Ad-hoc help desk + guidance documents: *Downloadable Information folder*	Ad-hoc help desk	Ad-hoc help desk	
Quality Assurance of PP/FLC work		Training (13 seminars)	Training (4 seminars)	Training (1 seminar) Validation of each report	Training (5 seminars)	Quality check on FLC	Individual meetings with new partners at start of project	

Annexe 04: Changes in running projects

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Request for Changes in 2012

Index	Acronym	No	Type Of Change	Description	Financial Implications	Approval Date
0809R2	PROSESC	1	Activities/Outputs	Planned activities / outputs have been changed in components Planned activities / outputs have been changed in component 3.	Despite these changes, the ERDF budget remains un-changed.	06.01.2012
0216R1	PEOPLE	2	Duration	The project duration has been extended by 3 months until 31/3/2012.	Despite these changes, the ERDF budget remains un-changed.	10.01.2012
0499R2	FRESH	2	Partnership	Partner London Thames Gateway Development Corporation (UK) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 95,735.09.	19.01.2012
0554C2	SufalNet4EU	1	Activities/Outputs; Duration	The project duration has been extended by 3 months until 31/3/2012.	Despite these changes, the ERDF budget remains un-changed.	20.01.2012
0542C2	C2CN	1	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Sub-sidy Contract). The project duration has been extended by 3 months until 31/3/2012.	Further to these changes, the ERDF decreased by EUR 1,718.98.	31.01.2012
0587C2	IMMODI	3	Duration	The project duration has been extended by 3 months until 31/3/2012.	Despite these changes, the ERDF budget remains un-changed.	02.02.2012
0154R1	SUGAR	1	Partnership	Partners National Institute for Transport and Safety Research (FR), MUNICIPALITY OF ATHENS (EL) have withdrawn from the project partnership. Partner French institute of sciences and technology for transport, development and networks (FR) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 159,222.01.	14.02.2012

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Code	Project	No.	Category	Description	ERDF effect	Date
0259R1	PASE	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 6,700.01.	14.02.2012
0559R2	CREA.RE	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 591.86.	22.02.2012
0556R2	B2N	2	Partnership	Partner VELIKO TARNOVO MUNICIPALITY (BG) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 55,673.59.	28.02.2012
0086R1	CLIQ	1	Partnership;Duration	Partner Beira Atlantic Park Incubator Association – BIC Beira Atlantic (PT) has withdrawn from the project partnership. The project duration has been extended by 3 months until 31/1/2012.	Further to these changes, the ERDF decreased by EUR 19,505.33.	14.03.2012
0323R1	PIMMS TRANSFER	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The total budget has been reduced.	Further to these changes, the ERDF decreased by EUR 240,658.63.	27.03.2012
0969R2	ERMIS	1	Partnership	Partner ADEuropa Foundation (ES) has withdrawn from the project partnership. Partner Castilla y León Innovation and Financing Business Agency (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	12.04.2012
0497R2	SUSTAIN	2	Partnership	Partner KOUKLIA COMMUNITY COUNCIL (CY) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 5,988.50.	13.04.2012
0853R2	TOOL QUIZ	1	Partnership	Partner Regional Center for Audiovisual Resources (FR) has withdrawn from the project partnership. Partner Museum Dr. Guislain (BE) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	24.04.2012
0569R2	W2E	2	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The project duration has been extended by 3 months until 30/9/2012.	Despite these changes, the ERDF budget remains unchanged.	11.05.2012

IVC AR 2012 Ax 04 Changes in running projects

1129R4	ECOTALE	1	Partnership	Partner Central Transdanubian Regional Development Agency Nonprofit Company (HU) has withdrawn from the project partnership. Partner Central Transdanubian Nonprofit Company (HU) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	14.05.2012
1097R4	Micropol	1	Partnership	Partner Intermunicipality Association from Chiva to Utiel (ES) has withdrawn from the project partnership. Partner Chamber of Commerce and Industry of Jaen (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	16.05.2012
0539R2	SIGMA for Water	2	Partnership	Partner District administration of Demmin (DE) has withdrawn from the project partnership. Partner Mecklenburg Lake District (DE) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01.	21.05.2012
0649R2	INNOHUBS	1	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 2,000.02.	23.05.2012
0575R2	B-TEAM	1	Partnership	Partner Hajdú-Bihar County Council (HU) has withdrawn from the project partnership. Partner Institution Maintenance Centre of Hajdú-Bihar County (HU) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	30.05.2012
1281R4	LOCFOOD	1	Partnership	Partner Intermunicipality Association from Chiva to Utiel (ES) has withdrawn from the project partnership. Partner Farmers Union of the Valencia Region. (ES) has been newly integrated in the partnership.	Further to these changes, the ERDF increased by EUR 260,255.00.	01.06.2012

0865R2	CivPro	2	Partnership	Partners Delegation of the Government in Castile and León, Civil Defence (ES), MUNICIPALITY OF ALCOBAÇA (PT) have withdrawn from the project partnership. Partner Galician Public Safety Academy (ES) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 79,220.00.	06.06.2012
0988C3	CO2FREE	1	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The project duration has been extended by 3 months until 31/12/2012.	Despite these changes, the ERDF budget remains un-changed.	07.06.2012
1024R4	Regions 4GreenGrowth (R4GG)	1	Partnership	Partner Center for Sustainable Regional Development -Gabrovo (BG) has withdrawn from the project partnership. Partner Euro Perspectives Foundation (BG) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	12.06.2012
0610R2	RTF	4	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Despite these changes, the ERDF budget remains un-changed.	18.06.2012
0998C3	EUFOFINET	3	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The project duration has been extended by 3 months until 31/12/2012.	Despite these changes, the ERDF budget remains un-changed.	19.06.2012
1204R4	ENGAGE	1	Partnership	Partner Globalgarve-Cooperation and Development, SA (PT) has withdrawn from the project partnership. Partner ADRAL Alentejo Regional Development Agency (PT) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	29.06.2012
0992C3	GEO.POWER	2	Duration	The project duration has been extended by 2 months until 31/12/2012.	Despite these changes, the ERDF budget remains un-changed.	02.07.2012
0602R2	IPP	3	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains un-changed.	09.07.2012

1231R4	Working4Talent	1	Partnership	Partner Basingstoke and Deane Borough Council (UK) has withdrawn from the project partner-ship. Partner Enterprise Plymouth Ltd (UK) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	12.07.2012
0574R2	PERIURBAN	3	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Sub-sidy Contract).	Further to these changes, the ERDF decreased by EUR 35.71.	18.07.2012
0291R1	CLUSNET	1	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Sub-sidy Contract). The total budget has been re-duced.	Further to these changes, the ERDF decreased by EUR 152,726.38.	23.07.2012
0570R2	ENSPIRE EU	1	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Sub-sidy Contract).	Despite these changes, the ERDF budget remains un-changed.	23.07.2012
1245R4	RENERGY	1	Partnership	Partner Sheffield City Council (UK) has with-drawn from the project partnership. Partner Building for the Future Ltd (UK) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	23.07.2012
0513R2	DLA	4	Partnership	Partner Etruria Innovazione S.C.p.A. (IT) has withdrawn from the project partnership. Partner Agency for the development of the Empolese Valdelsa (IT) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01.	23.07.2012
0793R2	VITOUR LANDSCAPE	2	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains un-changed.	27.07.2012
1222R4	Health4Growth	1	Partnership	Partner Eindhoven University of Technology (NL) has withdrawn from the project partnership. Partner Brainport Development N.V. (NL) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	30.07.2012

1051R4	GreenInfraNet	1	Partnership	Partner State-owned Limited Liability Company "VidesProjekti" (LV) has withdrawn from the project partnership. Partner Ministry of Environmental Protection and Regional Development (LV) has been newly integrated in the partnership.	Further to these changes, the ERDF increased by EUR 0.01.	30.07.2012
0120R1	I4W	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 439.15.	31.07.2012
1241R4	EPTA	1	Partnership	Partner Province of Cremona (IT) has withdrawn from the project partnership. Partner ALOT s.c.a r.l. Agency of East Lombardy for Transport and Logistics (IT) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	06.08.2012
0744R2	INNOPOLIS	3	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Despite these changes, the ERDF budget remains unchanged.	07.08.2012
0568R2	Know-Man	1	Partnership	Partner Technological Research Centre of Koroška (SI) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 15,364.94.	09.08.2012
0873R2	SHARP	1	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The total budget has been reduced.	Further to these changes, the ERDF decreased by EUR 37,671.18.	10.08.2012
0575R2	B-TEAM	2	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	17.08.2012
0778R2	PORT INTEGRATION	1	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	21.08.2012

Code	Name	No.	Type	Change	Budget note	Date
0592R2	RURALAND	1	Budget/Finances; Partnership	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). Partner Jämtland County Council Institute of Rural Development (SE) has withdrawn from the project partnership. Partner Region of Jamtland (SE) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	21.08.2012
0595R2	PERIA	1	Partnership	Partners Észak-Alföld Regional Development Council (HU), INNOVALIS Aquitaine (FR) have withdrawn from the project partnership. Partner Aquitaine développement innovation (FR), Hajdú-Bihar County Council (HU) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	30.08.2012
0497R2	SUSTAIN	3	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Despite these changes, the ERDF budget remains unchanged.	31.08.2012
1242R4	TOK-TOC	1	Partnership	Partner MUNICIPALITY OF MARATHON (EL) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 111,722.30.	05.09.2012
0624R2	RENREN	1	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	12.09.2012
0763R2	MiSRaR	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Despite these changes, the ERDF budget remains unchanged.	13.09.2012
0661R2	YES	1	Partnership	Partner Pori Regional Development Agency POSEK Ltd (FI) has withdrawn from the project partnership. Partner Prizztech Ltd (FI) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	13.09.2012
1002C3	EU 2020 going local	2	Duration	The project duration has been extended by 3 months until 31/12/2012.	Despite these changes, the ERDF budget remains unchanged.	02.10.2012

0835R2	EUROSCAPES	1	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The project duration has been extended by 3 months until 31/3/2013.	Further to these changes, the ERDF decreased by EUR 84,349.45.	05.10.2012
0709R2	WF	1	Partnership	Partner British Waterways (UK) has withdrawn from the project partnership. Partner Canal & River Trust (UK) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	05.10.2012
1000C3	EFFMIS	3	Budget/Finances; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The project duration has been extended by 3 months until 31/1/2013.	Despite these changes, the ERDF budget remains unchanged.	05.10.2012
1042R4	IMEA	1	Partnership	Partner Nicis Institute (NL) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	08.10.2012
0559R2	CREA.RE	3	Partnership	Partner Agency for the promotion of tourism in Umbria (IT) has withdrawn from the project partnership. Partner Region of Umbria (IT) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	08.10.2012
0757R2	ORGANZA	3	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Despite these changes, the ERDF budget remains unchanged.	15.10.2012
1031R4	TOURAGE	1	Partnership	Partner Èszak-Alföld Regional Development Agency (HU) has withdrawn from the project partnership. Partner Szabolcs-Szatmár-Bereg County Regional Development and Environmental Management Agency Nonprofit Ltd. (HU) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	17.10.2012

0648R2	SuPorts	3	Budget/Finances; Activities/Outputs; Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The total budget has been reduced. Planned activities / outputs have been changed in components 1, 2, 3, 4. The project duration has been extended by 3 months until 31/3/2013.	Further to these changes, the ERDF decreased by EUR 333,479.85.	23.10.2012
1025R4	DAA	1	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 18,750.00.	31.10.2012
0898R2	PROSPECTS	2	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	06.11.2012
1187R4	RITS-Net	1	Partnership	Partners Mallorca Transport Consortium (ES), Municipality of Eger (HU) have withdrawn from the project partnership. Partner Gipuzkoa Territorial Transport Authority (ES), BIOKOM Pécs City Management Ltd. (HU) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 6,934.80.	08.11.2012
0784R2	CLIMACTREGIONS	3	Budget/Finances; Duration	The total budget has been reduced. The project duration has been extended by 3 months until 31/3/2013.	Further to these changes, the ERDF decreased by EUR 472.19.	19.11.2012
0523R2	UNICREDS	1	Partnership	Partner Hajdú-Bihar County Council (HU) has withdrawn from the project partnership. Partner Institution Maintenance Centre of Hajdú-Bihar County (HU) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01.	21.11.2012
0684R2	FLOOD-WISE	2	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract).	Further to these changes, the ERDF decreased by EUR 1,800.00.	03.12.2012

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1319R4	RE-GREEN	1	Partnership	Partner Directorate General for Environmental Evaluation and Quality. Regional Government of Extremadura (ES) has withdrawn from the project partnership. Partner Extremadura Energy Agency (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains un-changed.	04.12.2012
0592R2	RURALAND	2	Partnership;Duration	Partner Joint authority of Kainuu Region (FI) has withdrawn from the project partnership. The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains un-changed.	07.12.2012
1038R4	E-COOP	1	Partnership	Partner Observatory of Digital Territories (FR) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 34,566.03.	11.12.2012
0709R2	WF	2	Duration	The project duration has been extended by 1 months until 31/1/2013.	Despite these changes, the ERDF budget remains un-changed.	14.12.2012
1313R4	KTForce	1	Partnership	Partner Centre of Technology Structure Development (DE) has withdrawn from the project partnership. Partner Technical University of Dresden (DE) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01. Therefore, no new sub-sidy contract is needed.	18.12.2012

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Annexe 05: Capitalisation experts' bimonthly reports

Thematic Programme Capitalisation

Bimonthly Report

Date	*(to be sent by 31/08/2012; 05/10/2012; 07/12/2012; 08/02/2013; 30/04/2012; 31/05/2013; 21/06/2013)*

Name:

Capitalisation Topic:

Reporting period:

1. List of activities carried out
Please list the main activities carried out in the past reporting period together with the persons involved.

-
-
-

2. List of planned activities
Please list the activities planned for the next reporting period. In the next report, please always update on what has been achieved compared with the planned activities below.

-
-
-

3. Comments (e.g. interesting findings, particular difficulties encountered)

-
-
-

4. Deliverables (e.g. list of core and satellite projects, content of thematic workshops, etc.)

-
-
-

5. Annexes
Please list the attached documents demonstrating the progress of your work (e.g. questionnaires, minutes of meetings, first findings of analyses etc.)

-
-
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Annexe 06: Evaluation grid for experts' performance

Evaluation grid for experts' performance

Theme / Expert	Competences		Knowledge			Method				Attitude			Thematic Workshop			Contract	Evaluation of performance	Comments
	English	Analytical capacity	Expertise on the theme	EU context on the theme	Understanding of the IVC Programme	Establishment of close contact with projects	Quality reports/ work	Focus on content Vs process	Bigger picture : create links with EU initiatives	Commitment to mission	Respect deadlines	Provides credibility to the Programme	Preparation	Moderation	Met Programme expectation/objectives	Recommend for continuation next year		
Innovation systems																		1
Thorsten																		2
Magda																		3
Innovation capacity of SMEs																		
Akos																		
Magda																		
Eco-innovation																		
Martina																		
Magda																		
Creative industries																		
Zori																		
Magda																		
Entrepreneurship																		
Ben																		
Magda																		
E-government services																		
Marit																		
Magda																		
Demographic change																		
Erika																		
Magda																		
Rural development																		
Helene																		
Magda																		
Climate change																		
Elena																		
Magda																		
Energy efficiency																		
Petra																		
Magda																		
Renewable energy																		
Ilze																		
Magda																		
Sustainable transport																		
Kelly																		
Magda																		

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Annexe 07: Achievements per country

Achievements per country - Overview

Country	Number of LP	Number of PP (incl LP)	Number of projects with partners from this country	ERDF Funds committed	Number of staff members with increased capacity	Number of good practices successfully transferred	Number of policies improved	Number of new projects / activities / approaches resulting from the exchange	CAP Projects: Mainstream funds dedicated to GP implementation
AT	7	43	36	6,846,822.18	102	9	6	2	2,479,000.00
BE	3	61	50	8,074,698.40	112	4	4	1	4,660,000.00
BG	1	77	65	7,579,042.85	176	13	14	5	20,954,100.00
CY	1	22	22	2,796,439.52	65	4	1	3	910,000.00
CZ	1	43	40	5,122,202.32	86	10	6	1	3,234,800.00
DE	21	135	97	21,698,598.69	275	14	12	16	15,960,372.00
DK	5	33	29	5,445,177.94	64	3	2	0	0.00
EE	0	37	35	4,925,654.11	77	5	6	7	1,905,000.00
EL	11	132	90	18,159,141.38	341	28	15	12	9,192,500.00
ES	21	218	154	32,329,727.81	522	27	17	20	96,968,856.00
FI	7	67	49	9,815,447.11	146	6	11	8	4,072,100.00
FR	25	134	95	21,011,218.26	284	13	15	8	263,500.00
HU	7	109	82	13,683,479.50	225	8	9	9	1,166,000.00
IE	2	54	41	6,936,845.14	85	4	1	2	1,315,906.42
IT	33	261	158	39,410,254.94	585	44	24	24	171,507,000.00
LT	1	40	36	3,894,489.56	74	9	2	1	0.00
LU	1	3	3	339,633.00	3	0	0	0	0.00
LV	3	39	35	4,042,327.25	47	3	3	2	0.00
MT	0	23	23	2,417,057.72	27	2	1	1	0.00
NL	23	82	64	16,206,140.03	173	17	10	16	2,615,000.00
PL	2	121	99	16,090,911.74	282	21	14	14	193,405,335.00
PT	3	62	49	7,118,441.72	110	17	3	8	395,593.27
RO	1	97	84	10,002,298.40	233	21	7	8	5,313,600.00
SE	9	102	76	15,431,635.92	276	9	12	22	12,176,750.00
SI	0	64	58	7,915,816.55	122	10	9	2	0.00
SK	0	31	29	3,046,204.15	102	4	6	6	1,650,000.00
UK	15	160	121	25,061,709.17	352	23	33	20	37,171,600.00
NO	1	21	20	2,033,680.22	30	4	2	0	N/A
CH	0	3	4	N/A	5	0	0	0	N/A
other	0	8	7	N/A	15	0	0	9	N/A
TOTAL	204	2282		315,401,415.36	4,997	332	245	227	587,317,012.69

Annexe 08: Summary of findings from thematic capitalisation reports

Overview of the main findings from the 12 thematic analysis reports

May 2013

The 26 Capitalisation experts assigned by the INTERREG IVC to carry out the Thematic Programme Capitalisation have delivered the **first draft of the thematic analysis reports** and **publications** on the 30th of April 2013 (final versions are due by the 21st of June 2013).

In view of providing the Programme Bodies and the EC with an update on the current state of play of the analysis for each Capitalisation topic, a "snap shot" of some interesting findings and conclusions are selected and presented in this booklet. (Full draft reports are available at the Stakeholders Group online platform: http://groupspaces.com/interreg4c_capitalisation/)

Innovation systems

I. Conceptual framework

The generic problem-approach is helpful to establish a baseline for identifying the projects' common features and challenges. By relating the objectives and addressed challenges of the projects to a generic problem (a project can address more than one problem) we get a clearer picture of which projects seemingly address similar issues and which are "outliers".

Problems and challenges	System/functional dimension	Structural dimension (actor-focussed)
Lack of resources	*Poor performance* INNOPOLIS	*Insufficient organizational power* Know-Hub UNICREDS
Fragmentation	*Functional mismatch* Know-Man ERMIS INOLINK	*Structural / institutional mismatch*
Lock-ins	*Functional inertia* CLIQ EURIS URMA	*Structural inertia* IPP

From a problem point-of-view, the projects largely focus on fragmentation issues as well as on lock-ins on system level. Fragmentation or more precisely "Functional mismatch" means, in innovation system terms, weak coordination between different activities in a regional innovation system resulting in loss of synergies of resources held by different actors. Fragmentation is likely to be the most common challenge to policy makers on the regional level in Europe today. The problem can often be related to weak regional governance models, i.e. many regions lack proper structures for strategic planning and implementation of innovation strategies. This problem is often also accentuated by the fact that many important system actors, such as universities and research institutes, are not funded by regional resources and therefore sometimes less inclined to abide to regional priorities. The Smart Specialisation Strategy-approach (RIS3) launched by the European Commission with the purpose of enhancing regional capabilities to achieve good effects in the coming Structural Funds period (2014-2020) is a joint European effort to tackle this problem.[1]

The second challenge receiving much attention from the projects is lock-in effects. Lock-ins can appear both on actor level and on system level whereas it is the system level that is of primary interest to the projects. Of particular importance is the need to enlarge the regional "innovation community". In CLIQ this means involving citizens in innovation-related processes, in EURIS lock-ins are managed by fostering open innovation practices. URMA has a somewhat different but still related approach: the lock-in effects are considered to come from the lack of interaction between urban and rural parts of a region and policies to remedy this are in focus of the project.

Outliers when it comes to problems addressed are primarily projects focussing on lack of resources. Both KNOW-HUB and UNICREDS have a quite specific, but different, definition of the project challenge. KNOW-HUB aims at strengthening the capabilities of regional authorities responsible for implementation of structural funds programmes in order to align these (programmes) with effective innovation policies. UNICREDS points at the barriers to innovation-based growth or rural regions lacking universities or higher education facilities. Also INNOPOLIS address lack of resources but more on system level.

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[1] For more information about RIS3 please refer to
http://s3platform.jrc.ec.europa.eu/home;jsessionid=1w4vR3QL7LkN6GNh16mlQbpv8lZf5h2Ppd5dSHrL9zk338NK2Ghn!-344074987!1366790216417

In this context IPP deserves a specific comment. The project clearly addresses lock-in effects caused by insufficient international networks of regional innovation system actors. However, the lock ins are more an organisational issue than a system problem - therefore the position of IPP as shown by the table.

II. Some good practices/solutions from INTERREG IVC

When looking at how good practices distribute over theme and project (see table below) it becomes clear that the areas mentioned not only have the highest number of good practices but also are those with the highest generic degree of interest across the projects. I.e. if there is a large number of good practices in a thematic area there also tend to be many of the projects showcasing good practices in this area. The exception to this is the policy area "Finance/VC" where there are relatively few practices but where these come from five different projects.

Project	Spin-offs and incubation	Cluster development and management	Finance incl. VC Funding	Internationalization	Tech. transfer / Research commercialisation	SME-Academia links	Skills	Patenting / IPR	Other	Total
URMA										
ERMIS	7	4		1	2	4	5		2	25
CLIQ	5	5	2		4	2			10	28
EURIS	8	3	1		12		4	2	5	35
INNOPOLIS		1	3		4				4	12
IPP				8						8
UNICREDS								4		4
KNOW MAN	11	4	4		10	8			6	43
KNOW-HUB										
INOLINK	9	5	2	1	12	4	3	1	3	40
No/area	40	22	12	10	44	18	16	3	30	195

In fact many projects are covering half or more of the thematic areas of the table and, consequently, the same themes are addressed by many of the projects. In this context, it should once more be pointed out that knowledge-producing actors such as universities in their role as sources of ideas, inventions and knowledge very often play a central role in the projects.

The 10 INTERREG IVC projects addressing the topic of "Innovation systems" delivered a total of 195 good practices, below a brief description is given for a few of the most interesting ones.

In the **UNICREDS** (University Collaboration in Regional Development Spaces) project, much focus is put on the universities' importance as knowledge creators in transforming and developing underperforming regions into high-value knowledge economies. One of the good practices illustrating the need for universities in order for peripheral regions to prosper comes from Seinäjoki in Finland, titled *Bringing university education to central Finland*. In this case years of lobbying from the region eventually paid off when summer university access was granted, which gradually developed into a more traditional university format.

The **INNOPOLIS** (Innovation Policy in University City Regions) project partners all represent city regions with a strong presence of academia in terms of number of universities and size of student body. The project goals include identifying best policy practices for achieving knowledge exchange between universities and companies. One of the good practices on this topic is the *Knowledge Transfer Partnership* from the Greater Area of Manchester. In this programme, companies and academic institutions cooperate to embed recent graduates in business organizations, thereby bringing in new skills and knowledge while individuals get "real world" experience from the company environment.

The level of innovation efforts varies greatly between regions and companies; a large share of European firms rarely or never undertakes innovation actions. The **INOLINK** (Connecting the territory through the innovation network) project focuses on how the regional policies and practices should be designed in order to promote the diffusion of innovation. The *"Europe enterprise network"* good practice in Maribor is an approach to promote transnational cluster cooperation development of supporting structures. The success relied on identifying the important value chains and introducing a new business model to improve the business environment.

The aim of the **KNOW-MAN** project is to identify and connect regional cross-sector and cross-institutional knowledge potentials within the areas that are involved in the project. This will in turn improve the competiveness of the knowledge-based economy in Europe by linking knowledge and innovation. An inspiring good practice that proves a lot can be done without complicating matters is the so-called *Working breakfasts* arranged by the Science and Technology Park Cartuja 93 in Seville. The idea of these breakfast meetings is to provide participants from different backgrounds an opportunity to meet new partners, clients and suppliers, and be able to discuss ideas for future projects.

In **EURIS** (European Collaborative and Open Regional Innovation Strategies), partners aim to facilitate the opening up of innovation ecosystems, accelerating knowledge exchange and technology transfer between different innovation stakeholders. In the Stuttgart region there is a good practice focused on *Competence Centres*, an initiative with a key role in facilitating cross-sectional activities, supporting the integration of all regional companies, universities and research institutions active within a particular technology area.

The **CLIQ** (Creating Local Innovation through a Quadruple Helix) project expands the view on the established concept of the triple-helix of actors in the innovation system, by pushing for the inclusion of civil society to foster innovation. A good practice taken from this project is "*Make Brighton Rock − engagement of civil society through social media to generate new ideas*", hosted by the Sussex Innovation Centre. As the name suggests, the aim was to connect with the citizens of Brighton, in this case to get their input and ideas on how to improve city life. This Practice received much acknowledgement from other project partners and was successfully transferred to Cadiz.

III. Key policy recommendations

The challenges and way ahead of innovation policy at community level is well framed by the speech of Commissioner Hübner in Athens in February 2009. Her key message was that as innovation policy at Community level is entering its third generation it needs to further take under consideration the complexity of innovation systems at national, regional, local and sector level.

For regions, the "third generation" innovations policy implies new rationales for intervention as the regional knowledge-based economy has multidimensional aspects. It includes a variety of knowledge activities and a variety of actors (for example industries, universities, students, SMEs and policy makers). The mission of regional innovation policy is therefore wider than before and must pay increasing attention to enabling innovation rather than safe-guarding structures.

It is within this framework that the projects covered by this analysis have been working and it is within this framework the main outcomes and messages should be understood as they must be presented on different levels of abstraction:

1. Contributing to better regional innovation policy by transferring good practices

For regions that want to take up a new innovation measure in its portfolio the following recommendations are crucial:

- o Ensure a clear definition of the practice to be taken up
- o Ensure that the stakeholders that are to be involved in the process are able to put up the necessary capacity. Is sufficient funding available or is it feasible to make the financial arrangements required?
- o Ensure that commitment to the new practice is in place at all relevant levels of government (city council, regional authorities, etc.)
- o Review and assess the stability of the political and financial situation of the region.
- o Assess legislative and/or regulatory situation related to the new practice
- o Analyse if companies will welcome the new practice. Does the new practice fit the local habits and routines of companies and public bodies?
- o Make sure that potential environmental impacts as well as equal opportunities and gender issues are taken into account.

2. Regions' specific recommendations for policy implantation aiming at better innovation systems

o Implementation of regional policies requires understanding of the regions characteristics, its potential and beneficial conditions, but also its needs and possibly hampering conditions, both in terms of actors and structures.

o Stakeholder involvement and commitment is crucial. This is true for good practice transfer and regional policy implementation alike.

o The capability to adapt and adjust accordingly to regional structures and conditions is of uttermost importance. Flexibility of policies, but also from the stakeholders, is noted as being a conducive factor for successful policy implementation.

3. General policy recommendations – normative characteristics of regional innovation systems

o Successful innovation systems display dynamic and flexible structures and processes that facilitate the diffusion of knowledge throughout the economy. In particular it is crucial to take regional specific context better under consideration.[2]

o Successful innovation systems are networked mutual learning systems. All members of a regional innovation system should closely interact and learn from and in cooperation with each other, not (exclusively) from each other.

o Successful systems are both sustainable and flexible in responding to modified/new challenges and context factors.

o Successful innovation systems possess a substantial amount of resources and critical mass. Such systems have well developed links with external systems from which they can access complementary know-how and competencies.

o Successful innovation systems have a demand-orientation and provide the firms with knowledge and resources in respect to all key success determinants in innovation processes, in particular (but not exclusively) in respect to technology, management, marketing, and financial means.

IV. The added value of interregional cooperation

A negative effect of increasing competition for skilled workers, investments and companies could very well be that regions, in particular the more successful ones, ring-fence their territories towards competitors leading to further fragmentation of the European "innovation area". Luckily this seems to be a quite limited problem in reality.

The success of the Innovating Regions of Europe Network (over 100 members when it closed in 2008) and the opening up of the trans-national and interregional co-operation programmes (Interreg) to the topic of innovation in the past programming period has clearly proved that the willingness and commitment to co-operate, to share experiences and to joint action is strong among European regions.

Depending on the framework provided by the individual European programmes regions can benefit in many different ways from interregional co-operation. In this respect Innovation Systems and Open Innovation is a topic that is particularly suitable for sharing of policies and practices on *how* to foster innovation at regional level. The individual themes addressed by such policies and practices can be of quite different nature as we will show in this report. The important insight, however, is that there is a significant learning potential embedded in interregional exchange, learning that will materialise not only in the uptake of new practices by a number of regions but also in a more profound integration of modern innovation policies better suited to enhance efficiency of regional innovation systems. This, in turn, will strengthen sustainable competitiveness of European companies and the wellbeing of European citizens.
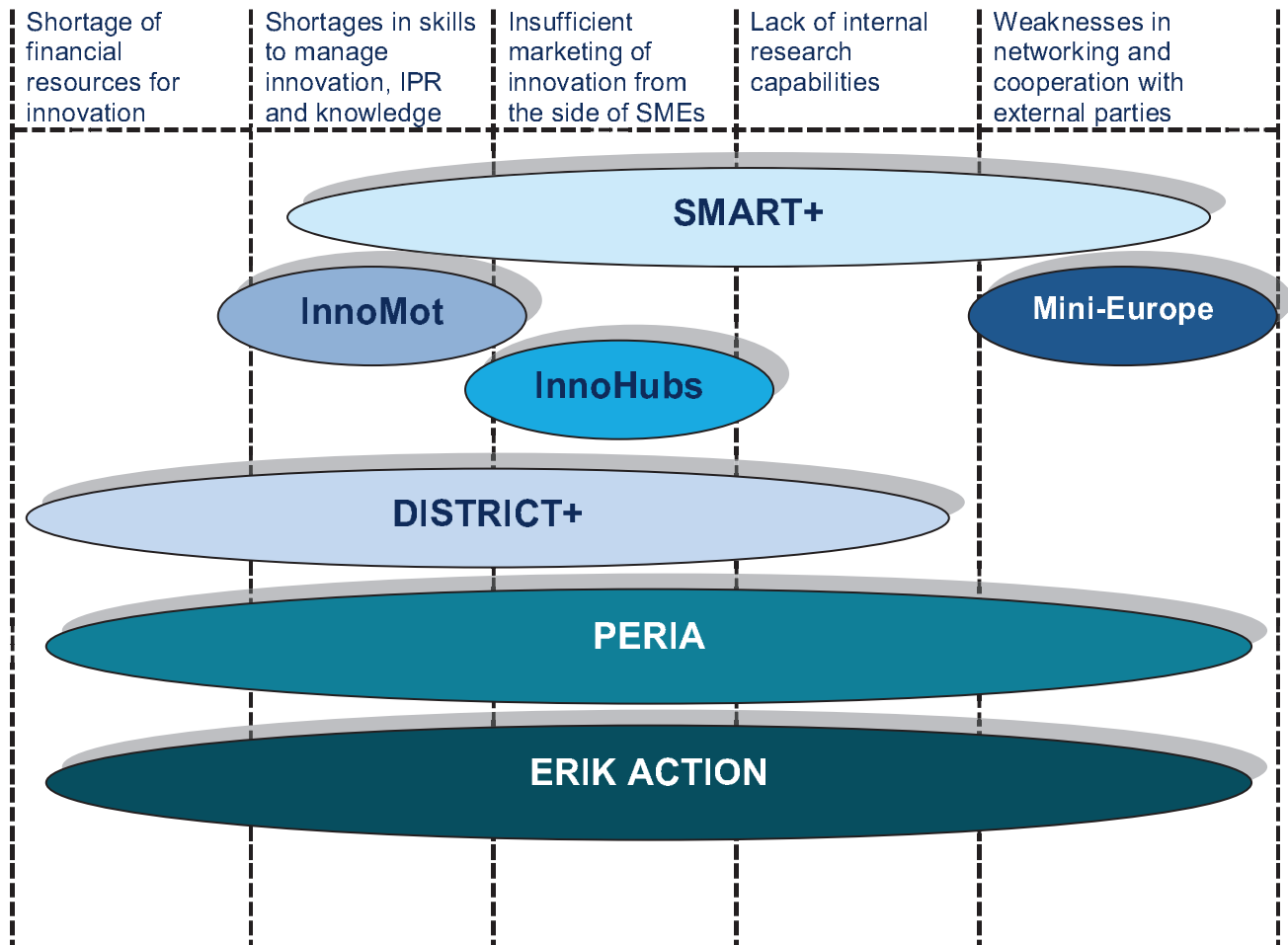
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[2] See e.g. OECD (2009), 'Regions Matter; Economic recovery, innovation and sustainable growth' and European Commission (2012). Smart Specialization Platform. Guide on regional/national Research and Innovation Strategies for Smart Specialisation (RIS³)

Innovation capacity of SMEs

I. Conceptual framework

Initial Positioning of analysed INTERREG IVC Projects:

Shortage of financial resources for innovation	Shortages in skills to manage innovation, IPR and knowledge	Insufficient marketing of innovation from the side of SMEs	Lack of internal research capabilities	Weaknesses in networking and cooperation with external parties

SMART+

InnoMot   Mini-Europe

InnoHubs

DISTRICT+

PERIA

ERIK ACTION

The figure and table above shows that the projects under the theme of Innovation Capacity of SMEs offer a good and uniform coverage of the barriers identified in terms of objectives. All barriers are covered by a minimum of 3 projects and a maximum of 5 (of the 7 projects under analysis), with 2 projects covering all barriers, 2 projects covering 4 and 3 projects covering 1 barrier each.

Before entering in a more detailed analysis of the individual projects (cf. report), it is already possible to draw the first conclusions from the above data:

o Several of the projects under analysis (3 out of 7, i.e. 42%) mix the objective of entrepreneurship support with that of innovation capacity of SMEs. This is often the result of addressing SMEs as a broad, uniform group (ranging from micro-enterprises, when not from individual entrepreneurs, to large industrial companies) without a clear segmentation of target audience;

o While all barriers are uniformly covered, the barriers most covered by the projects are "Shortages in skills to manage innovation, IPR and knowledge and "Insufficient marketing of innovation from the side of SMEs" (both covered by 5 of the 7 projects, i.e approximately 70%). The barrier "Shortage of financial resources for innovation", which traditionally appears in all surveys and studies as the top concern of European SMEs, is only covered by 3 projects (42%). This could hint at a predominance of training and

information actions, in favor of more complex actions such as implementation of funding mechanisms, to be confirmed in the later analysis.

o Four of the seven projects cover a wide spread of barriers (all 5 or 4), while 3 projects follow a more targeted approach addressing just one barrier (or two with "entrepreneurship", out of the scope of this study"). Later, we will compare results obtained by these two distinct approaches in order to assess the impact of this targeted approach, if any.

II. Some good practices/solutions from INTERREG IVC

The 7 INTERREG IVC projects under analysis have addressed a total 120 measures (sub-projects, Good Practices or other initiatives) of which 79 (66%) were directly aimed at overcoming the main barriers to innovation presently faced by SMEs in Europe today, as concluded in the policy review performed in Section 2: shortages of financial resources, shortages of innovation management skills, insufficient marketing of innovation, lack of internal research capabilities and weaknesses in networking and cooperation with third parties.

Several Good Practices (under the form of measures, actions of sub-projects addressed by the projects) show a particular high relevance in terms of the identified challenges. Next, is a short sample of these Good Practices:

On the challenge of "shortage of financial resources for innovation":

o "Getafe Business Accelerator": this established initiative from the city of Getafe (Spain) has built on the networking and sharing with other cities within the InnoHubs project (namely the practices of the Swedish city of Nacka in terms of business support infrastructures) in order to develop a system to help local SMEs to reach private funders and investors, getting away from the traditional public grant / subsidies model in favor of a more sustainable approach;

o "FAME": this measure developed by the partner region of Alentejo, Portugal and shared with other regions under the ERIK ACTION Project has been unique in developing a public-private loans mechanisms (where private banks concede loans to local SMEs for innovation plans under the public guarantee of the local authorities) for addressing the challenge of funding of Innovation for SME;

On the challenge of "shortage of skills to manage innovation, IPR and knowledge":

o "Summer Design Office" (Mini-Europe project) and "New Products by Design" (PERIA project): these two Good Practices identified and promoted within Mini-Europe and PERIA, respectively, through which design students or professional designers are allocated to SMEs for a short period of time, share many of the features that could recommend it for implementation (at least at pilot level) within other regions: they address a specific and targeted public of SMEs (with product development but with no, or reduced, internal design skills), they can be implemented within a limited timeframe and with limited resources, involving external partners (design schools and centres, universities as design(ers) providers, funding institutions as sponsors) and can cause a measurable impact in terms of innovation capacity of SMEs within the lifespan of a project;

On the challenge of "insufficient marketing of innovation":

o "International Cooperation Visits" and "Foreign Trade Fairs" (PERIA project): these two Good Practices identified and disseminated within PERIA are, same as the design measures described above, relatively easy to implement, at least at pilot level, and directly involve SMEs while having a strong transnational character. As such, these represent measures that can be implemented jointly by several partners from different regions, promoting the internationalization and networking at international level, of addressed SMEs. One of the trends towards a more effective SME support identified in Section 2 (Policy Context) is the need to improve the trans-national dimension at implementation level, and not only at policy learning level. It is a fact in INTERREG IVC projects (and in ETC in general) that transnational cooperation among partners is mainly (when not exclusively) at policy learning and experience sharing level, while implementation (through the application of the learned knowledge) is done only at a regional level through regional measures. This can result in a "vicious circle" through which local SMEs apply only for

regional measures, with a regional impact, and as such remain confined to regional markets and partners, without embracing the challenge of internationalization. One of the ways to break such a vicious circle is through opening regional measures for participation from other regions and countries, promoting the cooperation between regional SMEs and foreign partners – which can be done through transnational measures implemented jointly by regional partners from different countries. These two measures identified under PERIA have the potential for exactly such an open implementation.

On the challenge of "lack of internal research capabilities":
o "Campus" and "TT Andalusia": this challenge has been mostly addressed from ERIK Action and from a perspective of facilitating the technology transfer between academia / research and businesses communities, as in the two highlighted measures. Both measures come from Andalusia and are complementary. TT Andalusia is focused on the collaboration between the relevant actors in the Andalusia Knowledge System on organising workshops focusing on Technology Transfer strategic sectors, in order to foster relationships between research groups and companies. Campus aims to promote technology transfer from knowledge system to industrial one by the consolidation of technology-based firms (TBFs) coming from Spin off of this knowledge system.

On the challenge of "weaknesses in networking and cooperation with third parties":
o IART Territories (SMART+ project): In this sub-project of the SMART+ project, sub-project partners network and act as penholders for micro SMEs from the tourism sector in their regions, in order to assist them to develop an international marketing plan and have a web presence. The target is well defined and actual added-value services are deployed at local level towards final beneficiaries, in a small scale measure with a good potential reach. It should be noted that while several programmes and measures exist in many reasons across Europe to assist SMEs to transit towards a digital economy, many small and micro companies do not have the resources to access it or to implement it on their own. Targeted projects where partners play the role of penholders for groups of such companies is one of the best means to assist them and address their weaknesses in terms of cooperation with third parties.
o "Sharp Cloud Tool" (DISTRICT+ project): in order to address networking with and towards SMEs, there is a growing trend to enhance the use of new channels and methods, such as virtual communities, web based service platforms and social networks for better serving a large community of SMEs with evolving needs. At a time when the growth of the social networking phenomenon across the Internet – led by social media sites like Facebook, Twitter, YouTube and LinkedIn – has altered the playing field for business of all stripes and moved social networking beyond critical mass, web based and social media platforms should be considered as digital infrastructures that allow a new kind of networking, while it provides space for new specific services related to innovation support. This digital infrastructure is enabling organizations, including SME, to form and join online communities, find and interact with potential partners and customers who share common business or technical goals, at reduced costs and minimal infrastructural investments. Lately, the growing penetration of cloud technologies opens further new paths for the provision of new services, inclusive those based on massive volumes of data or processing, to SMEs with low resources. The "Sharp-Cloud" tool from the DISTRICT+ project, while oriented internally for partners use, it is a first good example of use of IT tools and web / cloud platforms for improved provision of services that can be followed by other regions.

III. Key policy recommendations
INTERREG IVC projects are in an excellent position to contribution towards the challenges faced today by SMEs in terms of their innovation capacity and have been doing so especially from a policy learning and experience exchange perspective, due to series of factors that provide them with added-value in relation to projects from other programmes:

o They are by definition transnational, with each project composed by a consortium of partners from different countries allowing to explore an outward dimension of enhancing inter-regional connectivity

across borders to achieve critical mass, synergies, complementarities and spill-overs in specific sectors or cross-sectoral areas of economic opportunity;

o They are open to all public actors, allowing to join policy makers and funding organisations with public knowledge providers and intermediary organizations enhancing intra-regional connectivity through triple-helix cooperation (government, research, business) in the 'entrepreneurial discovery' of new growth opportunities;

o They are quite flexible in terms of approaches, methodologies and focus of projects, leaving ample room of manoeuvre for the testing of new channels, methods and tools, even if suffering from the limitation of excluding private-law based actors (even if performing a public mission).

In addition to the relevance of INTERREG IVC projects for the concerned topic of "Innovation Capacity of SMEs", the Thematic Capitalisation study addresses also the potential added-value of these projects, i.e. how much have the projects evolved in terms of experimentation of new measures, polices or approaches at regional or transnational level, and if it has been able to up-scale / mainstream results into regional policies and innovation systems. The study concludes that several of the measures implemented under INTERREG IVC projects, including some of the good practices, demonstrate such an added-value, and produces recommendations on how to further enhance it within the framework of the next European Territorial Cooperation package, under Europe 2020 strategy.

These recommendations are summarized below:

o To further advance the segmentation of INTERREG IVC projects (now divided into "Regional Initiatives" and "Capitalisation" types of projects) into "Policy Learning and Experience Sharing" and "Experimentation and Pilot Implementation" projects, while also defining an evolution path for regional partners from one type to the other, within each thematic field (e.g. "Innovation", "Entrepreneurship", "Sustainable Development", etc.);
o In order to maximize the potential reach and impact of "Experimentation and Pilot Implementation" projects, it is also recommended to open this type of projects to participation from private law organizations, within certain limits, and as already currently done in other ETC projects (e.g. INTERREG IVB Central Europe);
o As "Experimentation and Pilot Implementation" projects, if implemented, will be new instruments for the INTERREG community, it is also recommended to propose a clear and well defined structure to potential participants, including a proposed set of activities and themes (with a strong focus on transnational activities), which input could come from the capitalization exercise.

IV. The added value of interregional cooperation
The desk research above highlights the most relevant barriers to SME innovation as they are perceived in Europe today and presents examples of successful or promising European, National and Regional initiatives to overcome them. The first analysis of the core INTERREG IVC projects addressing the topic of "Innovation Capacity of SMEs", presented in the next chapter, will show that the projects are in general well aligned with these barriers and with the state of the art in Europe.

But the review of the good practice initiatives in Europe also allows to identify some trends in terms of policy support, which contributes to set the framework for analysis in terms of added value of interregional cooperation. The main trends are:

o The need to improve the trans-national dimension at implementation level (and not only at policy learning level), e.g. through transnational voucher mechanisms, joint transnational calls, international missions, etc.

o Reinforce the cooperation at measure implementation level between policy making and funding organisations (such as regional governments, innovation and development cities, municipalities and other public authorities, which are the most common type of participants in interregional projects) and knowledge providers (e.g. universities) or innovation agents such as associations, incubators, cluster management organizations, venture capitalists and banks.

o Enhance the use of new channels and methods, such as virtual communities, web based service platforms, social networks, crowdsourcing and crowdfunding.

o Bring support closer to the end-users (the SMEs), either by allowing their participation in projects or by promoting the role of public organisations as penholder for a group of SMEs.

Interregional projects are in a good position to take on the challenges and trends above listed due to series of factors that provide them with added-value in relation to other programmes:

o They are by definition transnational, with each project composed by a consortium of partners from different countries allowing to explore an outward dimension of enhancing inter-regional connectivity across borders to achieve critical mass, synergies, complementarities and spill-overs in specific sectors or cross-sectoral areas of economic opportunity;

o They are open to all public actors, allowing to join policy makers and funding organisations with public knowledge providers and intermediary organizations enhancing intra-regional connectivity through triple-helix cooperation (government, research, business) in the 'entrepreneurial discovery' of new growth opportunities;

o They are quite flexible in terms of approaches, methodologies and focus of projects, leaving ample room of manoeuvre for the testing of new channels, methods and tools, even if suffering from the limitation of excluding private-law based actors (even if performing a public mission).

While the conditions are met for interregional projects to play a key role in terms of SME support in Europe, this can only be achieved if individual projects aim to tackle common challenges while enhancing the cooperation process for the purpose of the overall harmonious development of the Union.

Interregional cooperation should aim to reinforce the effectiveness of cohesion policy by encouraging exchange of experience and cooperation (including joint and transnational implementation) between regions to enhance the innovation capacity of SMEs.

Eco-innovation

I. Conceptual framework

Although eco-innovation is present in all projects, the approaches to eco-innovation vary significantly among and within them. As a result, the good practices being looked into by projects also vary significantly.

The following figure provides an overview of the main types of focuses developed by each of the projects analysed. The figure does not seek to provide the basis for categorisation of the projects, but instead aims to illustrate the diversity of approaches developed by them. It must be kept in mind that each of the points included in the figure are not mutually exclusive. As a result, projects have often included several of these dimensions in their design.

Approaches to eco-innovation identified in the projects:
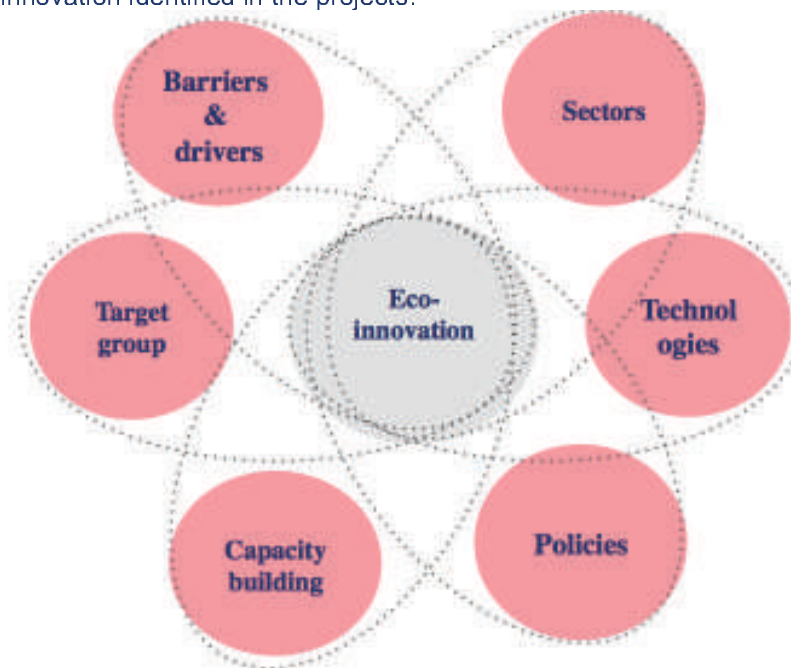
Source: Technopolis

o Technologies: Some projects are explicitly aimed at supporting the development and uptake of environmental technologies. The PROSESC project for example is aimed at supporting the development of electric-vehicle technologies, while ECOREGIONS and FRESH have identified several good practices based on specific innovative technologies (e.g. heat pump, low impact building, biogas production, Non-industrial waster biosizer, etc).

o Sectors: Although eco-innovation is not limited to any particular economic sector (eco-innovation is a process that can take place at any point in the value chain, and any sector in the economy), certain projects have decided to focus on particular sectors. Again, the PROCESC project focuses on the road transport sector, while the FRESH project has chosen to focus on the construction sector by introducing eco-design principles in it, and CIE identified a cleantech as a broader sectoral area including green, sustainable products, services and processes, and technologies.

o Policies: While all projects attempt at influencing the policy framework by introducing better policy measures or shaping the regional strategies, some of them have a stronger focus on strengthening policies and the roles of regional policy makers in the support of eco-innovation (e.g. ECREIN+, FRESH). Other projects focus on policies in selected areas, like supporting cleantech incubation in CIE, eco-management and eco-design field in RECOMMEND, cluster policies in PROSESC and corporate social responsibility in SMEs in DESUR.

o Capacity building: Some projects have been designed on the basis of facilitating the development of processes with regard to institutional capacity building at the regional level. The PROCESC project for example seeks to promote the "transfer of academic and expert know-how on cluster support to regional

policy-makers", while the ECREIN+ seeks to strengthen the capacities of regional policy makers to effectively design, implement and evaluate eco-innovation support policy instruments. RECOMMEND puts in its center the capacity building in eco-management and eco-design expertise in companies in its partner regions.

○ Targets group: Some projects explicitly target certain population / groups. The DESUR and ECOREGIONS put a strong emphasis on supporting the uptake of eco-innovation on behalf of SMEs. CIE project targets cleantech incubators and start-up SMEs fostered within those incubators.

○ Addressing barriers and drivers: Projects may or may not focus on particular barriers that hinder innovation or on drivers of innovations. For example, eco-innovation drivers and barriers are addressed via facilitating entry of eco-innovations into the market, improving access of businesses to funding in order to carry out eco-innovation projects, improving economic exploitation of research outcomes. The CIE project, for example, is explicitly designed to facilitate incubation of young eco-innovating SMEs that otherwise face difficulty in starting the business and entering market. RECOMMEND project focuses on drivers for eco-efficiency, eco-management and eco-innovation via awareness raising and by developing attractive supporting instruments and funding schemes.

II. Some good practices/solutions from INTERREG IVC

The benefits of eco-innovation:
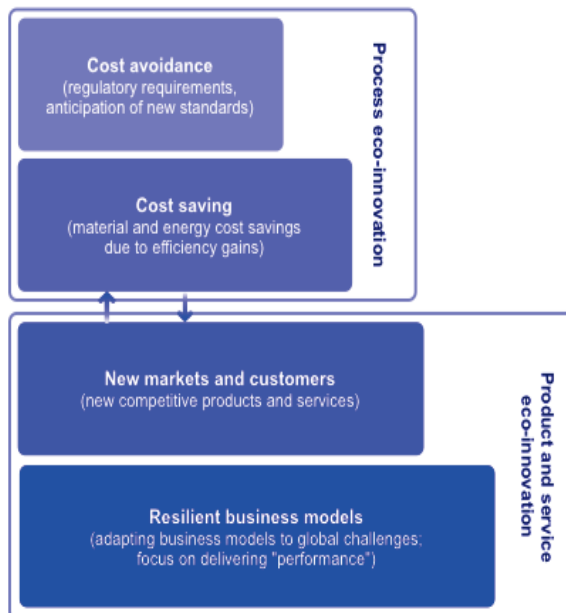
Source: EIO 2012

In total 110 good practices have been identified among the 7 INTERREG IVC projects in the field of eco innovation. Among them:

○ The large majority of good practices are non-financial (83)

○ Financial good practices are exclusively focused on grants, subsidies and vouchers. Other types of financial support measures, such as guarantees, loans, fiscal incentives, venture capital, are completely excluded by projects

○ A majority of good practices have a supply-side focus (68). Among these 26 focus on the promotion of networks and partnerships, and 22 on education, training and mobility.

○ Demand-side eco-innovation support good practices are relatively scarce. The majority of these focus on setting regulations and standards.

○ Most good practices have a strong focus on eco-innovation, but also cover other areas of innovation (non-exclusive focus)

○ Thematic coverage: there is a superior representation of good practices with an energy efficiency/renewable energy focus, a few with focus on sustainable construction and transport.

In addition to this, three types of good practices can be identified:

o   Policy Good Practices which relate to specific policy instruments (e.g. policies, programmes, strategies, initiatives etc)
o   Support tools' Good Practices helping to the analysis related to eco-innovation (e.g. benchmarking instrument, technology atlas, genuine progress indicator - GPI, etc.)
o   Technical Good Practices including various technical solutions to an environmental issue (e.g. low energy housing, biogas plant, etc.)

Three types of Good Practices:

Source: Technopolis

In terms of transferability, it most likely that the transfer of technical and support tool good practices is less complex, but the impact on real eco-innovation may be limited.

Eco-innovation can be supported through 'traditional' innovation support mechanisms. However, rendering support more efficient requires tailoring policies to more specific eco-innovation-oriented objectives. Some of the objectives mentioned include developing support infrastructure, promoting sustainability, protecting the environment, promoting more ethical behaviour.

Examples of good practices:

Promoting eco-innovation in the construction sector
Code for Sustainable Homes, UK – **FRESH**
Code for Sustainable Homes, (CSH) is a standard for sustainable construction and assessment method for housing projects. It was introduced in the UK in April 2007 as a voluntary national standard to improve the overall sustainability of new homes by setting a single framework within which the home building industry can design and construct homes to higher environmental standards, in 2010 it became essential standard. It measures environmental impact and potential running costs against nine design categories (Energy & CO2 emissions; water; Materials; Surface water run-off; Waste; Pollution; Health and wellbeing; Management; Ecology), rating the 'whole home' as a complete package. SCH tool has been retained as one of the good practices of FRESH and regions are introducing it into their eco innovation component.

Promotion of eco-management in companies
REMake Green Innovation Vouchers, Germany – **RECOMMEND**
REMake vouchers are a two-stage voucher scheme (auditing and implementation) set up to give easy access to public funding for manufacturing SMEs wishing to become more environmentally friendly and save resources. They are mostly a demand side instrument, allowing SMEs to hire an external expert to assess resource use and waste production, and then oversee the introduction of new technologies and services (technology transfer). The rationale behind the vouchers is that SMEs have many innovative ideas, but cannot always implement them due to a lack of technical or business expertise. This is particularly the case in manufacturing, where resource use is intensive.
The voucher scheme has two funding rates: 67% of consulting fees up to €15,000 and 50% up to €30,000. The scheme is only open to SMEs administered by the German Material Efficiency Agency (demea) and have an approximate budget of €400,000 per year.

Environmental sustainability and competitiveness of road transport
EValu8, United Kingdom – **PROCESC**
The EValu8 project is aimed at securing a lead position for the East of England in the UK's take-up of electric vehicles through installing and developing an interoperable networked recharging infrastructure which is essential for the uptake of the new technology. EValu8 will provide 600 recharging posts across the East of

England, supporting fleet of some 2,000 EVs, and stretching over 7,500 square miles. By the end of 2013, all residents and businesses in the East of England will be within 25 miles of a recharging post.

The project has brought together academia, industry and the SMEs, all with common focus on innovation: change in the transport industry from purely fossil-centric to greater use of electricity. Over two hundred charging points installed and interoperability established with neighbouring regions. The project has had a voice in promoting standards nationally. The initiative took 27 months and has not yet been transferred to other regions. However in other regions comparable 'infrastructure'-driven initiatives have been taken as well and experiences exchanged.

Supporting cleantech incubation
The Copenhagen cleantech cluster, Denmark – **CIE**
The Copenhagen cleantech cluster (CCC) was launched by Danish cleantech companies, research institutions and public organisations with the vision to develop one of the world's leading and most renowned cleantech clusters, creating superior value for the cluster companies and research environments and to differentiate the cluster by tying cleantech technologies and communities together across sectors, value chains and borders. It is funded by the Capital Region of Denmark, Region of Zealand + EU structural fund. Objectives of CCC are (1) to create continuous growth for existing cleantech companies; (2) to support and assist new cleantech companies; (3) to attract more foreign clean-tech companies to the region.

CCC focuses on 4 major cleantech areas: wind energy, bioenergy, smart energy system integration, and fuel cell and it is based on the cooperation of a dozen of research institutes, industry, governmental agencies and NGOs. Today it is one of the leading cleantech clusters in the EU and CIE project partners have been looking into the success story of this cluster

III. Key policy recommendations
From the Interreg IVC eco-innovation projects, a number of policy initiatives arise addressing issues such as: eco-innovation assessment and planning, regional eco-innovation strategies, demand side policies including procurement, eco-innovation incubation and clusters, eco-innovation funding, eco (innovation) management in SMEs. However, it is crucial to take into account the specific economic, regulatory, technological, innovation, and climate profiles of regions when exchanging good practices as these may respond differently to the various incentives and barriers to eco-innovation.

o Eco-innovations are central to the promotion of sustainable and smart growth in regions because of their wide-ranging benefits for the economy and the environment. Regional authorities are well positioned to facilitate transformative changes by supporting various eco-innovations and involving different actors in development and implementation eco-innovative strategies (especially via RIS3 in the upcoming funding period)

o When designing their policy intervention regions should take into account the fact that eco-innovation is not limited to specific industries and sectors. Eco-innovation can be introduced into any field via novel or improved products, technologies, services, management and organisational structures, institutional arrangements and lifestyles and social behaviour.

o Including eco-innovation as one of the main pillars of their RIS3 is one of the key conditions to developing an integrated approach, capable of generating systemic impacts at the regional level. Doing this will also require establishing a long-term vision and the development of a model for sustainable and smart regions.

o While planning eco-innovation strategies and activities, it is recommended regions conduct a robust analysis of the state of the art in the field of eco-innovation. This includes identifying key economic stakeholders and priority sectors and policy targets; as well as measuring eco-innovation markets, drivers and barriers to eco-innovation.

o For a successful eco-innovation strategy, and, in particular, systemic eco-innovation, regions must involve a wide range of stakeholders including: regional and local Authorities, business and industries, research organisations, cluster organisations and universities, NGOs, citizens, living Labs, user groups, regional or local innovation or development agencies.

o In order to achieve far-reaching results in promoting eco-innovations, regions should develop a comprehensive policy mix that includes both supply and demand side measures. In the process of doing so, it

is important that regions build on good practices from other EU regions and countries, taking into account both their successes and failures.

o   In addition, regions should make innovative use of the policy instruments at their disposal to create demand for eco-innovative products and services such as green public procurement and directly supporting eco-innovation in SMEs, including providing subsidies, advisory and technical support.

o   Finally, while planning eco-innovation focused projects and programmes, regions should apply a comprehensive Monitoring and Evaluation (M&E) framework with a well-defined and measurable set of indicators that will trace progress in activities, outputs and results.

IV. The added value of interregional cooperation
The European policy framework in support of eco-innovation is rather dense. This is due to the adoption of an increasing number of policy initiatives exclusively aimed at stimulating the development eco-innovation, but also because there are a number of 'connected' initiatives (e.g. industry, climate, environment, energy) that are also of relevance to the field.
However, European Territorial Cooperation, and specifically the interregional strand, has a specific added value in comparison to these initiatives. First and most important, interregional collaboration contains a significant territorial dimension, which is generally absent from other European programmes. There are disparities in terms of eco-innovation performance and eco-innovation policy-making experience among the EU regions. Therefore there are numerous opportunities for cross-regional learning.
While the cooperation dimension of several EU eco-innovation focused programmes is widely promoted, there is a limited focus on interregional cooperation and exchange. Instead, the focus is set mostly on co-operation and networking among specific research organisations, enterprises, innovation intermediaries regardless of the territories they come from.

In addition, interregional collaboration allows to explore and exchange knowledge on innovation from a policy perspective (and not from an industrial or research perspective for example).The lack of information regarding the potential benefits of eco-innovation can prevent eco-innovation from being prioritized in the regional policy agenda. At the same time the regions that want to promote eco-innovation lack policy and governance expertise in this area. While the experimentation and pioneering in promoting eco-innovation is a welcoming strategy, learning from another experience could be more efficient strategy. In addition, the interregional approach to knowledge sharing has a strong capacity building dimension. Participants generally acquire skills and knowledge thanks to their implication in projects, which they may then put to use in their daily activities.
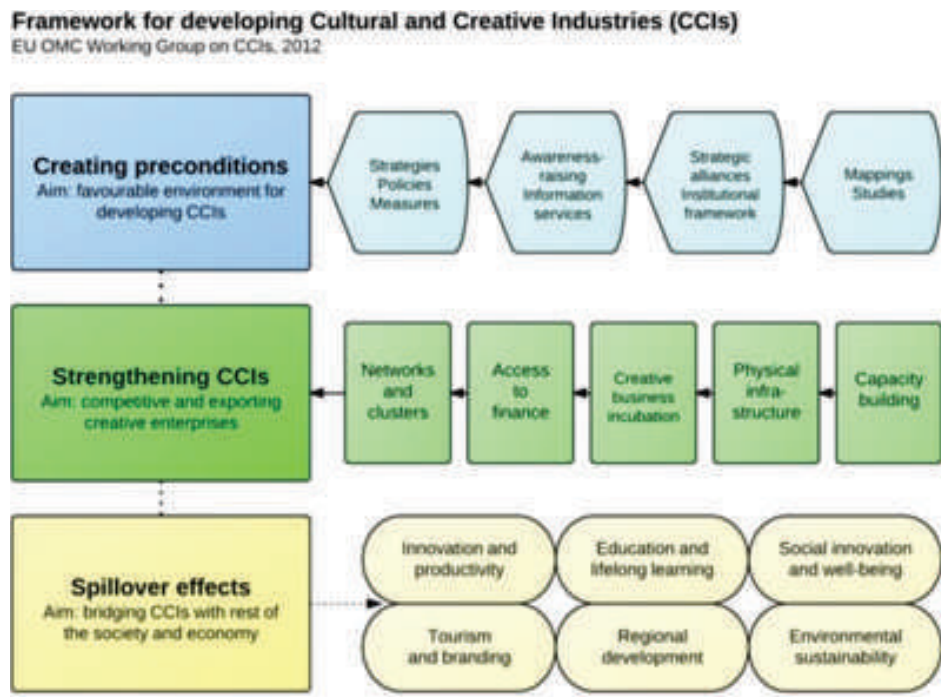
Finally, interregional cooperation allows to carry out a mutual learning process among regions with similar interests and priorities. It is specific enough to attract the interest of stakeholders on a particular issue, while allowing for flexibility to adapt good practices to different territorial realities.

![INTERREG IVC logo - INNOVATION & ENVIRONMENT REGIONS OF EUROPE SHARING SOLUTIONS]

Creative industries

I. Conceptual framework
CCI policy making comprises of a whole set of activities which have been brought in a practical overview by the EU OMC working group on CCIs.

Framework for developing Cultural and Creative Industries (CCIs)
EU OMC Working Group on CCIs, 2012

Creating preconditions
Aim: favourable environment for developing CCIs

Strategies Policies Measures → Awareness-raising Information services → Strategic alliances Institutional framework → Mappings Studies

Strengthening CCIs
Aim: competitive and exporting creative enterprises

Networks and clusters → Access to finance → Creative business incubation → Physical infra-structure → Capacity building

Spillover effects
Aim: bridging CCIs with rest of the society and economy

Innovation and productivity | Education and lifelong learning | Social innovation and well-being
Tourism and branding | Regional development | Environmental sustainability

Source: EU OMC Working Group on CCIs „Policy Handbook", page 6

The thematic analysis of the contribution of all these thematic policy fields would have been beyond the scope of INTERREG IVC capitalisation on creative industries. Therefore some of the most discussed and challenging CCI policy questions have been selected and illustrated by the means of related innovative INTERREG IVC good practice and policies.

Regarding the policy field "creating preconditions" we have selected stakeholder processes and evidence-based policy. The analysis of strengthening CCIs and related good practice concentrated on networks and clusters including the recent creative industries trend of social-cultural hubs. Furthermore, the topics of creating spill-over effects through creative industries and the transversal theme of open innovation have been addressed by our thematic analysis of practices and policies.

II. Some good practices/solutions from INTERREG IVC
With regard to the 14 INTERREG IVC CCI projects, a total of 272 good practices have been collected of which one third are addressing the creation of spill-over effects – one of the main future policy challenges in creative industries. A selection of some of the most inspiring CCI practices from INTERREG IVC is presented below. These practices provide valuable input for regional and local policy makers to overcome several current challenges for creative industries policy making.

Long-term evaluation and increasing the evidence-base of creative industries
(CCI policy challenge: Evidence-based policy)
How to provide evidence is one of the main challenges of local and regional CCI policy makers. The Danish Design Centre (DDC), project partner of the INTERREG IVC project "SEE", has developed the concept of the "Design Ladder" which demonstrates how design impact in companies can be measured and how moving up the ladder creates commercial success. By assessing the number of companies reaching a higher

rank on the Design Ladder, the Danish government has a tangible indicator to measure the role of design in industry. The methodology has already been transferred to several other European countries.

Inspiring transformation of local built heritage from CCI entrepreneurs
(CCI policy challenge: New place-based policies)
The INTERREG IVC project "Creative Growth" has identified LYNfabrikken as a good practice example. The initiative was founded by three creative entrepreneurs in an old factory in the center of Aarhus (Denmark). The underlying concept is much more a philosophy, an attitude and a feeling than an operating principle of an old factory. LYNfabrikken combines incubator space for creative people, an exhibition area for the presentation of ideas and concepts in the intersection of design and art, and it is a platform for process innovation and business opportunities combined with a consultancy and agency.

Strategic use of interregional exchange platforms for the internationalisation of local creative SMEs
(CCI policy challenge: Internationalisation of local CCI SMEs)
The INTERREG IVC project "CREATIVE METROPOLES" has implemented the interregional exchange platforms "BLENDER!" for creative entrepreneurs. Creative companies from different sectors - representing 11 European cities (the project partner cities) - joined-up to network, to improve their pitching skills, and to investigate new business opportunities. It is an example how INTERREG IVC project partners have taken the opportunity to increase the internationalisation of their local creative SMEs by using the existing interregional platforms built from the IVC projects.

Systematic use of spill-overs from the creative industries for innovating regional policy making
(CCI policy challenge: Systematic use of spill-over effects from creative industries)
"Territoires en Résidence" (France) is a social innovation initiative – presented in the good practice collection of the INTERREG IVC project "SEE" - aiming at co-designing with local stakeholders in order to encourage capacity-building and "rapid prototyping" within public services. Teams of mixed competences – architects, sociologists, designers, researchers to name a few – develop scenarios and projects which, at the end of each programme are targeted to be integrated into strategic and political decisions at the regional and trans-regional levels. It demonstrates how the public sector and regional policy makers could benefit better from involving the creative industries in policy making processes.

Open innovation for enhancing competitiveness of creative businesses
(CCI policy challenge: Open innovation in and with creative industries)
Since 2010, the international startup-bootcamp event "Garage 48" from Estonia (selected from the INTERREG IVC project "Cross-Innovation") has been held several times in Europe and internationally in order to encourage the product and service development of creative businesses. This open innovation approach includes the pitching of a large number of ideas whereby 15 ideas are pre-selected. After two days of team work, the project elaborated in the group will be presented and the jury as well as the audience vote to choose the winners. A recent "Garage 48" event on music business came up with an easy to use workflow tool for promoters, festivals and venue managers.

Transferring inspiring CCI practices between INTERREG IVC project partners
(CCI policy challenge: Intensification of CCI good practice transfer and mainstreaming)
The INTERREG IVC project "ORGANZA" was one of the most active in successfully transferring creative industries good practice between partner regions and cities. In the framework of several pilot actions, partners have worked together inter alia in the field of coaching entrepreneurship: project partners from Bremen (Germany) and Treviso (Italy) received support regarding the transfer and adaptation of related UK CCI good practice examples and have successfully transferred some of the most inspiring elements of the already existing incubators and scholarship programmes for students. One of several success factors identified is the fact that the exchange of (e.g. training) methodologies might be easier transferable than the development of new spaces or new events.

III. Key policy recommendations
As part of the INTERREG IVC programme, the thematic capitalisation of creative industries has been identified as a whole set of policy recommendations including relevant finding for European regions and cities aiming at developing CCIs. Some of the key recommendations are listed below and more information is available in the report "INTERREG IVC Thematic Capitalisation: Creative Industries".

How to better interlink European CCI initiatives and EU regional policy stakeholders on creative industries? (European level)

o Intensify inter-service cooperation on the topic of creative industries especially regarding the stakeholders of the EU regional policy and ensure the financing of state-of-the-art CCI practices through the European regional and rural development funds;

o Merge the different good practice collections on creative industries to a common database and use a standardised methodology for selecting good practice examples;

o Interlink efforts regarding the establishment of CCI indicators from European creative industries initiatives with the measurement of EU regional policy interventions;

o Enhance benchmarking with CCI international practice and support further the transfer of creative industries good practice examples from Europe to other parts of the world;

o Enlarge inter-connectivity of future EU funding tools (2014-2020) and adapt the operational implementation framework of these instruments to the specific realities of the European CCIs.

Which could be the future role of INTERREG IVC / VC to contribute to the state-of-the-art creative industries policy making? (European level)

o Integrate a thematic priority in a new INTERREG IVC programme which allows the implementation of inter-regional exchange and learning on creative industries;

o Encourage better timing and a more systematic collection and selection of CCI good practice in projects;

o Develop tools to further assist the transfer of good practice examples from the Programme level to regions and cities (transfer case studies, specific budget, annual INTERREG IVC thematic conference on creative industries);

o Ensure that the financial rules of a new interregional INTERREG programme foster the intensification of transfer of CCI good practice, inter-regional and international exchange and learning beyond individual project partnerships as well as encourage the active participation of creative entrepreneurs;

o Encourage the systematic and more intensive cooperation of lead and project partners from creative industries with the managing authorities in charge of mainstreaming programmes.

How can integrated national and regional CCI policy making systems be established? (National level)

o Investigate how national administrations in charge of creative industries policy making could benefit better from the INTERREG IVC CCI knowledge base (e.g. interregional good practice collections);

o Develop tools for an integrated national and regional creative industries policy making approach based on the administrative structures and cultures in the Member States;

o Address key CCI topics which might be best addressed jointly by national and regional CCI stakeholders (e.g. CCI national statistics, CCI national research, transnational CCI development strategies in larger cooperation areas, copyright, digital agenda).

What are the key lessons learnt from INTERREG IVC for regional creative industries policy making? (Regional level)

o Ensure a sound stakeholder process for the first development and future updates of the regional / local CCI policy. Due to the complexity of the creative industries' microsystem external support to moderate these groups is of added value;

o Investigate the entire potential of CCI for the territory concerned in order to identify those creative sectors with the most important comparative advantages;

o Keep in mind that regional development might benefit particularly from the potential of generating innovation and from the spill-over effects created by the CCIs. This could influence the availability of EU regional funds for the implementation of these policies;

o Take into account major current CCI policy foci and challenges identified by stakeholders and by EU CCI initiatives: innovation in and outside the creative industries, internationalisation of CCI SMEs and access to finance;

o Be aware that a one-size-fits-all creative industries strategy does not exist and that related policies always have to be adapted to the local situation;

o Consider therefore when aiming at transferring creative industries good practice examples to your territory that success depends on a careful analysis of local needs and on the creation of local ownership. The establishment of win-win situations for both the transferring and the receiving regions is recommended.

IV. The added value of interregional cooperation
Creative industries policy making takes place in many European cities and regions at the same time. Innovative policy tools are developed and merit to be used at several places. The INTERREG IVC programme allows local and regional authorities to gain insight into the making of as well as the implementation of CCI practices and policies. The interregional learning and exchange of experience networks provide a 3 years framework which facilitates the transfer of creative practice from one region to one or several partner cities and regions.

Entrepreneurship

I. Conceptual framework/Entrepreneurship challenges at regional level
Despite many interventions, entrepreneurship levels in Europe remain stubbornly low. Addressing this will require tackling the barriers which remain in place, and which entrepreneurs and their supporters have identified within this report. Although we see some regional variations, this report highlights common challenges facing entrepreneurs and public support for them across Europe. Principal amongst these are:

Fragmentation and short-termism
In many regions, publicly funded support services aimed at entrepreneurs are insufficiently joined up. Too often, these services are provided in a reactive and ad hoc way. Service duplication is not unusual, clients struggle to understand the support offer and, overall, there is a lack of integration. Linked to this is a prevalent culture of short-termism, often linked to political cycles, which leads to structures being routinely reorganised causing further disruption.

Diversity of the target group
For publicly funded agencies seeking to support entrepreneurs, the diversity of the client group can present challenges. Although there are common support needs, certain priority groups face distinct barriers – for example some young people, migrants and women. There are also particular support needs for social entrepreneurs, all of which raises important questions relating to resource allocation, service design and delivery.

Contextual differences
INTERREG IVC supports regions to improve performance through mutual learning and exchange of experience. In relation to entrepreneurship, one of the main challenges is the lack of a 'one size fits all' solution and the limited degree to which approaches can be taken off the shelf and applied between regions. Regional entrepreneurship support structures reflect the complex, and often fragmented, environments – legal, regulatory, cultural etc – in which they operate.

Weaknesses in impact measurement
Measuring the impact of public sector support for entrepreneurship is not easy. Evaluation processes often adopt relatively short time frames and tend to focus on indicators which are easiest to measure – such as the number of new businesses, turnover levels and jobs created. It is more difficult to measure attitudinal impact – a critical factor according to the INTERREG IVC projects – whilst assessing the impact of social entrepreneurship requires quite distinct indicators.

Low awareness levels of support mechanisms
In addition to the confusion caused amongst entrepreneurs by the lack of integrated support systems, this report has identified a particular challenge relating to poor visibility and accessibility of some support mechanisms. An important example is the low awareness and take up of social clauses and related mechanisms designed to support access to public procurement processes.

Access to finance
During a period of intense austerity, it was not surprising to hear that access to finance remains a barrier for entrepreneurs. However, this is not insurmountable when the business idea is good.

Lack of an entrepreneurial culture
Attitudinal barriers were consistently identified as being central to shifting entrepreneurial performance. Fear of failure is a Europe-wide cultural barrier which requires intervention with the young – through the education system – as well as with seasoned entrepreneurs whose initial enterprises have failed.

II. Some good practices/solutions from INTERREG IVC
The INTERREG IVC capitalisation work on entrepreneurship has identified a wide range of good practices and solutions emerging from the eight entrepreneurship projects under review. These are presented here under five inter linked themes specific to entrepreneurship.

Education and culture

Several INTERREG IVC projects contain good practices designed to strengthen Europe's entrepreneurial culture. A number of these focus on stimulating enterprising behaviour amongst the young. From the YES project the Swedish "Environment Rally" has school students tackling local companies' environmental challenges. Two projects, the Danish Innocamp (ENSPIRE EU project) and the Estonian "Hour Innovation Camp" (YES) immerse young people in an enterprise-focused experience which takes them out of their comfort zones. All of these build links between schools and local businesses, as well as equipping young people with enterprising attitudes such as team working, creative problem-solving and planning.

Brokerage work linking schools and enterprise also supports teachers, who have a key role in shaping youth attitudes. In Gothenburg (Sweden) (IMAGEEN), the Entrepreneurship Teacher Training Initiative equips teachers and careers advisers with the skills they need to encourage enterprising behaviour amongst students. As a direct result of this INTERREG IVC project, the Lubeskie region in Poland is now introducing entrepreneurship teacher training. In Finland, YES centres are facilitating links between business and education by organising highly successful speed networking events.

Efforts to affect culture change also take place with adults. The Paris Chamber of Commerce and Industry (ENSPIRE EU) offers the Groupement of Créateurs to build awareness amongst unqualified and disadvantaged people. Effective support extends beyond the traditional commercial sector to encompass the social economy. The Hampshire School of Social Entrepreneurs (ENSPIRE EU) and the Foundation of the Social Economy School in Spain (PASE) both provide effective support for social entrepreneurs, showing that there are legitimate alternatives to more traditional business models.

o   Shifting culture takes times

o   Success requires consistent and long-term commitment

o   Working with the young is vital

Finance

The long-established Munich Business Plan (IMAGEEN) is an effective access-to-finance model. Organised as a competition, prizes include financial input as part of an integrated support package. Since 1997 over €300 million seed capital has been invested, creating 808 businesses and 5199 jobs. Birmingham (UK) is adopting a version of this Munich model as direct result of participation in this INTERREG IVC project.

As part of the Young SMEs project, the INCYDE Foundation (Spain) looks beyond start-ups, and provides financial support to existing businesses. This approach involves an innovative road show model, where support agencies spend several days in one town at a time.

Social entrepreneurs face particular issues in relation to finance and the Regional Council Provences Alpes Cote d'Azure (France) (**PASE**) helps them access banks and other sources of financial support. The Malaposka region (Poland) which has an effective programme to support social entrepreneurs using ESF, is looking to adopt the French approach.

These projects indicate the importance of providing financial support as part of an integrated package. They also suggest that alternative and innovative ways to raise finance are growing in popularity. The new Cohesion Programme also looks set to boost micro finance support schemes.

o   Finance for entrepreneurship has to be part of integrated support package

o   New times call for new approaches to finance and funding

Regulatory environment and procurement

The aim of policies supporting entrepreneurship must be to reduce regulatory barriers to enterprise and to create legal frameworks that enable entrepreneurs to take new products and services to market as quickly and efficiently as possible.

Both the PASE and MESSE projects explored regulatory models which support social enterprise. Two Ital-

ian examples were of particular interest. Marche region has a co-programming model which brings public sector and social entrepreneurs to develop and fund social services. Nationally, there are reserved tenders for social enterprises and in the Marche region 5% of public spending goes on enterprises focused on integration. The Italian and Spanish support structures for cooperatives were also of interest to other project partners.

Each Member State has its own regulatory model. This can mean that some good practices – such as the Basingstoke 3en Venture Capital Fund (ENTREDI) are hard to transfer. It also means that new businesses must be aware of the context in which they operate. Another ENTREDI project, KOMPASS (Frankfurt), offers a universal support package to entrepreneurs, covering regulations including tax, company reporting and health and safety rules.

o   Procurement is a useful tool for regions in promoting (social) entrepreneurship

o   "If government can't help. They should stay away"

Infrastructure
Integrated regional infrastructure models including physical spaces and virtual support are important. The Gothenburg Brewhouse (IMAGEEN), a city centre shared business space for creative industries, is a good example of the former. Another sectorally focused project is the Cleantech Campus (PROSPECTS) in Houthallen-Helchteren (Belgium). In a former mining area this supports businesses involved in clean mobility, renewable energy and clean production processes.

The Jönköpping Science Park (Sweden) (ENTREDI) provides a nodal support model showing how entrepreneurs can be supported beyond urban areas, with a particular focus on family-run businesses. The Lyon Ville de l'Entrepreneuriat (France) (IMAGEEN) offers another networked model, ensuring that entrepreneurs are never more than 15 minutes from a support point. This has contributed to Lyon's business start up rate exceeding the national average by 18.2%.

In East and Southern Europe entrepreneurship is being promoted as a response to the Crisis. The Entrepreneurship Foundation in Zary (Poland) (ENSPIRE EU) offers a coordinated support package to students and also to young unemployed people. In Spain, the Murcia Regional Entrepreneurship Plan (YES) provides an excellent example of an integrated support model aimed at young people. In nearby Granada, the web portal for entrepreneurs (IMAGEEN) provides a 24/7 support service through a service that has allowed municipalities to collaborate.

o   Entrepreneurship is more about people than buildings

o   Infrastructure for entrepreneurship must be reliable, high quality and easy to reach

Support and technical assistance
Linked to this, entrepreneurs stress the importance of an integrated support model. The **ENTRED**I network offered a good example through the KOMPASS profiling tool (Frankfurt, Germany) which allows advisers to test entrepreneurs' business readiness. From the same project, the i-planner, from the Tartu Science Park (Estonia), is a web-based business planning tool. Both of these examples support entrepreneurs as well as helping public services to assess risk and make informed support and investment decisions.

From the IMAGEEN project two Swedish cases provide examples of how services can be flexibly delivered to meet entrepreneurs' busy lifestyles. Mind Your Own Business is a tailored support service provided at all hours to suit the client. Expedition Forward offers customised support to business leaders, with high rates of satisfaction.

Trust emerges as an important factor in effective support projects. This is evident in the Ethnic Coach for Ethnic Entrepreneurs project from Denmark (ENSPIRE EU) which operates within the Muslim community. In the UK, the Prince's Trust Enterprise Programme (ENSPIRE EU) also uses the trusted coach as an effective support tool for fledgling businesses.

This study suggests that although the public sector has a key support role, it should not always take an active lead within an integrated service model. Business-focused organisations – such as Chambers of Commerce – can be more credible at the front.

o   Regional entrepreneurship ecosystems are essential

o   Trust between different actors takes time to develop and is a prerequisite of success

o   Service delivery has to be credible and business-focused

III. Key policy recommendations

Recommendation for regional strategies

o   Long term vision and commitment are required, with a willingness to invest
o   Consistent multi party commitment is needed at high levels
o   Patience is required as results may take time

Recommendations for entrepreneurship strategies

o   More coherence is needed across departments and levels of government
o   Evidence based / Informed decisions are required to make best use of limited resources
o   Metrics should include better analysis of survival and growth rates and consider qualitative benefits

Recommendations for entrepreneurship education

o   Entrepreneurship should be an integral part of education
o   It is important to work with teachers and support them to work with business
o   The fact that entrepreneurship creates a better workforce needs to be promoted

Recommendations for entrepreneurship ecosystems include

o   Coherence between legal frameworks, infrastructure and human capital is vital
o   Transparent services with user friendly pathways and progression routes are important
o   Support mechanisms and services need to be credible with business and the finance community

Recommendations for communications on entrepreneurship include

o   Effective communication strategies are key to inspiring culture change
o   Cities and regions must find ways to articulate the benefits and impact of entrepreneurship
o   Success stories, competitions, awards and ambassadors all form part of effective communication strategies

IV. The added value of interregional cooperation

INTERREG IVC partners gave their views on the best conditions for interregional exchange on entrepreneurship policy, to optimise successful implementation in each region. There was a widespread view that interregional exchange works best when it is phased, starting with identification of practices, and then moving into a sharing phase and finally the transfer phase. In many cases it was felt that the more time invested at the beginning in the identification and sharing phase, the more effective and rapid the transfer phase. This initial phase brings partners together, gets them 'on the same wavelength' and gives them a real understanding of how practices work. The Initial phase is also about scanning and filtering to narrow down to a selection of the most appropriate practices to transfer.

A clear process and guidelines were seen as helpful to keep the exchange and transfer on track. Once the transfer phase is underway more intense bilateral relationships often develop, with the donor region in effect operating like a consultancy service to the implementing region. This was considered very effective in the transfer process which is built around a trusted relationship. Honesty and candour on the part of all partners leads to a healthier analysis of what doesn't work as well as what does. Interregional exchange is not a sales exercise.

Multi-stakeholder site visits help to develop a common ownership of the practice to be transferred. When

several partners and agencies from one region come together to see a practice live, it enables them to quiz the hosts, to discuss together how it could be adapted in their own region. This practice has led to results that are more embedded, more realistic and more sustainable, as they are transferred to the new region.

In some projects local mainstreaming meetings were held, whereby stakeholders in one city come together to hear presentations from the good practice city, and again this was experienced in a positive way in terms of maximising acceptance and openness to the changes.

Above all the interregional exchange process is not about copy and paste. Partners commented on the benefits of the process being a one of reflection and adaptation in policy development.

The capitalisation exercise has concluded that the role of programmes such as INTERREG IVC in supporting entrepreneurship policy at regional level is an important one because:

○ Involving politicians in interregional exchange activity has a proven positive effect on the success for transferring practices. It generates credibility and a higher degree of political commitment.
○ Interregional exchange helps regions to evaluate and benchmark their own entrepreneurship assets in relation to other regions and critically assess potential for improvement.
○ Some of the tools developed within INTERREG IVC projects can help the administrations designing the new Structural Fund programmes and contribute to quality assurance, learning and capacity building within entrepreneurship policy at regional level. For instance the INCYDE Foundation (Young SMEs) is in the process of integrating its programme with the new JEREMIE initiative which has been approved nationally and will provide a revolving fund of loans for SMEs. Platforms for crowd funding or setting up business angel network and other micro finance support schemes, are currently being explored by project partners, could potentially be included in future Cohesion Policy frameworks.
○ Interregional exchange programmes can exploit relationships with Managing Authorities to improve the added value of European Regional Development Fund investments in entrepreneurship policy.
○ Cross fertilisation and dialogue between networks and projects on entrepreneurship policy is beneficial and can accelerate innovation, avoid repetition of mistakes, and therefore add value to the European investments.

E-government services

I. Conceptual framework/ Aggregated thematic analysis

The individual analysis of the core projects was used to carry out a more in-depth assessment. The rationale behind the analysis was to get information on practices, lessons learned and policy recommendations, and a classification of the practices from the project point of view (taxonomy). Clustering this classification in terms e-Government paradigm (infrastructure; Government centric; Citizen centric; or Society centric) and target (G2E − Government to Employee; G2B − Government to Business; G2C − Government to Citizen; or C2C − Citizen to Citizen) the information collected on good practices or regions gives the results depicted in the following diagrams.

Clustering of the good practices:
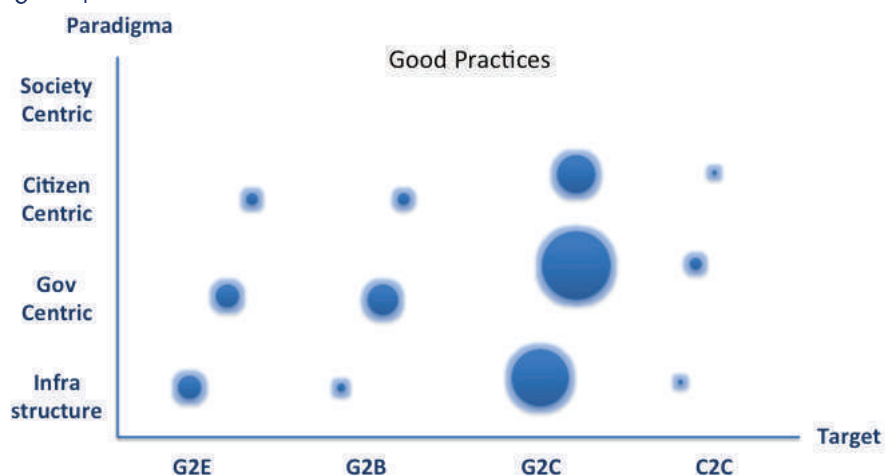
Clustering of the good practices (by regions):
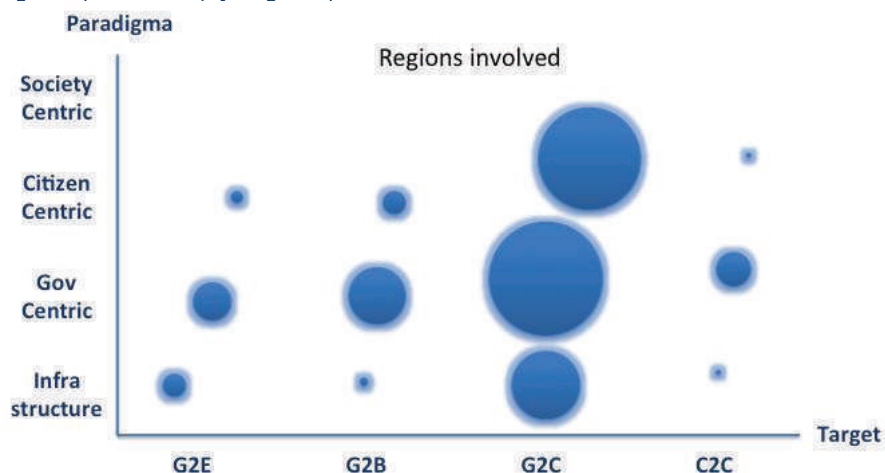
From this classification it is clear that most practices are clustered in the "Government-centric" and "G2C" quadrant of the two dimensional space. However, a clustering in "Citizen-centric" and "C2C" is also clear from this classification, which indicates that the core projects follow the current trends in the eGovernment services development. Looking at the bi-dimensional taxonomy classification (paradigm vs. target) and eGovernment action plan priorities, the six core projects include in the "eGovernment services" thematic exercise cover all the identified paradigms, targets and priorities but with different focus. This result is depicted in the following figures:

eGovernment Services CORE projects by paradigm:
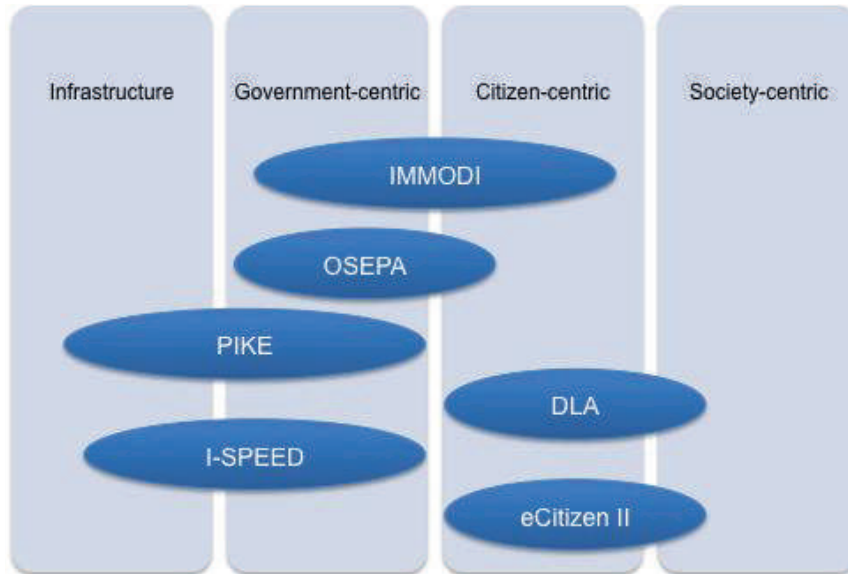
eGovernment Services CORE projects by target:
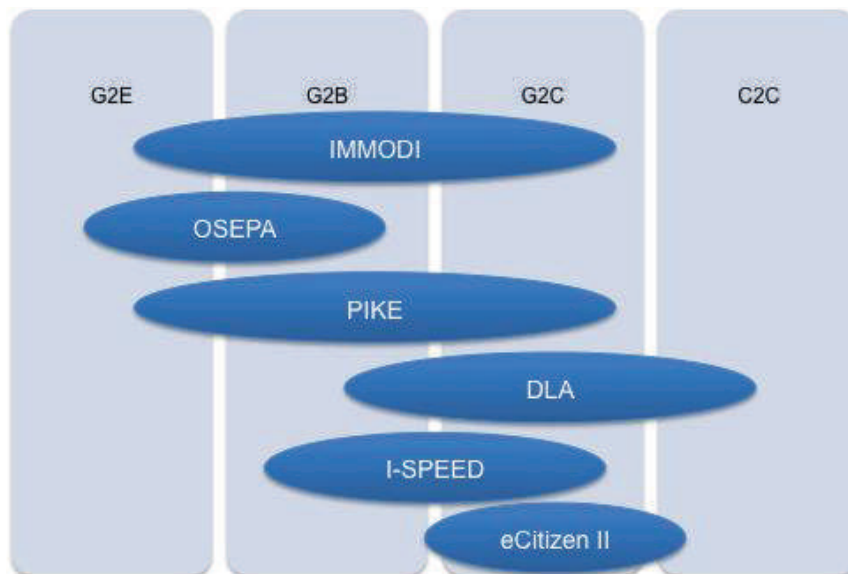
eGovernment Services core projects by priority:
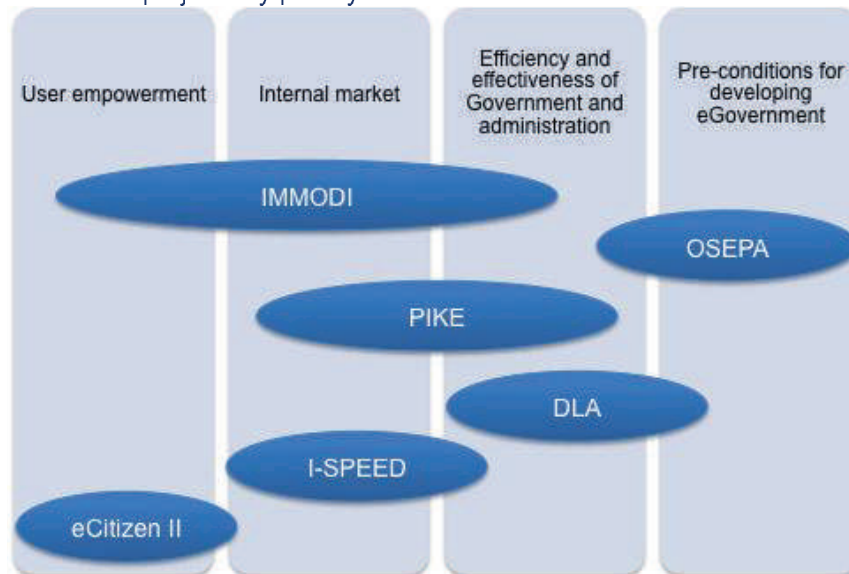
These findings were validated with experts from the projects, during the thematic workshop held in Brussels in October 2012, and also included a set of interactive exercises with the objectives to discuss with the participants, selected representatives from the six core projects, interesting practices and policies available within the partner regions of the six core projects. The objective of the first interactive exercise was selection of "best" good practices and pre-requisites for implementation. The initial list was composed of 29 good practices and the participants added 6 others during the exercise.

II. Some good practices/solutions from INTERREG IVC

The six projects present several innovative good practices to address the priorities identified in the eGovernment action plan. For example, the following can be highlighted:

IMMODI and **DLA** have similar approaches to address the priority user empowerment (Checkup care and CityWiki Karlsruhe) targeting services designed around the users and the collaborative production of services.

> Checkup care - initiative to provide a solution for easy-access, adaptable and independent nursing/medical service at a distance.
> CityWiki Karlsruhe - information portal for the people of the region inspired the logics of the "wisdom of the crowds", allowing citizens to write posts and articles and share their knowledge.

DLA and **PIKE** have similar approaches to address the priority efficiency and effectiveness of Governments and administration (on-line Municipal services and eLocal) targeting the improvement of organisational processes, the reduction of administrative burden and the improvement of transparency. OSEPA also presents several initiatives targeting this priority but focusing on partial solutions.

> On-line Municipal services - an innovative concept of an Internet Portal, offering citizens all the information and tools needed in order to interact with city hall.
> eLocal - is an initiative included in the Government of Cantabria's 2004-2007 Governance Plan, which includes actions designed to modernise diverse areas of the public administration and adapt them to social, economic and technological changes.

PIKE and **I-SPEED** have similar approaches to address the priority pre-conditions for developing of eGovernment (Wireless cities and Free Italia Wi-Fi) targeting free and interoperable provision of Internet access (major barrier and key enabler to successful implementation of eGovernment).

> Wireless cities - was a major initiative aimed at stimulating the creation of a market for broadband services within the learning, government and visitor/tourism sectors in the Derry City Council area.
> Free Italia Wi-Fi - initiative to promote collaboration between public administrations in order to develop free wireless networks within the areas covered by individual administrations as well as federalize the area networks within a single national Wi-Fi infrastructure.

IMMODI and **PIKE** address the internal market priority with different approaches (Cybercantal telecentre and Integrated Aids System) but booth targeting to provide seamless services for business and personal mobility.

> Cybercantal telecentre - tailor-made area with the aim to boost the dynamism the region by providing new job opportunities for citizens, resulting in the creation of micro-enterprises, the re-dynamisation of the local economy, and welcoming new workers.
> Integrated Aids System – solution for management of aid corresponding to the Common Agriculture Policies in the regional government of Cantabria, by gathering and validating the applications interactively through the Internet, totally eliminating the manual exchange of data.

This list is not exhaustive and other innovative and interesting practices have been analysed and listed in complete report. These practices and related policies, identified to address the barriers to successful implementation of eGovernment services, deserve to be made available to other regions in Europe.

Project DLA and eCitizen II have two interesting results very useful to other regions and projects in the eGovernment services topic. In the project DLA, besides the collection, dissemination and transfer of good practices amongst participating regions, there was also an important effort in developing a tool that can be useful to policy makers when defining their Digital Local Agenda. This tool, available in the project website is a very interesting resource that should be shared with all regions that are planning to deploy or improve their eGovernment services. In project eCitizen II, the main result is a methodology and set of illustrating use cases to help regions wishing to implement eParticipation. This resource is available on-line and should be disseminated to all regions planning to promote user empowerment, and the involvement of citizens in the policy-making process.

III. Key policy recommendations

eGovernment improves efficiency and effectiveness of public service delivery, promotes development and helps authorities to use available resources to their best advantage, thus contributing to economic sustainability of the regions. Initially, eGovernment efforts were mostly focused on the short term, on getting isolated services online and publishing information without providing for regular updates. But today's trends point in the direction of an integrated unified model, contributing to higher efficiency and effectiveness of the public services.

eGovernment Services CORE projects by priority
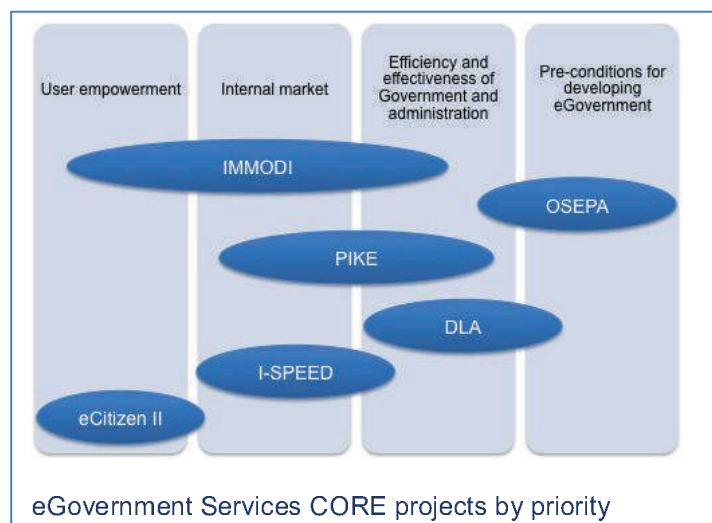
The major conclusions from this exercise are related with the incremental nature of an adequate eGovernment service strategy and with the pre-requisites identified in the projects for its successful implementation:

o   Compliance with legal and regulatory aspects;

o   Available Infra-structure including wider access to the services (available Wi-Fi/internet services);

o   Interoperability and multichannel delivery (communication with a variety of systems and services);

o   Openness of public and collaboration with local companies;

o   Human resources and skilled people (education and training);

o   Early involvement of stakeholders in the process of "co-creation" of valuable services.

There should also be a special consideration regarding the cultural and historical background and economic situation, and with the early involvement of policy/decision makers and stakeholders in the project which is key. Although the participation and commitment of local authorities is not always easy to guarantee, their involvement is important to ensure the project has a direct impact on regional authorities (applicability).

Examples of good practices that were successfully transferred amongst regions show that the same approach is not viable in light of the different cultural, historical and socio-economic realities and maturity. The full report contains several examples of such success stories.

The incremental nature of an adequate eGovernment service strategy was one of the other main findings that is horizontal to all projects – after the steeping stones are in place (pre-conditions for developing eGovernment), successful eGovernment implementations should follow an incremental approach focusing one priority at a time: starting from Government-centric (efficiency and effectiveness of eGovernment and Administration), Business/Citizen-centric (internal market) up to Society-centric (user empowerment).

Increasingly powerful and user-friendly technologies are creating opportunities for authorities to offer new ways to interact with citizens, in order to respond to their needs more effectively and to guarantee the active participation of their citizens.

Why is then integrated eGovernment service delivery so hard, and what are the key lessons that can be extracted from this exercise?
The problem lies not with the technology but in the political challenge of rewiring a range of public sector programmes delivered by different levels of government – often with different requirements – for the citizen. To effectively increase usage of eGovernment services, more effective policies and strategies need to be put in place to help overcome usage differences and divides:

o   Designing and providing citizen-centric services with user focus (e.g. in IMMODI, DLA);
o   Narrowing usage divide across and within countries (e.g. in PIKE and eCitizen II);
o   Leveraging social media for greater eGovernment service take-up (e.g. in I-SPEED);
o   Using open data for better public service and greater usage (e.g. in PIKE and OSEPA);
o   Provide additional incentives for eGovernment service use (e.g. in I-SPEED).

Focusing on a few principles for eGovernment services, and the way these principles are addressed by the different projects and practices clearly highlights the key policy messages resulting from the projects. These ideas are depicted in the next figure.

Principles, challenges and policy recommendations

Current plans from the Commission create great opportunities for the regions interested in implementing their eGovernment services strategic plan. The Commission has proposed the Connecting Europe Facility (CEF) as one element of the Multiannual Financial Framework 2014-2020. While the whole package totals around EUR 50 billion for transport, energy and telecommunication networks, it foresees more than EUR 9 billion to support investment in high-speed broadband networks (EUR 7 billion) and pan-European digital services (EUR 2 billion). The experience and knowledge developed by these regions places them in an excellent position to benefit from these opportunities.

IV. The added value of the interregional cooperation

The Interregional Cooperation Programme enables cooperation between regional and local authorities from different countries in the EU27, Norway and Switzerland. This takes the form of projects in which these authorities exchange and transfer their experiences and jointly develop approaches and instruments that improve the effectiveness of regional development policies and contribute to economic modernisation. In line with the Community Strategic Guidelines for Cohesion Policy 2007-2013, the programme aims to contribute to the Union's strategy for growth and jobs.

The INTERREG IVC Programme, part of the European Territorial Cooperation Objective of the Structural Fund policies for the period 2007-2013, is the only programme truly interregional, covering the whole territory of the European Union plus Norway and Switzerland, and co-financing the participation of public authorities and bodies governed by public law from these countries. As such, INTERREG IVC is an important instrument for the implementation of the EU initiative Regions for Economic Change3 (RFEC). RFEC is designed to highlight good practice in urban and regional development, with a particular focus on innovation, and to speed up the transfer of good practices to enhance the quality and impact of the EU's regional development programmes and their implementation by the EU's Member States and regions, supporting the EU policy objectives of smart, sustainable and inclusive growth, as outlined in the EU's 2020 strategy.

Interregional cooperation aims to improve the effectiveness of regional development policies and contribute to economic modernisation and increased competitiveness of Europe, by enabling local and regional actors across the EU to exchange their experiences and knowledge and matching regions less experienced in a certain policy field with more advanced regions.

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[3] http://ec.europa.eu/regional_policy/cooperate/regions_for_economic_change/index_en.cfm

INTERREG IVC in its first priority "Innovation and the Knowledge Economy", addresses several subthemes like innovation, research and technology development; entrepreneurship and SMEs; the information society; employment, human capital and education. The Information Society sub-theme focus on exchange of experiences and knowledge, transfer and further development of policies dedicated to:

o Developing ICT-based public services to increase the effectiveness and competition of businesses and entrepreneurs;
o Promoting the development and use of ICT-based services and products (e.g. in public services e-government and e-health, bringing e-government to regions and businesses);
o Enhancing the participation of the public in the information society (e.g. programmes for improving computer skills);
o Establishing better ICT connections between regions.

It is clear from these objectives that the INTERREG IVC Programme can play a fundamental role in addressing challenges and overcoming barriers, in order to make the objectives of the European eGovernment Action Plan achievable, and contribute decisively to the objectives of the EU's 2020 strategy. Projects like DLA, eCitizen II, OSEPA, I-SPEED, PIKE, IMMODI, RTF, CASA, DC, e-Create, EuroPROC, DAA, DANTE, are just a few examples of the projects co-financed by INTERREG IVC and that are supporting the transition from current eGovernment to a new generation of open, flexible and collaborative seamless eGovernment services at local, regional, national and European levels.

Demographic change

I. Conceptual framework/ Common challenges

Quality of life

Regional population decline and ageing effecting public services, housing and public infrastructure are slow to adapt, leaving some people excluded. Main challenge is therefore to maintain the liveability of areas and the quality of life for inhabitants. The regional context history, culture, demography and economic structure determines to a large extent population and other policies in these regions.

Legal challenges

It is well known that the use of modern information technologies in health care leads to numerous legal challenges and sometimes legal issues are considered barriers to the development of telemedicine and e-health. But also in other sectors it might not be so easy to implement good practices. For example the project agrischool for infancy in Torino had to overcome some legal obstacles. The path to set the initiative in the current legislative framework was long. Because the project was local and all the stakeholders were involved (health Agencies, farmers, public authorities...) it became a success.

Technical challenges

Some more advanced solutions and services have been piloted but have not taken off after the pilots mainly due to technical problems with the piloted services and solutions. There is still quite a lot of room for improvement for the utilization of wellbeing technologies in elderly care.

Organisational challenges

Organizational and political changes during the last years have made it difficult to stick to original plans. Constant changes and challenges in the 'real life' situation combined with the bureaucracy in the program frame makes it difficult to adapt to 'real world' situation and dynamics.

Lack of time and funding

Selection of Good Practices is often done using a very good integrative method. Problem arise with the implementation of these good practices because of a lack of time and funding. The same accounts for the transfer of the good practices and policies, although some projects have anticipated in an early stage and are now working with for example transfer meetings with experts (DART) or Transfer Task Force (CASA).

II. Some good practices/solutions from INTERREG IVC

The 9 Interreg IVC projects that are tackling the consequences of demographic change within the INTERREG IVC programme focus on issues like economic diversification, independent and assisted living, innovation in elderly (health) care, market development for regional SMEs, employment and silver economy, education and lifelong learning, (social) e-inclusion and maintaining public services and more in general on raising awareness.

The analysis is structured around four interlinked themes:
- Education, Lifelong learning and Labour market
- Economic diversification
- Social (and healthcare) services
- Independent living

Education, lifelong learning and labour market

Particularly in shrinking areas in Europe it is a huge challenge to maintain a high quality education system. The challenge is to increase educational innovations. These are needed for lifelong learning, long distance learning (e-learning), but also to tackle the mismatch between supply and demand on the labour market.

In the context of an ageing population and a reduction in the younger working age group, it is becoming increasingly important that older workers are enabled to continue in the workplace. As people can expect to live another 20-30 years beyond their retirement, extending working lives is not only an economic necessity but there is also evidence to show that remaining in work can improve older people's social, mental and

physical well-being.

Good practice – Departure questionnaire
The Umeå municipality in Sweden initiated a pilot within the GENERATIONS sub-project of CREATOR mini-programme. A departure survey is sent to all permanent employees who have only recently completed their employment. Among other things they are asked whether they are interested in returning to Umeå municipality to work, even after their retirement. Other organizations can easily adopt the developed tools. Besides time, interest and some expertise that the implementation of such initiative requires, no additional resources in terms of money are demandes.

A major shortage of staff in the care sector is predicted in the nearby future, because less young people enter the labour market while at the same time the demand is growing as a result of the ageing of the population. In Limburg (The Netherlands) they came up with a solution.

Good practice – The Care Academy of Parkstad Limburg - ZAP
Zorgacademie Parkstad Limburg -ZAP was one of the pilots to solve regional labour market problems in Health Care. It is a unique cooperation between education and health care institutions in the fields of: innovation in care, innovation in education for health care workers and strategic employment policy. ZAP is an initiative of Atrium Medical Centre, Mondriaan Care Group, and 3 major schools in the region of South Limburg: a vocational school (Arcus College), Zuyd University of Applied sciences and the Open University Netherlands. ZAP was created as a result of the sector plans of local and regional authorities for an innovative care industry. Some of the objectives: Providing tailor made educational programmes, realising and speed up innovation in the Care industry as well as the educational programmes, knowledge sharing between systems used in education and between companies and education, and a research programme. The concept has now been applied to several regions in The Netherlands.

Economic diversification

Good practice – Horses as Driving Forces for Settlement, Occupation and Quality of life
The aim of this PADIMA project in Hedmark region in Norway is to get new inhabitants in a mountainous area and create jobs. In this case by making the Mountain Region of Norway the ultimate horse destination for experiences and settlement. It consists of a yearly and leading horse festival, a regional website, and facilitated travelling by horse, and horse related occupations on the side. Furthermore they facilitated equestrian living areas, riding arenas/halls, and turned Storsteigen Agricultural College into a centre for horse related courses and education. The horse project has increased the number of new inhabitants and has also created new working places for seasonal workers. Amongst others, this has also brought advantages to veterinaries, fodder producers and teaching personnel.

Good practice – Agrischool for Infancy
A good example for 'green care' is the Agrischool for Infancy. The main objective is to promote the economic development of the agricultural sector by focusing on new services (health and care services). The Province of Torino, Italy supported child care farms that were initiated by COldiretti Torino (an organization of agricultural entrepreneurs), called Agrischool for infancy. The farm offers day care for children aged 0 – 6 years, services in less favoured areas where essential services are not a guarantee. At the same time it increased the economical competitiveness and improved the farmer's income. Three farms were set up and several others are in progress.

Social and (health) care services

Good practice – ICE-T model
The South East Health Technologies Alliance (SEHTA) has launched a UK Healthcare Innovation Hub – a centre of excellence where high tech entrepreneurs, academics, researchers and policymakers can meet, network and develop new and innovative healthcare concepts. The purpose of the UK Innovation Hub is to act as a catalyst for bringing together people with the common interest of helping elderly people to live independently. A further goal is to ensure that the cost of healthcare is reduced whilst improving the levels of care that individuals receive. The UK Innovation Hub is one of 14 'InnoHubs' being launched across Europe in INNOVAge. Its primary aim is to assist with the development of new and innovative products and services that will enable elderly individuals to benefit from living in smarter homes. The good practice that is being implemented by SEHTA in INNOVAge is the ICE-T (the International Centre of Excellence in Tele-

care) model targeting at those SMES with near-market solutions who are willing to match-fund their further development. The ICE-T model is a functional model for project specification, funding, evaluation and commercialisation, thereby enabling more rapid introduction into the products and services market. It is transferable and adaptable to different regions and countries.

Independent living

In 2020 the share of those over age 65 will rise to 28%. This will change the housing market and require new forms of housing to be developed. The majority of the elderly wants to remain in their familiar environment and to live as independently as possible – even in the case they need assistance and care.

Good practice – Citizen bus
The main aim of citizen bus, as developed by the DART project in Brandenburg, Germany is to maintain mobility in sparsely populated areas with the help of voluntary engagement. There are several transport solutions like citizen buses groceries pick up and drop service and so-called combi buses, that can be used for passenger transport, post- and parcel services, banking etc. Citizen buses drive instead of the official line structure of the local public transport network.

Good practice - Menumat
Sub-project of CREATOR SILHOUETTE focuses on the use of ICT technologies to support the activities of elderly people. The Nordic Regions of Häme and Västerbotten developed the smart cooking appliance Menumat: meal equipment existing of a combination of a convection oven, a freezer, an intelligent shelving system and a control and steering unit. Meals are pre-ordered from the Menumat catering menu. The meal equipment identifies what kind of meal is carried by each case. The oven automatically identifies the meal and heats it up accordingly. The machine announces with a speaker when the meal is ready. The oven shuts itself down automatically

III. Key policy recommendations
All 9 projects selected have the potential to influence regional policies and its implementation, but solutions for labour markets for instance, have to be specific and tailored according to the nature and culture of your local, regional and national markets. The projects can only be successful and effective when you are able to prioritise the topic on the agenda, transform new knowledge into new or improved practices, remove administrative constraints, establish legal boundaries, mobilise the right stakeholders, mobilise the right form of funding.

First lessons learned and policy messages are emerging from projects that have come to an end and have experienced the effects of their good practice transfer, the improvement or implementation of policies, but also the lack of success to do so; sometimes giving clearer lessons than successes. Messages are also from those projects that are still running or just started.

The key policy messages emerging from the INTERREG IVC projects on demographic change are:

o Apply an end user needs approach;
o Involve all stakeholders and stimulate cooperation between different levels of governance;
o A multi-disciplinary approach with a long-term perspective is crucial and all actors (government, social partners, community organisations, etc.) need to share responsibilities;
o Policies must seek to support diversification from traditional activities and must seek to encourage entrepreneurship development and creation of new types of businesses;
o Invest in competences from the elderly as a source of specific competitiveness of the EU;
o Foster the use of ICT and promote internet connectivity to enhance social inclusion and access to the labour market, with special focus on elderly people with reduced mobility;
o Local and regional government should facilitate and support development of innovative services by adapting legal framework and implementation of regional strategies.

In the case of demographic change, it is important to realise that it is a cross-sectoral topic. It touches upon social policies, spatial planning, healthcare, child – and elderly care, but it is also related to legal issues and economic development. It links with educational policies and even territorial marketing. Therefore solutions should always take an integrated approach.

How to put these recommendations into practice?

Awareness: acknowledge the threat
Most important is to raise awareness on the issue first, before implementing solutions. Is the problem shared among all stakeholders, is the solution prioritised in the regional plans?

Irreversibility: no way back
Demographic Change touches upon social policies, spatial planning, healthcare, child – and elderly care. But it is also related to legal issues and economic development, and to educational policies and even territorial marketing. Integrating Demographic Change into these policies means you and all stakeholders should first of all realise and accept that Demographic Change is irreversible and structural. An intensive communication to increase awareness is therefore of utmost importance.

Involvement: don't forget the politicians
It is fundamental to involve a broad range of stakeholders, right from the beginning. Working for either a public institution or a private firm, you must identify positive driving forces, and look for regional supporters in business and voluntary sectors to gain acceptance. Don't forget to involve the politicians responsible for implementing the policy/strategy. Involving politicians in the exchange activity has a positive effect on the success for transferring the solutions and strategies. It creates a higher degree of political commitment. Strong coherence with the already existing policies at local and supra-local level (strategy) is an advantage, and makes implementation new policy easier.

Communication: what's in it for the population
Be clear about your aims. What does prevention and mitigation of negative effects of the ageing process mean to the user, the citizen or the entrepreneur? Communication should be directed at well targeted groups, e.g. female entrepreneurs, end-user, 50 + unemployed, etc.

Funding and legal barriers: bend the law or adjust to it
Always start with a detailed investigation of statistical demographic data and of existing legal, administrative and financial preconditions. How do you organise your funding. Publicly or privately, or even better both? Are there any legal barriers for the developed technology?

IV. The added value of interregional cooperation
International cooperation (like in the INTERREG IVC Programme) can be the start of mutual European adjustment in policy answers to demographic change. Joining an international project means a possibility to exchange ideas, best practices and new policies and strategies on topics that are relevant in shrinking regions in Europe. It helps to bring the subject on the agenda of national and regional authorities and gives financial support, thereby creating the necessary conditions for experiment, finding creative solutions and new strategies, and be ready for the future.

Rural development

I. Conceptual framework

The INTERREG IVC Rural projects are focusing on three objectives, which are sub-objectives of the IN-TERREG IVC programme: 1) stimulating entrepreneurship and SMEs in rural areas, 2) stimulating informa-tion society in rural areas, 3) stimulating employment, human capital and education (see figure below).

The 9 rural development projects contribute to 3 sub-objectives of INTERREG IVC

Stimulating entrepreneurship and SMEs in rural areas	• **B2N** - Business to nature – economic development with environmental protection • **Robinwood Plus** – entrepreneurship through participatory forest planning • **ICER** – innovative policies rural tourism • **Ruraland** – diversify rural economy with innovative SME's
Information society in rural areas	• **E-CREATE** – e-skills of tourism related smes • **GRISI Plus** – the use of GIS in rural areas • **DANTE** – Rural tourism through ICT
Employment, human capital and education	• **CESR** – employment services in rural areas • **Micropol** – Smart Work Centres in non metropolitan areas

Source: Ecorys/IDEA Consult on basis of information from INTERREG IVC

Four projects aim to stimulate entrepreneurship and SMEs in several economic sectors in rural areas, some of them in tourism (B2N; ICER), others in for example forestry (Robinwood Plus). In addition the use of the information society to attract tourists, SMEs or new inhabitants is seen as a main thematic focus of three of the projects. Both CESR and Micropol have a focus on employment, human capital and education, their objective is to increase the attraction of rural areas for SMEs.

A SWOT matrix has been developed with the main characteristics we find in literature on rural areas in Europe (see table below). The SWOT can be linked with the key drivers and barriers. Most drivers can be

found under strengths, while most barriers can be found under the weaknesses of the rural areas in Europe.

SWOT matrix on rural areas in Europe:

Drivers	Barriers
Strengths	**Weaknesses**
Attractiveness of the natural environment and the cultural heritage *(Ruraland, ICER, Robinwood Plus, DANTE, e-CREATE)*	Lower employment rate, loss of jobs *(CesR, Micropol)*
	Declining service level (*Ruraland, CesR*)
Small firms, relatively high rate of self-employment *(B2N)*	Migration, depopulation, loss of human capital *(GRISI+, Micropol)*
	Underdeveloped infrastructure (roads, ICT, tourism facilities) *(Micropol)*
Less traffic jams	Traditional agricultural economy (<-> diversification) *(DANTE, e-CREATE)*
	Limited capacity of private and public authorities *(Robinwood Plus)*
	Lack of education, less innovation and R&D expenditure
	Aging population
Opportunities	**Threats**
Use of new technologies *(Ruraland, DANTE, e-CREATE, GRISI+, Micropol)*	Climate change *(Ruraland, ICER, Robinwood Plus)*
Tourism as a new economic driver *(B2N, ICER, Robinwood Plus, DANTE, e-CREATE, CesR)*	Decrease of biodiversity *(Robinwood Plus)*
Increasing awareness of consumers for authenticity	Pollution

Source: Ecorys/IDEA Consult

Analysing the INTERREG IVC rural projects, we conclude that all of them are taking advantage of two main opportunities: new technologies and tourism as a new economic driver. Two projects (*DANTE, e-CREATE*) do both. These opportunities are used in combination with the strengths of the region, or to remediate certain weaknesses. In the first case we name it an offensive strategy, in the latter a defensive strategy.

Although it is difficult to put a clear label on the strategic focus of the nine rural projects (because of the diversity within each project), we make the following classification of the projects:
o   Mostly **defensive**: *Micropol*, *CeSR, GRISI+*;
o   Mostly **offensive**: *B2N*, *Robinwood Plus*, *ICER*;
o   **Mixed** strategies: *e-CREATE, DANTE, Ruraland*

II. Some good practices/solutions from INTERREG IVC
The INTERREG IVC Rural projects are focusing on three objectives, which are sub-objectives of the IN-TERREG IVC programme: 1) stimulating entrepreneurship and SMEs in rural areas, 2) stimulating information society in rural areas, 3) stimulating employment, human capital and education.

Growth and employment

Ruraland: in this project small agri-food producers receive training to develop and extend better networks with other producers. The purpose of the project is to increase the number of local tourism products as a whole, both in terms of local food production and in terms of culture. The project includes training for the producers, providing them with a clearer vision and knowledge of what tourism means to individual companies and to the region as a whole. Furthermore, the project develops an easy and efficient method for artisan producers of gastronomic products who wish to develop tourism as part of their business.

Dante: this project also focuses on ensuring the competitiveness of the tourism sector as well as development of the tourism activities through the use of the ICT, but could be more relevant for regions suffering from the loss of human capital. The project emphasises improvement and diversification of touristic services to match the increasing competition in holiday and leisure destinations. Within the project, a proce-

dure for bottom-up innovation by intensive exchange among all members for new products and services was developed. This helps to create new touristic services and products together or individually. ICT services are deployed as an important tool and marketing-channel for suppliers as well as for (potential) visitors.

Better use of natural resources - protecting the environment

ICER: this project has developed an interesting tool to stimulate improvement of tourism accommodation (Nattitude), to match the demand for more eco-responsible tourism. Nattitude is a global project initiated by the Regional Council of Auvergne, aimed at encouraging the emergence of a range of tourist accommodation reflecting a "Nature Attitudes" trend whereby people are looking to consume as responsible citizens while at the same time not letting go of their self-centred aspirations.

Robinwood+: From this project, so-called territory forest charters are developed. This is aimed at enhancing forestry activities by sharing, developing and promoting local wood crafts and increasing local woods use throughout the society. The approach is oriented at encouraging a strong interaction between the Park and the local community operators involved in tourism, economic and cultural activities linked to forestry system to create a network of private initiatives and public powers to meet the demands of the territory.

Declining service level and share of active population

Micropol: One of the main pre-conditions for rural areas to fulfil their full potential concerning sustainable and smart growth is the development of human capital. Among others Micropol contributes to this. Through their Smart Work Centres, the project attempts to keep "smart workers" in the rural area, making use of new technologies, especially the connection to the high speed broadband network.The approach combines different functions (business, training, meetings) as well as different users in order to tackle the loss of human capita in rural areas. This approach is implemented by engaging new technologies in rural areas and making them more accessible for the smart workers, which is not a common practice that is applied in such areas.

CeSR: This project also focuses on the improvement of tourism accommodation but by offering a 'menu' of services to the guest. The project emphasises the creation of sustainable work places through tourism potentials. This "à la carte" menu includes the services of massages, hair-dressing, personal chef, maid, tour guide, hiking-guide etc. Upon arrival at their holiday accommodation clients are presented with a list of services that they may order during their stay together with a price list. For the larger part, self-catering accommodation comes in the form of farmhouses in rural areas and the offering of these services stimulates employment and opportunities in the rural area. Another benefit of this practice is that since guests are able to make use of these services from the luxury of their own accommodation, transport usage during their stay is also reduced thus cutting down on carbon emissions and noise pollution across the island.

III. Key policy messages recommendations
The main recommendations to be made concerning rural policy and projects are listed below. A more detailed list of recommendations can be found in the full report.

o   First of all, it should be noted that each rural region is different and needs a specific approach. Good practices can inspire, but can't be copied. Each rural development plan requires a detailed analysis and full understanding of the regional assets, in order to adapt the appropriate policy measures.

o   ICT is an essential tool in order to improve accessibility of rural areas, and to facilitate the formation and maintenance of internal and external networks. ICT application will certainly help in unlocking the potential of rural areas and making them more attractive places to live, work and visit. However, it is not more than a necessary condition for regional development; it will not make the decisive difference in their economic development (mostly a temporary advantage).

o   A future challenge is the upgrading and upscaling of the efforts by rural project, as they mostly have a relatively small scope. For this, a number of aspects are important:

   •   It is essential for rural regions to continuously reinforce local partnerships between public and pri-

vate local stakeholders (including NGOs) and to consider them as a key concept in the territorial empowerment to achieve the innovation, competitiveness and sustainability of rural development projects (LEADER). Policy actors should seek cooperation on a wide representative base with all stakeholders that might be involved within the region.

- At the same time, contemporary rural development will benefit from strategic balances and mutual relationships different types of regions/territories and actors. More specifically, it is important for rural actors to build strategic relationships and networks with relevant knowledge centres in any shape or form, within or outside of the region. Equally important is the involvement of external private actors as stakeholders, both in programming and in separate projects. It is important to be market-oriented, and develop strong cooperative public-private stakeholder partnerships.

o There is a need to emphasize business diversification as a strong option to resist negative trends in agriculture/rurality, to rediscover its own strong resources, and adapt its economic capacity. Simultaneously, sufficient attention needs to go the renewal of the existing industrial fabric in the region.

o To attract investments, new inhabitants or companies, a focused strategy is necessary. Only a specialised offer will be sufficient for young people to stay or to move to the region. With more specialised products and services rural regions can stay competitive in a more global economy. Our recommendation is to concentrate the knowledge resources and link them to a limited number of prior economic activities ("Smart specialisation"). The steps to take are:
  - Analyse the region's assets and the potential for excellence;
  - Build on private dynamics ("business driven");
  - Build an innovation system with companies, knowledge centres and governmental bodies and link up with other regions for missing components (link local assets with external sources of knowledge and value chains);
  - Focus support measures and investments on the chosen priorities.

o A final remark concerns the link between the smart and sustainable growth, to which the EC assigns specific meaning (see their specific guidelines on connecting smart and sustainable growth through smart specialisation[4]). Rural areas offer particular opportunities to establish this link in a general growth strategy. Because of the specific interest of rural areas in sustainable development, they could generate smart perspectives on how to realise this.

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[4] Connecting Smart and Sustainable Growth through Smart Specialisation A practical guide for ERDF managing authorities, November 2012 - COMMISSIONED BY DG Regional and Urban Policy (European Commission), Prepared by Technopolis Group, Brussels.
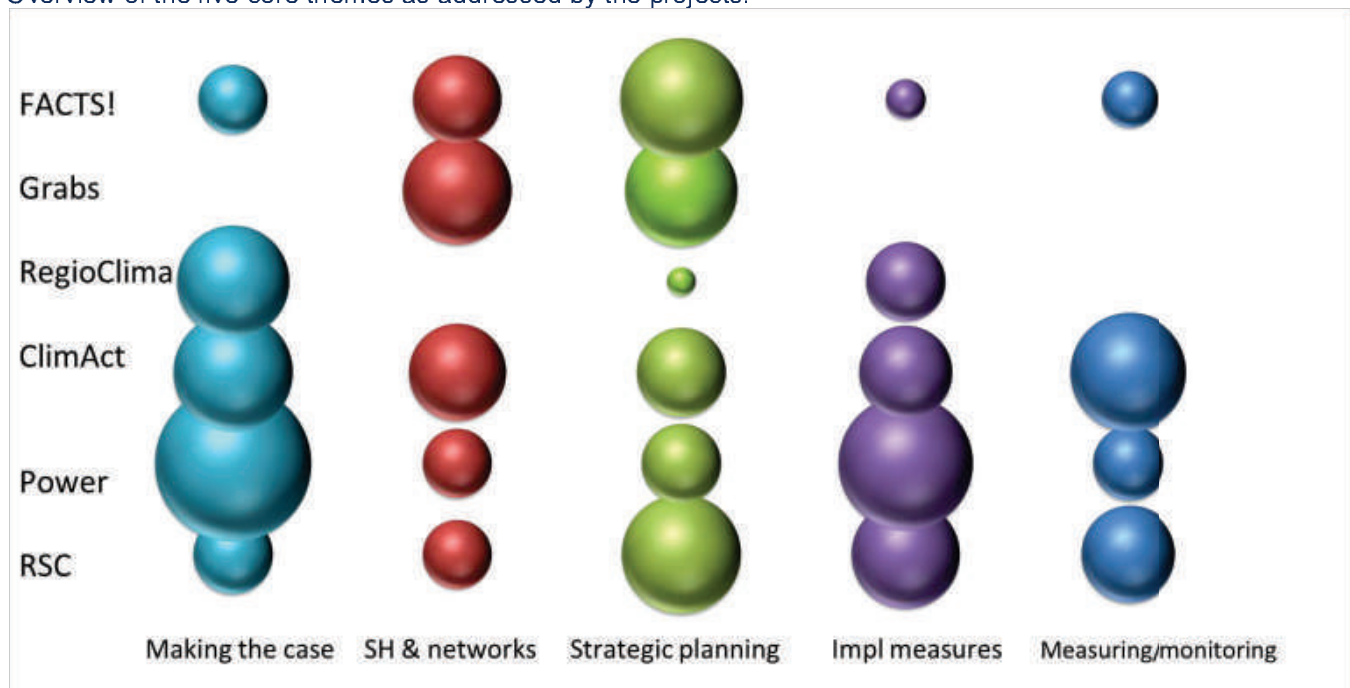
Climate change

I. Conceptual framework/ Common features and solutions

The INTERREG IVC climate change projects have all worked towards making improvements in capacities to mitigate and/or adapt to climate change through a variety of techniques. In this section we provide an overview of the common features of the projects, approaches and solutions.

Core themes addressed by the projects

The figure below provides an overview of the core themes addressed by each project and gives an indication of the number of good practices that were identified (represented by the size of the bubble).

Overview of the five core themes as addressed by the projects:

All of the climate change mitigation projects, except CLUE and F:Acts!, cover the five core themes presented in subsection 3.2 (cf. Report), while Grabs and RegioClima predominantly focus on two or three themes. CLUE is not presented in the chart as the project is still in an early stage of implementation. Strategic planning is the only core theme described in subsection 3.2 that is focused on by all the analysed projects, although to varying degrees. Good practices related to making the case for climate action, stakeholder involvement and policy networks and policy measures were also identified by all but one partner. Monitoring and measuring practices, however, were only identified by four projects.

II. Some good practices/solutions from INTERREG IVC

The good practices and solutions from the INTERREG IVC climate change projects address five key stages of a typical policy-making cycle:

1. Making the case for climate action

Effective climate change policy making, planning and implementation are highly dependent on accurate information, thus a common challenge at local and regional level is related to knowledge about what impacts climate change will bring and what they will mean, as well as what opportunities may exist to mitigate GHG emissions and shift to low-carbon development. Identified good practices focusing on and making the case for climate action include studies for technical solutions to increase energy efficiency, the development of renewables and the greening of public transport, pilot and demonstration projects for improving approaches in agriculture, forestry, water management and flood prevention; and technical solutions and

examples of technologies used in relation to renewables, energy efficiency and transport.

The **Hammarby model, Stockholm** (POWER project), handles energy, waste, sewage and water for both housing and offices in a single eco-cycle and introduces an integrated and environmentally friendly approach towards urban planning. Combustible waste, for example, is incinerated to produce both electricity and district heating and waste heat from treated wastewater is used to heat water in the district heating system. The project not only focused on the design aspect, but also recognised the need to influence how residents use different locations. The Hammarby model achieved this through the creation of an environmental centre that promotes understanding of how residents can help to achieve the city's environmental goals. The Malpolska region, which participates in the CLUE project, expressed an interest in studying and taking up this good practice.

The **AQUATOOL (RegioClima)** is a decision support system for planning and management in river basins (or any other water resource system). It provides different interfaces that facilitate the design of models representing water flow in a river basin. The tool facilitates the analysis of various problems related to hydrological planning. It can provide a first low-cost approach to improving climate change adaptation and can easily be applied across many geographic regions and in different contexts. The tool has been tested in several areas in Europe and overseas.

2. Stakeholders involvements and policy networks

Collaborative work across sectors and the fostering of partnerships between regional and local actors are crucial in achieving climate change objectives. This theme includes practices focusing on achieving a common climate-related goal (e.g. climate-neutral area, climate agreements and partnerships, energy autonomy); tools for the analysis and organisation of stakeholders and multi-stakeholder involvement; encouraging politicians to commit to the achievement of climate change goals; and ensuring specialised institutions are in place in regional/national administrations.

The **Norrbotten and Västerbotten Energy and Climate Offensive (NV Eko, ClimAct)** contributes to the improvement of industrial and commercial activities in Norrbotten and Västerbotten with respect to climate change. NV Eko created possibilities for environmentally driven and sustainable company development that will contribute to a safe and cost-effective energy supply for the region. Activities comprise networking and the organisation of seminars and roundtable discussions with politicians and other stakeholders. These activities provide support for developing and implementing local energy and climate strategies and projects (such as easy-to-use actions by SMEs). This good practice suggests an institutionalised form for the involvement of businesses in climate change mitigation activities, which can be of interest to other regions.

The **Planning and Climate Change Coalition (GRaBS),** led by the Town and Country Planning Association, brings together over 40 organisations from across sectors to develop a consensus on how governments should respond to climate change. This practice is considered good and innovative because the cohesive working of over 40 different groups (e.g. biodiversity and ecosystem interest groups, private sector groups, parks experts, planners, politicians) — all with the common aim of improving ability to respond to the impacts of climate change — led to a robust exchange of ideas and approaches to climate change adaptation. It can be of value for other regions that lack experience of and knowledge about involving stakeholder groups in decision-making processes.

3. Strategic and action planning

All the INTERREG IVC climate change projects consider climate change as a long-term problem that requires adequate policy actions. Recognising that there are gaps in knowledge about climate change strategic planning at regional and local level, they have put forward the enhancement of the policy planning process for climate change action as one of their main goals. Good practices within this core theme included local and regional climate change strategies; designing and implementing integrated territorial actions; integrating climate change as a cross-cutting issue, including with the support of assessment tools; and compiling guidance for climate change strategic planning.

The **Kent Climate Change Delivery Plan**, identified within the ClimAct project, represents a combined approach to climate change and includes a mitigation plan addressing carbon emissions across the public and domestic sectors, businesses, travel and transport; and an adaptation plan to identify the county's priorities in relation to climate change. The plan not only represents a holistic approach to tackling the climate challenge, but it was also developed with the involvement of various stakeholder groups, which can

be important for ensuring commitment and ownership on the part of policy makers, businesses and residents.

The **practical guidance to support the development of adaptation action plans (AAPs, GRaBS)** sets out an iterative approach to adaptation planning via an AAP development cycle. Beginning with a baseline review via a SWOT analysis, the cycle describes how adaptive capacity should be improved, stakeholders engaged and adaptation measures determined. The EU Strategy on Adaptation to Climate Change emphasises the need to develop adaptation strategies and action plans, and the AAP process can be useful for many regions in Europe that lack experience of and knowledge about addressing adaptation issues at policy planning level. The AAP process has been successfully tested by GRaBS partners.

4. Implementation measures

Education and raising the recognition of climate change in society play a key role in strategic climate policy planning and in promoting climate-friendly territorial development in communities. The good practices categorised under this theme focus on how to change behaviour and increase climate consciousness in society and include public campaigns; educational programmes; measures for enhancing climate knowledge in the private sector and other stakeholder groups; and public and private financial support/mechanisms.

Tips for successfully designing and applying **Payment for Ecosystem Services (PES) schemes (F:ACTS!)** aimed to address some of the barriers encountered when implementing such schemes. Actions were recommended and an example of PES design was provided. In the case of the Monte do Carrio pilot in Spain, a proposal was made to fund wildfire prevention activities along with other new land management activities. The funds come from payments by electricity companies to forest associations for the installation of wind power mills. The PES model is applicable in areas where a link can be made between climate hazards and people at risk.

POWER identified two good practices in the UK for training community champions. The **WinACC Low-Carbon Champions** are encouraged and trained by Winchester Action on Climate Change to reduce their own carbon footprint and to support others to do the same. The training lasts for five weeks, although WinACC subsequently provides continued access to support. The **Thornhill Community Energy Champion** project, carried out by the Thornhill Plus You initiative, trains residents on energy saving and energy efficiency solutions, enabling them to gain knowledge about these issues and to advise other residents. Both practices underline the importance of identifying and training individuals who can serve as an example for, and motivate, other members of the community to take steps towards climate change mitigation.

5. Measuring and monitoring progress

Adequate and regularly updated information is crucial for assessing the existing situation and developing future climate change strategies. Practices that fall under this topic include emissions and energy data collection and inventories; tools for assessing or improving the baseline situation with regards to climate change; the use of indicators for measuring implementation results; and tools for assessing the outcomes and cost-effectiveness of low-carbon measures.

ENERGee-Watch, the European Network of Regional GHG Emissions and Energy Watch (established by the ClimAct project) connects GHG emissions observatories throughout Europe. The observatories identified through the Energee-Watch network so far have illustrated the need for further standardisation among observatories in order to enable comparisons between territories and the establishment of European methodologies. The creation of a European network of emissions inventories can provide participating regions with an opportunity to achieve this standardisation, to share experiences and to improve together.

Prioritisation of Actions for a Low-Carbon Economy (PACE, **RSC)** is an Excel-based tool that assesses and compares measures according to their impact on carbon saving, cost efficiency and job creation on a regional scale. Tested in three RSC regions, the PACE tool is easy for decision makers to use. Through the table and charts produced it shows which measures should be prioritised for support or investment by decision makers. Based on the methodology, an analysis was carried out of the carbon emissions-related aspects of the Hungarian economy. The tool can assist other regions to prioritise low-carbon measures and find win-win solutions with benefits for the climate, economy and social domain.

III. Key policy recommendations

A number of recommendations aimed mainly at local and regional authorities, but also the EU and the future European Territorial Cooperation programmes have been formulated.

Making the case for climate change action

Demonstration projects with genuine added value should be captured and showcased in such a manner that emphasises both the full range of benefits (environmental, social and economic), and the ways in which those actions set the stage for future planning and policy-making at the local level. In addition, climate change action is very much dependent on the quality of information that goes into planning and implementation. Both the policy-making and the scientific and research communities need to focus on the quality of mechanisms for sharing information in this regard.

Stakeholder involvement and policy networks

Authorities must reach out to a wide range of stakeholders in order to build consensus for climate change action across sectors and disciplines. Both the policy-making and the scientific and research communities need to focus on the quality of mechanisms for sharing information on climate change effects and risks. Information also needs to be framed in a manner, such that it can convince political decision-makers of the extent of the risks that non-action will pose. Local authorities should also consider joining one of the EU initiatives that foster political commitment to climate change action at the highest levels.

Strategic and action planning

Closer cooperation between national and regional governments will be needed in order to translate national and European targets and objectives into the regional context. For example, at EU level it has been observed that energy efficiency targets are not being met by Member States and that action at local and regional level can contribute greatly in this regard. On adaptation, it is critical that local and regional authorities begin dedicated efforts to assessing risks and making long-term plans for action on adaptation, including the mainstreaming of adaptation into other relevant sectoral policy areas. Where required, they should take advantage of EU funding, through Cohesion Policy, the LIFE programme, and rural development programmes through the Common Agricultural Policy, which is available to support these planning efforts.
Wherever possible, Member States and regions should consider the natural environment, including the role of ecosystem services as a natural buffer against the impacts of climate change, in planning for adaptation to climate change. European policy makers should take into consideration the important results achieved by the INTERREG projects in incorporating green infrastructure solutions into land-use planning, urban development and climate change adaptation in the upcoming EU strategy on green infrastructure, both in its design and in the implementation.

Implementation measures

Further efforts to encourage low-carbon consumption and production choices among the public and in the business sector are needed. The use of EU funds should be maximised in this area, to target funding needs at the local and regional levels for support on climate change action planning and implementation of measures. This needs to be taken account in the programming of funds, including the concentration of spending on objectives targeting low carbon economy and climate change adaptation. Through this, Cohesion Policy can co-finance a range of climate change–related initiatives, such as investments in pilot technologies, disaster and risk management plans and mechanisms and, where eligible, infrastructure. Member States and regions also need to take care that climate change – both low carbon issues and vulnerabilities to climate impacts – are taken into account in all areas of public funding.

Measuring and monitoring progress

National data on climatic trends (mainly related to temperature and precipitation) and information on potential climate change impacts should be further made available and in a format useable by regions. Regions should also boost activities to collect necessary and reliable data, through co-operation with stakeholders, local universities, national authorities or other regions. Both in case of data related to mitigation activities and climate vulnerabilities, regular update and monitoring of progress towards achieving climate goals is needed. Therefore regional and local authorities should guarantee that the data collection about the different climate change aspects will not remain a one-time effort and for this human resources and financial means should be envisaged for long term. Progress towards development and the application of different assessment tools (such as indicators and indices) is needed.

More detailed information about the results of the analysis and the full set of policy recommendations can be found in the full study climate change capitalisation report.

IV. The added value of interregional cooperation/ synergies with other programmes
The INTERREG IVC climate change projects address a variety of common issues. This provides an opportunity to explore the similarities and synergies between the projects, which include the tools and methodological approaches used by the partners, as well as the identified solutions. Although the climate change projects addressed similar issues, they did not have an opportunity to share their knowledge and experience during project implementation, which has been identified as a disadvantage. The capitalisation workshop held in November 2012 demonstrated that project partners are supportive of the idea of discussing solutions and approaches to similar challenges with other projects.

The issues addressed by the INTERREG IVC climate change projects are closely in line with the EU climate policy objectives both in terms of both climate change mitigation an adaptation. Bearing in mind the on-going challenge of translating these objectives into policy actions at regional and local level, there is potential to share learning and synergies with other initiatives and programmes addressing similar problems. One of the objectives of the EU Strategy on Adaptation to Climate Change is to ensure better-informed decision making by addressing gaps in adaptation knowledge. The INTERREG IVC climate change projects have the potential to contribute to this objective through the accumulated knowledge and good practice examples that can be beneficial for other regions in Europe. One way to promote this knowledge base, especially with regards to climate change adaptation, is through the European Climate Adaptation Platform (Climate-ADAPT), as mentioned in Chapter 2 (cf. Report).

The INTERREG IVC Programme can contribute to the sharing of experiences and good practices from the climate change projects among these other programmes and initiatives. In addition, the INTERREG IVC Programme's objectives related to climate change can be addressed more efficiently if dialogue between projects is fostered during implementation.

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

Energy efficiency

I. Conceptual framework

Overview which projects contribute to overcoming which barriers and promoting which drivers:

Key Energy Efficiency drivers	No.	Projects
Economic • Compliance with EU/ MS legislation and targets • Operating cost reduction • Improving security of energy supply • Government/utility incentives/rebates • Business opportunity	11	EnercitEE, IMEA, RENERGY, Co2Free, Regree, SERPENTE, GreenGrowth, IMAGINE, Green IT NET, EU2020 going local, LoCaRe
Environmental • Reducing greenhouse gas and other emissions • Utilising waste / under utilised streams	6	EnercitEE, RE-GREEN, SERPENTE, GreenIT Net, IMAGINE, CO2FREE
Social and Other • Attracting, retaining employees • Enhanced brand or public image • Addressing fuel affordability and quality of life	4	EnercitEE, GreenIT Net, RENERGY
Key Energy Efficiency Barriers		
Information • Consumer awareness • Professional and political awareness (and skills) Political focus & knowledge • Linkage between the technical possibilities and political decision	8	EnercitEE, IMAGINE, REGREEN, Green IT Net, PLUS, LoCaRe, CO2FREE, IMEA
Economic / Financial • Capital cost and competing financial priorities • Access to finance • Lack of internalisation of external costs (e.g. Env)	5	EnercitEE, REGREEN, GreenIT Net, IMAGINE, IMEA
Structural / Institutional • Market failures – market structure, administrative and regulatory complexity and enforcement, equipment availability • Policy (local, regional, MS, EU) slow process	5	EnercitEE, REGREEN, SERPENTE, Green IT Net, CO2FREE
Behavioural • Separate expenditure and benefit (landlord/tenant) • Inertia (tradition / lifestyle)	3	EnercitEE, SERPENTE, Green IT Net

Source: Ecorys / Triple E Consulting

To have a better insight on the focus of each project, the above table shows our analysis of the strengths, weaknesses, threats and opportunities that the projects are focussed on.

The table shows that:
- ○ 8 of the 12 projects are building on strengths, especially:
  - • the energy related resources and skills in the region
- ○ 11 projects aim to remediate the energy efficiency weaknesses of the partners, especially:

- • the need to adapt energy efficiency polices to the local level (10)
- • the need to engage local citizens in policy development and action (6)
- • the need to involve all levels of local governance in policies and decisions in this area (5)
- • develop LA skills and awareness (7)
- • develop trust in novel technologies (4)
- o All (12) projects are taking advantage of new developments, market opportunities and technologies:
  - • the opportunities of new technology (3)
  - • funding opportunities (5)
  - • policy synergies (12) − reflecting the cross cutting nature of energy efficiency.
- o All (12) of the projects recognise the threat of CO_2 and energy pollutions. With half of these also recognising and including the role of renewable energy.

II. Some good practices/solutions from INTERREG IVC

Selection of 10 Energy Efficiency Interreg good practices:

Good Practice	Project	Country	Topic
Energy Ambassadors	EnercitEE	France	Help social workers and vulnerable groups in fighting against fuel poverty.
EE in historic Saxony buildings	EnercitEE	Germany	Guide to EE refurbishment of historic buildings.
Business Opportunities for Suppliers	LoCaRe	Denmark	Grouped green public procurement, with supplier engagement.
Zero trade	LoCaRe	Italy	Involving industry and resource efficiency links.
Stakeholder testing of LEDs	PLUS	Estonia	Testing of multiple new technologies in use.
LED street lights and controls	PLUS	UK	Private finance scheme for high efficiency street lighting in Birmingham.
Energy Targeting & Monitoring	CO2FREE	Ireland	Energy Management in public and commercial buildings
Local Action Plans	EU2020 IMAGINE	NL, UK	Regional energy policies − developed to reflect local strengths and opinions. Imagine: Open Forum Rennes Post-Carbon (2009)
Wi-Move	GreenIT-Net	Italy	Green travel information services for citizens and visitors.
Potsdam Garden city	RE-GREEN	Poland	Refurbishment of 1980s housing, using interesting finance methods.

III. Key policy recommendations
The INTERREG IVC programme supports a number of projects that have highly relevant lessons to teach policy makers, local authorities and citizens about energy efficiency. These lessons include how to implement existing policies and how to overcome the barriers and achieve real improvement in energy efficiency.

Innovative approaches
- o Community involvement is an effective way of bringing change;
- o Involving a diverse range of actors promotes credibility and uptake − but it requires work on creating a 'common language';
- o Awareness raising and behaviour change needs to be locally and target group specific and practical, but a diversity of delivery methods helps;
- o Political and local authority officer awareness often needs improving − the projects have reported that they are often willing and interested if the arguments are presented appropriately and practical tools are developed.

Recommendations to projects
o Assessing transferability is key;
o Some sectors and applications are more transferable than others – energy use in public buildings appears to offer some good transferability;
o Process related approaches are often more easy to transfer than technical solutions;
o Transferability is affected by the nature of the recipient (their progress and if they have a regional energy policy);
o Not everything can be readily transferred;
o Light pilots are effective – but they must be resourced and the project partners must be 'willing to fail';
o ESCOs are an important mechanism in enabling larger scale investment in energy efficiency, particularly in the public sector – some of the projects could consider post project applications for assistance from ELENA;
o Technically focussed projects need expert involvement and in depth guidance.

Policy recommendations
o Technology is usually not the problem – applying it in practice is the real issue;
o Energy efficiency is a truly cross cutting and cross sectoral issue – so projects need to consider multiple barriers, drivers and actors if they are going to have a positive effect on the uptake of energy efficiency;
o Making EC energy policy regionally and local relevant and applicable remains a genuine need – local energy strategies are a big help;
o INTERREG helps disseminate the results of other EE programmes;
o Links between energy efficiency and regeneration and social inclusion are real and bring social as well as energy benefits;
o Innovation can be relative and INTERREG has an important role to play in promoting transfer;
o Saving money remains a key driver for energy efficiency, though capital costs can still deter investments, especially during the downturn;
o Green public procurement is an effective way for the public sector to lead by example and to help create a demand and market for energy efficient products and services;
o Policy and practice in many areas affects energy efficiency - and can be changed to help.

IV. The added value of interregional cooperation
Given the number of other programmes that are partly of wholly focussed on energy efficiency it is important to consider what the role on the INTERREG IVC supported project is.

A key aspect of the INTERREG IVC projects is their focus on making European level legislation and policies relevant and more easily put in place at the local and regional level.

An aspect of the INTERREG projects that is less typical among the projects and programmes described above is the breadth of levels of innovation that are helped to be transferred between partners (and others). Transferability was recognised as a key issue by all of the projects reviewed. A number of the projects pointed out the importance of recognising that the partners within their project are at varying stages of progress in terms of energy efficiency, so it is important to reflect this and let each region have its own plan for implementation. This point is also relevant when considering what is new or innovative for a particular region, as what may have been common practice for a number of years in certain cities will be unknown, new and innovative elsewhere. This is arguably a key strength of the INTERREG programme in comparison to other EC programmes as it is designed to engage and support all levels of take up, from the cutting edge to the replication of what is common practice to some. This is in contrast to many other EC energy efficiency support programmes (e.g. IEE, FP) where the focus is much more on innovation and first (or among the first) demonstration.

Renewable energy

I. Conceptual framework

Overview of the seven Renewable Energy projects:

Projects with focus on specific RES type	
GEO.POWER	Focused on low enthalpy geothermal energy, particularly through ground-coupled heat pump technology. Aim to transfer good practices into structural funds mainstream by producing regional strategies.
BIO.EN.AREA	Focused on bioenergy (both biomass and biofuels). Aim to exchange and transfer experiences amongst partners to increase regional capacity and develop regional Biomass Action Plans.
4Power	Focused on Offshore Wind energy. Aim to exchange knowledge between experienced and learning regions to create a common understanding of challenges for implementation.
Projects without focus on specific RES type	
MORE4NRG	Aim to exchanging best practices on sustainable energy policy and jointly developing an integrated monitoring tool for measuring the effect of regional sustainable energy strategies.
Regions4GreenGrowth	Aim to equip regions with policy instruments, mechanisms and approaches to improve access to finance for RES, and speed up investments in sustainable energy projects in their territories.
Renewable Energy Regions Network (RENREN)	Aim to improve regional policies in RES to optimise existing frameworks, as well as to establish strategic co-operation between regions for new approaches, projects and solutions.
Renewable Energies Transfer System (RETS)	Aim to increase knowledge and competencies of local and regional policy makers (especially in small, rural regions) in renewable energy systems to facilitate a greater deployment of renewable energy policies.

In order to be confident of the applicability of results from the capitalisation of these projects, a thorough analysis of regional co-operation and regional performance has been undertaken. 69 different regions from 21 Member States were involved in the seven projects. One member of the European Economic Area also took part.

The projects included a good mixture of newer (2005/2007 enlargement) and older (EU15) members. The new states had 21 regions in the projects, with 48 from older members. Of the EU states from the last two enlargements, only Slovakia does not have participant regions. The regions in the projects represent 57 NUTS2 statistical regions (21% of the total 271 NUTS2 regions in the EU). 26 of these are Convergence areas, whilst 31 fall under the Regional Competitiveness objective. All of the project leaders came from areas under the Regional Competitiveness and Employment objective.

This variety of regional involvement found suggests broad applicability of this capitalisation, as results will not be dominated by particular regional geographic or political trends.

II. Some good practices/solutions from INTERREG IVC

The capitalisation authors devised a four-phase development cycle for renewable energies, and classified policy practices according to maturity-levels of the renewable energy development in a given region. The phases are:

o Commitment and Planning (12% of all practices identified)
o Emerging Markets (73%)
o Mature Markets (12%)
o Saturated Markets (3%)

The evidence suggests that most regions involved in the INTERREG IVC were in the 'Emerging Markets' phase of renewable maturity, but good practices are available for all regions, regardless of whether they have been implementing renewables policies for thirty years, or are just getting started. Some of these

practices are identified below:

Commitment and planning
Regional RES strategy and policy, identified by **RENREN**
Marine energy is a relatively untapped energy source, with technology still in the development stages. Despite this, the Welsh government (UK) is seeking to capitalise on the future opportunities of the sector by adopting a forward-looking approach. A planning document, 'Wales: A Low Carbon Revolution', has set a target of 4GW of energy from marine sources by 2025. Current policy is focused on marine energy exploration, zoning and licensing, designing planning processes and compiling data. The planning exercise has shown the commitment of the Welsh government to marine energy, created working relationships between stakeholders and established a framework for the eventual growth of the industry.

Commitment and planning
Regional RES strategy and policy, identified by **More4NRG**
Flevoland (NL) adopted a climate and energy strategy in 2007. The initial step was to define a target to produce 60% of energy from renewable sources by 2013. Then, a detailed strategy was developed to identify the renewable energy technologies that could contribute to this aim, taking account of cost-effectiveness, available resources and potential bottlenecks. Finally, an action plan was created outlining concrete actions to be taken to achieve the goal. The action plan was elaborated on by interviewing staff of the local province on their thoughts for renewable energy expansion and by consulting external partners. The province does not invest in the technologies itself, but has focused on facilitating entry of private partners. By 2013, the province had achieved its target.

Emerging Markets
Institutional support, identified by **More4NRG**
The Maramures (RO) Energy Management Agency was created to contribute to the county's sustainable development by promoting energy efficiency, energy management and the use of RES. It helps local authorities to formulate strategies and policies for development of RES, as well as focusing on environmental education. The Agency was created with the assistance of the Intelligent Energy Europe (IEE) programme, using finance from the European Commission and the Maramures County Council. The Agency will initiate five renewable energy projects, certify 15 public buildings for energy efficiency, sign six co-operative agreements with external partners and create an inventory of energy consumption and production to assist in developing future projects and an energy master plan.

Mature Markets
Strong commitment to R&D, identified by **BIO.EN.AREA**
Research into energy crops has been ongoing at Teagasc's Oak Park (Carlow, IE) since the 1970s. Teagasc is the Irish national authority that provides research, training and advisory services to agriculture and food industries, as well as to rural communities. Oak Park research focuses on growing bioenergy crops, harvesting and logistics. Energy crops are grown on site allowing for testing on all phases of crop growth, as well as on agronomical issues such as weed control, bioremediation and crop nutrition. Research also looks into conversion into biofuels and pellets, observing quality and combustion. Teagasc Forestry Development Unit provides advice for land owners and forestry industries. Researchers have developed a variety of tools and information services to spread good practice and communicate research results.

Mature Markets
University programmes, identified by **More4NRG**
In 2007, five universities in the Lazio region (IT) introduced courses dedicated to renewable energy sources and energy efficiency after signing an agreement with the regional authority. The courses are available to students in a wide number of disciplines to encourage maximum outreach of knowledge on the subject, even to non-scientific students. At one university, passing an exam on

sustainable energy is a prerequisite for a degree, regardless of faculty of study. Extending the course to non-scientific faculties brings in other areas important to the growth of sustainable energy, such as law, economic and social sciences. The universities have also created e-learning platforms, dedicated websites and training materials, as well as installing a photovoltaic plant for demonstration purposes.

Saturated Markets
Clusters of international scope, identified by **Regions4GreenGrowth**
Noord-Brabant (NL) has invested in knowledge infrastructure and innovation activities to create an internationally competitive solar industry. The province identified regional strengths in solar technology and then worked with stakeholders throughout the whole innovation value chain to support the industry. A cluster working on thin film solar photo-voltaic technology was created by combining four separate research & development institutes together. A regional innovation scheme, operated by a regional development agency, helps to bring the research produced by the cluster to market through training and provision of financial assistance to start-ups. The cluster and business support services together contribute to the goals set out in Noord-Brabant's 2010-2020 roadmap, which encompasses a variety of energy themes.

III. Key policy recommendations

Thematic recommendations
The main recommendation from the capitalisation analysis is that regions must focus on their existing strengths and elaborate their own renewable policy strategies and action plans. This is especially true for regions that have little or no experience with renewable energy implementation, which should first focus on the technology with the highest growth potential.
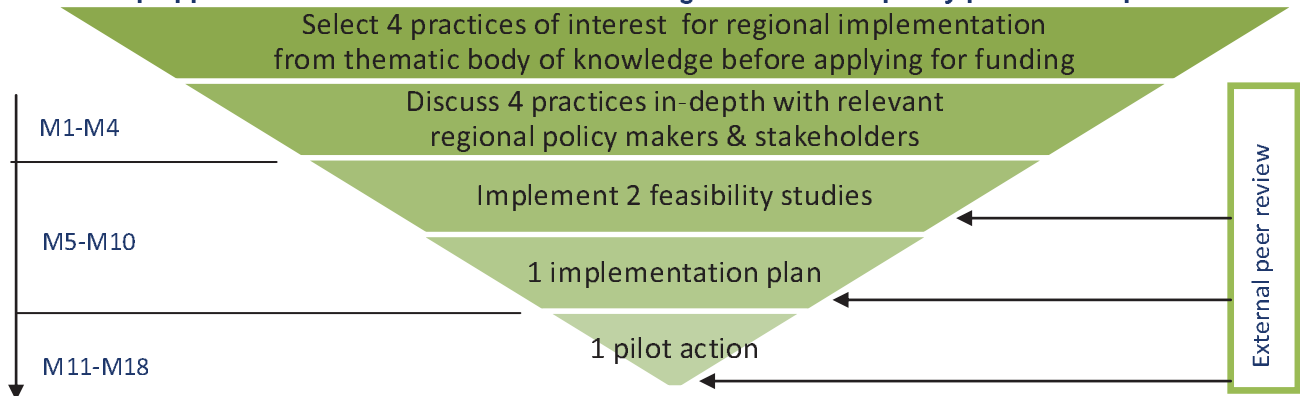
In addition, these additional recommendations were brought forward by the projects:
o Support capacity building and training along the entire supply chain (installers, operation & maintenance, etc.);
o Simplify planning and permitting processes for installation of renewable energies;
o Communicate consistently with the public and with politicians to ensure long-term political commitment and legal and social stability;
o Base arguments for renewable energy expansion on its potential for creating jobs and income for the local economy, using technical demonstrations to prove this;
o Keep strategies and targets up-to-date, but avoid retroactive changes since this kills the market;
o Involve the public, businesses and experts in renewables through co-operation in community schemes and Public-Private Partnerships;
o Develop policies that ensure access to finance and give renewable energy incentives;
o Support local and regional stakeholders to develop renewables independently, (for example with an energy agency);
o Create and support a sound science and innovation infrastructure, particularly with triple-helix (public-business-R&D) clusters.

Strategic programme-level recommendations
o Manage and promote the body of renewable energy thematic knowledge: Use the practices identified by the projects and ensure that they are available to as wide an audience as possible.
o Complete and enrich renewable energy thematic knowledge: Additional practices covering all four stages of market development need to be added.
o Accelerate the implementation of available ready-to-adapt best practices in the thematic area: A new family of 'accelerator' projects could complement the current INTERREG IVC project types. They would not start from scratch, but would directly make use of the knowledge already gathered. Single regions could apply and select a limited number of best policy practices that they aim to transfer. Following regional stakeholder discussions and compatibility assessments, a feasible practice would be selected for pilot implementation in the applicant region. Accelerator projects would run for 18 months and not exceed EUR 75,000. The accelerator projects would be supported by a thematic support structure that manages the body of knowledge and accompanies the projects.

**A 5-step approach from identification of interesting thematic best policy practices to pilot action**

Select 4 practices of interest for regional implementation
from thematic body of knowledge before applying for funding

Discuss 4 practices in-depth with relevant
regional policy makers & stakeholders

M1-M4

Implement 2 feasibility studies

M5-M10

1 implementation plan

1 pilot action

M11-M18

External peer review

IV. Systemic strengths in INTERREG IVC

Types of impact: thematic impact and impact on governance processes

We need to distinguish between two types of impact: the impact in the thematic area, (i.e. new renewable energy support policies introduced or local feasibility demonstrated), and the impact in policy learning, international engagement and governance changes. While the first impact is probably the one programme designers mainly had in mind, the second is a more hidden impact that comes along when regional policy makers engage, maybe for the first time, with their peers from other regions in a joint project. It is not uncommon that these projects trigger regional governance changes, such as the establishment of local stakeholder groups, the inclusion of external expert knowledge into decision-making processes or cross-sectoral, cross-department and cross-institutional exchange and co-ordination. This less visible impact which is systemic and not specific to a given thematic area is usually perceived as very beneficial by participants and must be stressed and fed-back to programme designers.

Timing of impacts: not all impacts occur at the same time

Just like any other project team, newly formed INTERREG IVC consortia require time to become teams that are able to function as a unit and get the job done. The Forming – Storming – Norming – Performing (FSNP) model of group development describes these typical stages that make a team out of a group of individuals. 5 There is no magic potion to shorten this process, and programme design needs to take it into account that in each consortium there is a rather non-productive starting phase while the team is developing. Tools like the joint development of rules of group management and communication flows coupled with socialising to get to know each other can speed up the process.
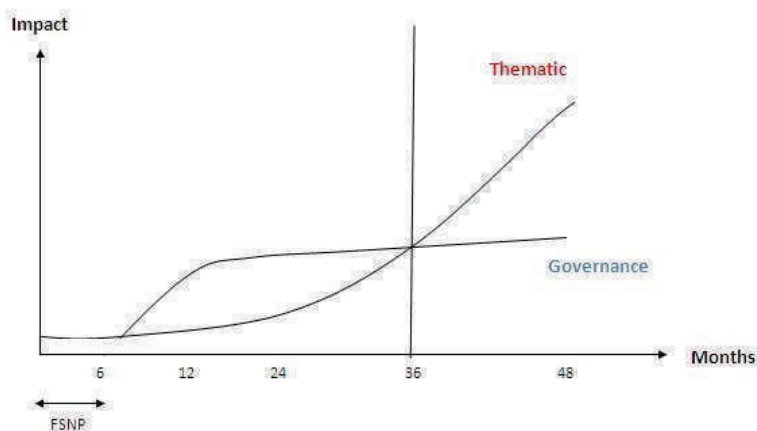
The impact on governance processes occurs right from the start of projects, once the consortia have become teams. While more is always nicer, in general this policy process learning impact is reached after 12-18 months.

The tangible thematic impact in regions typically comes towards the end of IN-TERREG IVC projects, sometimes only after 30 months. By then, the teams are highly performing, have finished all the exchange and analysis of good practice cases, identified the practice(s) each region wants to implement and started implementation. At this point, the teams could easily create further impact: they have accumulated thematic knowledge, identified sources for expertise, engaged local stakeholders, and started off processes to make things happen. Hence the call for

5 A common model of group development first proposed by Bruce Tuckman in 1965: "Developmental sequence in small groups"

extension of project duration to reap the full benefit from the action.

Sustainable transport

I. Conceptual framework

All the Good Practices have been analysed and classified (in an inductive manner) according to nine Topics. A peer-to-peer review among the four experts re-examined the classification of Good Practices by Topics. This categorisation could have been more aggregated or more detailed; however, so far it proved useful. Each Good Practice was classified only according to its primary Topic, although many Good Practices have components corresponding to several Topics.

Naturally, not all the Projects covered all the Topics and the number of Good Practices in each Topic varies considerably. While four Projects cover almost all Topics, another seven have Good Practices in three to six Topics and two Projects have all Good Practices in one/two Topics, as shown in the following Figure which maps the 244 Good Practices of the 15 Projects.

TOPICS	CATCH	CAPRICE	MMOVE	FLIPPER	PIMMS CAPITAL	PIMMS TRANSFER	EPTA	SUM	INVOLVE	POLITE	RITS_NET	MOG	POSSE	ECOTALE	CYCLE CITIES
1 TRANSPORT AND LAND USE PLANNING															
2 REGIONAL TRANSPORT AUTHORITIES															
3 FINANCING PUBLIC TRANSPORT															
4 ENCOURAGING THE USE OF PUBLIC AND SHARED TRANSPORT															
5 MOBILITY MANAGEMENT															
6 ITS – INTELLIGENT TRANSPORT SYSTEMS															
7 ACCESSIBLE TRANSPORT															
8 ENCOURAGING LOW EMISSION TRANSPORTS															
9 SUSTAINABLE TRANSPORT AWARENESS CAMPAIGNS															
Number of TOPICS covered	4	7	7	5	6	5	3	2	9	6	4	8	1	N.A.	N.A.

The analysis of the projects presented in Point 3.1 (and Annex 1 – Project Assessment Files) was operated accordingly to the following main issues:

o   Thematic areas and main Topics addressed and its relevance;
o   Good practices and project findings;
o   Degree of interest, innovation and impact;
o   Transferability, transferability methodology (handbooks, manuals, tools), drivers and barriers (Policy/ culture / methodologies for design/ analysis/ implementation / applications products, new solutions, innovative approaches to existing markets/products, etc.);
o   Relationship with other INTERREG projects;
o   Relationship with other European projects and initiatives and significance regarding the five themes of the 2011 Transport White Paper (Single Transport Area / Innovating technology and behaviour / Modern Infrastructure / Smart Pricing / Smart Funding).

Each Project Assessment File also contains a fact sheet, a project synopsis, and a list of documents. Some more specific methodological notes can be found in the introduction to Point 3(cf. Report).

II. Some good practices/ solutions from INTERREG IVC

Some Good Practices that may particularly well illustrate trends and opportunities for all regional transport policy makers are introduced below.

The metropolitan regions of Stockholm and Göteborg resolutely address the challenge of the integration of transport and land use planning. While the national legal framework of course strongly determines the formal capacity of transport authorities to influence this process, good practice presented by these authorities show how transport issues can make their way into and through the spatial planning process, if brought on early, involving all actors concerned and especially local government at municipal level. The 'Ideal Intermo-

dal Node – Guidebook on intermodality in Gothenburg region' edited by the Göteborg Region Association of Local Authorities (good practice #12 of project **CATCH_MR** full report) is one tangible result of this approach – in regard to actual designs as much as in regard to the process of developing such designs locally.

Bucharest, Budapest, Riga, Vilnius, Warsaw and other new member states' cities and regions may still be on the receiving side of good practice transfer activities. But not for long. Public transport authorities of the cited regions are adopting state of the art technologies and management tools that enable them to maintain and redevelop a high level of spatial planning, public transport provision and usage. ZTM Warsaw's 'Innovative schemes of tendering and contracting public transport' (good practice #5 of project **CAPRICE** full report) began as a simple means to adapt to the rapid changes of the 1990, but it is now a means of improving the quality of service delivery, freeing the authority's capacities for the development of customer services, such as the inter-modal cross-border travel planner (in cooperation with VBB Berlin, good practice #9 of the **CAPRICE** project including even airline connections in door-to-door travel advice).

British authorities have been struggling with some effects of bus transport deregulation which gave the bus operators full autonomy and right to design their routes and timetables, and withdrew a number of regulatory and financial instruments from the authorities' arsenal. As a result, they have developed new forms of intervention in line with their own prerogatives, such as infrastructure and public information. In this framework, the Brighton & Hove City Council has developed the Quality Bus Partnership and JourneyOn Travel Awareness/Marketing Campaign (Good Practices #4 and #27 of project **MMOVE** full toolbox). Also see **PIMMS TRANSFER** good practice #8 in Cambridge, including features such as pedelecs in the local bike share facility (as in Reggio Emilia, etc.). These and many other examples also clearly show that transport challenges and the development of state of the art solutions are, by no means, limited to metropolitan regions.

Electric vehicles are prominent Ulm's 'Car-to-go' (project **MMOVE**) innovative and still ground breaking floating car sharing schemes (subscription based car hire with the possibility to take up and leave the car wherever convenient) and indeed Good Practices in all SUM project, among which the MOBI2GRID project of a grid of recharging stations between Porto (Portugal) and Vigo (Spain) most neatly and conveniently implements the INTERREG spirit.

Last, but not least, a quick overview of Good Practices developed and documented by INTERREG IVC projects must include examples – from Austria to Greece, through, namely, Ireland and France – of demand responsive public transport services in sub-urban and rural setting, which intend to provide good quality service at a reasonable cost (see namely the **FLIPPER** project). This brings the list of topics to a full circle, with 'small' authorities developing big ambitions (at their scale) and metropolitan authorities learning that detail and peripheral issues are important.

III. Key policy recommendations

The resulting 244 sustainable transport Good Practices presented by the INTERREG IVC projects from all corners of Europe, small and big regions and cities, authorities, operators, NGOs and private companies are diverse and cover a whole range of topics, from governance, planning and organisation, through technological innovation, commercial marketing and awareness campaigns. The cross examination of all Good Practice cases shows that regional bodies are still relatively young institutions. They are full of ideas and dynamism, but sometimes hesitant and short of resources. They explore their prerogatives and most effective intervention strategies that effectively take into account the specific challenges and opportunities of the regional scale.

Despite this large variety of situations and actors, the projects and Good Practices never contradict each other. Hence, a clear consensus emerges, about what should and can be done, everywhere. Our policy recommendations for regional transport policy makers therefore are:

○ Your consideration for sustainable transport at the regional scale is part of a continent-wide trend. Do not reinvent the wheel: Learn from the experience of peers in other regions. Study the INTERREG IVC capitalisation report and the individual projects' publications, which are precisely produced for the encouragement of peer networking. Copy-paste successful solutions where this is possible. But on the policy level, good practice examples should inspire and support genuine local learning processes.

o Think locally, act globally (sic): be aware of your region's specific needs and opportunities, but never think that one good practice can make regional transport sustainable. Sustainable transport will not come overnight. A truly global and effective regional sustainable transport policy will gather inspiration and technologies from many places and assemble them in a unique local blend.

o Have a regional transport authority fully included in all land use planning processes, that provides a stimulating and supportive framework for public transport operators and all other transport service providers. Sustainable transport is not clockwork designed by a mastermind. The Authorities' central role therefore, is to ensure that operators, citizens and customers have clear, full and up-to-date information about practically everything related to transport and especially to sustainable transport.

o Provide an integrated approach to transport: In the planning and operational stages, consider all modes of transport. Go beyond the conventional public transport systems, gain knowledge on walking and cycling modes, shared modes and pay special attention to other critical components of the transportation system as, for instance, urban goods distribution.

o Build on people and businesses' own strong involvement in anything pertaining to their own mobility and develop policies that help people solve their daily transport challenges. They will adopt sustainable transport if it provides effective solutions. People will not accept solutions that do not work for them. They will adopt sustainable transport if it is pleasant, easy to use and reasonably priced, be it walking, cycling, bike sharing, car sharing, dial-a-ride, park&ride, mass transport or electric cars.

o Sometimes new services and practices need start-up finance and promotion to get off the ground. In the long run, they must be economically sound and possibly self supporting. Therefore, when supporting a pilot project, always think of how to repeat and up-scale the project, in case it turns out to be a real success. Count on the private sector's competence in the field of business development and growth.

o In the end, budgets are the measure of all policy: do not expect to build a sustainable transport system while the larger part of the budget is attributed to car orientated infrastructures.

IV. The added value of interregional cooperation

The general common successes recorded by the majority of the Projects under INTERREG IVC are the following:

o A significant growth in the professional skills of everyone who participated in the Projects through the acquisition of specific knowledge and through networking with other professionals and politicians;

o An opportunity to extend and qualify the debate about policies and strategic issues in the Regions;

o A growth in the awareness level of the possible solutions to Regional and local problems.

These represent the strongest points of the INTERREG IVC Programme and its main objectives; accordingly, we can state that the achievement of these objectives is perceived by many projects.