

European Regional Development Fund
(2007 - 2013)



INTERREG IVC

Commission Decision

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C(2012) 6859 of 28 September 2012

ANNUAL IMPLEMENTATION REPORT

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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	2013
	Date of approval of the annual report by the monitoring committee	27 June 2014

The main activities of the programme in 2013 revolved around the on-going projects' implementation, the full application of the thematic programme capitalisation and the preparation of the future programme.

More than 160 capitalisation and regional initiative projects were there to get support in their implementation and during their closure. The results so far underline the added value of these projects for the regions from all over Europe: more than 6,000 staff members with increased capacity, more than 400 good practices successfully transferred and 432 local and regional policy instruments improved or developed. The amount of mainstream funds dedicated to the implementation of good practices reached with MEUR 710 more than twice the budget of the whole programme. The sound financial management and monitoring of the projects was again proofed by an error rate of less than 1 % of expenditure checked.

The programme broke new ground with the systematic thematic programme capitalisation. Already after the first full year of work of the 12 thematic expert teams, the programme capitalisation bore its fruits. 12 thematic reports identified innovative practises and provided about 250 policy recommendations.

About 20 events with 1,200 participants were organised to inform and exchange about the programme achievements on all political levels.

Based on these promising results, the 30 Partner States (28 EU plus Norway and Switzerland) were keen to prepare the successor programme. During five programming committee and three task force meetings, the Partner States laid the ground in an interactive way for an even more ambitious programme which would be called INTERREG EUROPE.

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 achievements in the different sections up to the year 2013. 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 2013)

	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			
<i>Priority 1:</i> Innovation and the Knowledge Economy ERDF, Public Funding	123,680,830.50	123,680,830.50	829,306.19	0.00	0.00	95,936,603.64	98,944,664.40
<i>Priority 2:</i> Environment and Risk Prevention ERDF, Public Funding	90,912,291.84	90,912,291.84	157,159.14	0.00	0.00	70,595,867.96	72,729,833.47
<i>Priority 3</i> Technical Assistance ERDF, Public Funding	18,181,853.19	18,181,853.19	237,655.21	118,827.59	0.00	12,727,297.06	12,727,297.10
Grand total:	232,774,975.53	232,774,975.53	1,224,120.54	118,827.59	0.00	179,259,768.66	184,401,794.97
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 2013

Code (*) Dimension 1 <i>Priority theme</i>	Code (*) Dimension 2 <i>Form of finance</i>	Code (*) Dimension 3 <i>Territory</i>	Code (*) Dimension 4 <i>Economic activity</i>	Code (*) Dimension 5 <i>Location</i>	<i>Amount (**)</i>
09 Priority 1: <i>Innovation and the Knowledge Economy</i>	01	10	00	inter-re-gional	95,936,603.64
54 Priority 2 <i>En-vironment and Risk Prevention</i>	01	10	00	inter-re-gional	70,595,867.96
85 Priority 3 <i>Technical Assistance</i>	01	10	00	inter-re-gional	9 998 307,09***
86 Priority 3 <i>Technical Assistance</i>	01	10	00	inter-re-gional	3 563 489,69***
Total:					180,094,268.38
(*) 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 2013 to these target groups:

Table 3: Assistance to target groups in ERDF 2007 to 2013

Target Group	ERDF in EUR
Public bodies	85,481,549.98
Bodies governed by public law	81,050,921.62
Total	166,532,471.60

2.1.5 Assistance repaid or re-used

No assistance was repaid or re-used in 2013.

2.1.6 Qualitative analysis

The programme committed all remaining funds to projects by the end of 2011. As in the previous years the programme on the project side 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 was further reduced to 17 % in 2013, being 22% in 2012, while in 2010 during the start-up phase of the first projects 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 2013 as in previous years.

The processing of requests for changes in 2013, as in the past, required the attention of the projects and the JTS. Adjustments of budgets and partner changes had to be handled. The latter often as a result of the financial crises as partner organisations were closed, restructured or merged to reduce costs, while others lost the financial capacity to participate in projects.

The thematic programme capitalisation gained further momentum. It had been approved by the Member States in 2011, a capitalisation officer joined the programme at the beginning of 2012 and 12 in-depth thematic reports were delivered and disseminated in 2013. Further information is outlined in sections 2.7.4 and 3.1.1.2.

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 related to the compliance with community law were encountered in the implementation of the operational programme in 2013.

2.3 Significant problems encountered and measures taken to overcome them

In 2013, the reimbursement of certifications of expenditure submitted to the EC were significantly delayed: the payment took up to 4.5 months (instead of the usual 1 to 2 months). The Commission explained that the payment delays had resulted from Member State credits being allocated with delays. As a consequence, the programme had to interrupt payments to projects twice during 2013. Furthermore, the whole programme's financial management system slowed down: projects receiving their reimbursements from the programme late slowed down their subsequent reporting to the programme. Further payments to the projects also arrived with delays (the programme being affected by the second late payment from the EC). Subsequent certifications were thus also delayed ('snowball effect'). In order to reduce the impact on programme's and projects' finances, the programme multiplied the certifications to the European Commission (5 certifications instead of the usual 3). The Certifying Authority also mobilised all available resources to make payments to projects very quickly as soon as funds were available again. These two measures helped to ensure that the projects' activities and finances did not

suffer noticeably from these delays; neither the programme's finances in view of the de-commitment.

2.4 *Changes in the context of the operational programme implementation*

No changes in the context of the operational programme implementation were noted in 2013.

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. The staff made it 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 2013, the MC held five meetings in conjunction with the meetings of the PC. To prepare the decisions, three Task Force meetings were organised. The preparation of the future programme progressed. 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 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
Task Force	28 January 2013 Brussels, Belgium	<ul style="list-style-type: none"> ▪ Reflections with EC on future programme ▪ Thematic prioritisation
Programming Committee	27 February 2013 Brussels, Belgium	<ul style="list-style-type: none"> ▪ Update Rules of procedure ▪ Joint mission statement ▪ Thematic concentration ▪ Selection of an MA ▪ Ex-ante Evaluation & Programming

Meetings/ Written procedure	Date & Location/ Approval date	Main issues
Monitoring Committee	28 February 2013 Brussels, Belgium	<ul style="list-style-type: none"> ▪ Update communication activities ▪ Request for change DE-LAN project ▪ Thematic programme capitalisation ▪ Technical assistance: Approval of expenditure 2012 and budget 2013 ▪ Mid-term evaluation update
Task Force	8 April 2013 Brussels, Belgium	<ul style="list-style-type: none"> ▪ Implementation strategy ▪ Thematic concentration
Programming Committee	25 April 2013 Lille, France	<ul style="list-style-type: none"> ▪ Implementation provisions ▪ Thematic concentration ▪ Agreement PS and MA
Monitoring Committee	26 April 2013 Lille, France	<ul style="list-style-type: none"> ▪ Mid-term Evaluation update ▪ Finances
Task Force	4 June 2013 Brussels, Belgium	<ul style="list-style-type: none"> ▪ Implementation provisions ▪ Types of interventions ▪ Financial allocation of funds to TOs ▪ Agreement between PS and MA ▪ Programme Management und Structures ▪ Workshop on first level control
Programming Committee	26/27 June 2013 Dublin, Ireland	<ul style="list-style-type: none"> ▪ First draft CP ▪ Selection of investment priorities ▪ Financial allocation of funds to TOs ▪ Implementation provisions ▪ Agreement PS and MA
Monitoring Committee	27 June 2013 Dublin, Ireland	<ul style="list-style-type: none"> ▪ Update on communication activities ▪ Update on the state of play of the thematic programme capitalisation ▪ Approval of the 2012 annual report ▪ Mid-term Evaluation update – follow-up ▪ Finances update
Programming Committee	24 - 26 September 2013 Druskininkai, Lithuania	<ul style="list-style-type: none"> ▪ Second draft CP and related ex-ante evaluation ▪ Types of interventions

Meetings/ Written procedure	Date & Location/ Approval date	Main issues
		<ul style="list-style-type: none"> ▪ Financial allocation to TOs & co-financing rates for projects ▪ National contact points ▪ TA budget ▪ Agreement PS – MA ▪ Decision for INTERREG EUROPE as programme name
Monitoring Committee	26 September 2013 Druskininkai, Lithuania	<ul style="list-style-type: none"> ▪ Impact of new COCOF guidance on Sampling Methods ▪ National contributions to the IVC TA budget 2013, 2014, 2015
Programming Committee	9 – 11 December 2013 Vilnius, Lithuania	<ul style="list-style-type: none"> ▪ Final draft CP, ex-ante evaluation and SEA ▪ Proposed actions ▪ Public consultation ▪ TA Budget ▪ Agreement PS-MA
Monitoring Committee	11 December 2013 Vilnius, Lithuania	<ul style="list-style-type: none"> ▪ Thematic programme capitalisation – results and continuation

2.7.2 Monitoring procedures

As described in the 2008 Annual Report, the monitoring procedures were successfully implemented. On 12 November 2010 and 31 May 2011 respectively, the MC and the EC both approved 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. In 2013, the 4th call projects for the first time declared their administration costs using the simplified reporting method. This simplification measure was very much welcomed by the projects. Further details on the calculation and implementation of the flat rate were outlined in the 2010 annual report.

In 2013, the programme took another major step by further simplifying and streamlining the reporting of projects by including the Request for Changes in the online reporting system. The previous standard report using an excel file format was replaced by direct online reporting into

the programme database. The main advantages of this, similar to online progress report, 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.

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 coordinators, 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 request for changes, if there are any errors or any financial inconsistencies and in which sections precisely.

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 of the thematic programme capitalisation activities into the programme strategy. The EC, however, suspended the approval of the OP since some changes in the financial figures were expected in connection 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 matched almost exactly 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. No further changes have happened since then.

2.7.3.2 Rules of Procedure

The rules of procedure for the Monitoring Committee remained unchanged.

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 2012/2013. 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 took 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 provide 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 questionnaires to Member States on the 2013 FLC tasks as done in 2013 for the 2012 tasks. They confirm the impression gained through our interaction with FLC approbation bodies and centralised first level controllers. The

results show that a significant effort is made on their part to support project partners and decentralised first level controllers in order to ensure an adequate quality of first level control. This is very much 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 provide templates and model documents. Almost 100 training seminars have been organised to date 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 0.8 %. 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.

2.7.3.6 Group of Auditors meeting

In 2013 IVC Group of Auditors (GoA) meeting took place in Paris on 14 and 15 November 2013. As usual, it was a joint meeting including the representatives of the ESPON and URBACT programmes. This helps to create synergies and avoid overlaps, and makes better use of the time of the GoA members, who are in most cases the same for each programme.

The meeting in 2013 covered the following points:

- The audit findings from the 2013 round of projects' audits and the state of play of the follow-up were presented. In particular, this related to the closure of the UK FLC system action plan. (Further details below).
- The sample size for audits of projects to be carried out in 2014 was set at 10%. This is two percent higher compared to last year. No complementary sample was drawn. The sampling method carried out was consistent with the new *COCOF Guidance on sampling methods for audit authorities* applied.

The next joint (INTERREG IVC, URBACT and ESPON) GoA meeting will take place in November 2014.

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 reports any shortcomings found in the system for the management and control of the programme. The current report had to be submitted by

31 December 2013 and covered the period from 1 July 2012 to 30 June 2013. The annual control report was submitted to the EC on 10 December 2013.

Similarly, with the annual control report, the Audit Authority also issued the annual opinion in compliance with Article 62(1)(d)(ii). The opinion expressed by the Audit Authority for the period concerned (1 July 2012 to 30 June 2013) was an unqualified one without any limitations.

2.7.3.8 Audit methodology

The audit methodology was not amended in 2013.

2.7.3.9 Audit strategy

The audit strategy was not amended in 2013.

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 2013.

2.7.3.11 Audits on projects

Project audits in 2013 were carried out during the first semester of 2013. The error rate for 2013 was 0.80%. The complementary sample error rate was 1.1%. Both are below the 2% tolerated by the EC.

At the time of drafting of 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 2014.

In relation to the follow-up of the UK FLC system, the situation is as follows: the action that was implemented has now been closed successfully. This was possible because the UK FLC approbation body submitted further quality check reports based on the improved reporting templates in October 2013. E&Y confirmed that the improved templates were being used. The GoA meeting in November 2013 confirmed the closure of the action plan.

As mentioned before regarding the sampling method for the project audits taking place in 2014, it was decided that a 10% sample would be drawn. It was decided that a complementary sample would not be necessary in 2014. The same sampling was retained compared to the previous year. That is to say that an LP of project is automatically selected and another partner is then selected randomly from that same project. Finally, in practice an 11.64% was drawn.

The IVC programme undertook the last certification for 2013 on 31 October 2013. Data which form the basis for drawing the sample was forwarded to the AA on 20 November 2013. The sample was agreed by the GoA on 28 January of 2014. In total 16 projects were randomly selected and are being audited in 2014.

Audits were carried out from January onwards. Results of the audits of projects (incl. contradictory phase) will be finalised by 30 June 2014.

2.7.3.12 Application Pack

In preparation of the fourth and 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, 2012 and 2013.

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 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 also for the Request for Changes procedure.

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' format 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

Overview

Over the last seven years the INTERREG IVC programme has been enabling public institutions all over Europe to 'learn through cooperation' across 204 different interregional projects, involving 2285 partners, aimed at improving regional policies. Inevitably, certain regional development issues were tackled by several projects, which represented a unique opportunity for obtaining additional results and drawing conclusions and recommendations through benchmarking and detailed content analysis.

In that context, in June 2012, the programme (following the MC decision in Oslo on 15 June 2011) commissioned, through a public procurement process, 12 teams of thematic experts to carry out the thematic programme capitalisation. The initial contract with the experts was for one year and it has been renewed twice.. So far, the initiative has involved an in-depth analysis, benchmarking, dissemination and capitalisation on the wealth of knowledge generated by projects working on similar policy issues. Altogether, the following 12 policy themes, each covered by a minimum of five projects, have been analysed:

- 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



Objectives

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:

- bringing forward the INTERREG IVC project results that validate the added value of interregional cooperation;
- identifying innovative practices, tools, and methodologies from the INTERREG IV analysed projects that could be also relevant to other regions in Europe;

- identifying relevant state-of-the-art practices, tools, and methodologies outside the INTERREG IVC programme, and exploring their potential learning effect on the still running INTERREG IVC projects;
- identifying how INTERREG IVC achievements can contribute to create a competitive advantage in the involved regions, and if possible drawing policy recommendations for the regions in view of developing their policies and in particular their Smart Specialisation Strategies;
- drawing theme-specific policy recommendations for local, regional and European policy makers and practitioners in the thematic field;
- placing the analysis results within the Europe 2020 context and identifying links with the EU flagship initiatives;
- mapping and setting up a thematic community of the existing initiatives in the field in terms of platforms, communities, and networks, and linking the projects to relevant initiatives in other EU programmes;
- exploring the possibilities for mutual learning and enrichment within the projects, the capitalisation topics and with the results of other relevant capitalisation initiatives undertaken by ETC Programmes (in particular URBACT, ESPON and INTERACT);
- ensuring a sustained promotion of the analyses results to relevant networks and at suitable EU events or those organised by the projects;
- contributing to the discussions on the ‘capitalisation’ approach of the future inter-regional cooperation programme in particular by brainstorming on the development of ‘thematic learning platforms’ based on the experience of the thematic programme capitalisation.

Beneficiaries

The beneficiaries of the thematic programme capitalisation are:

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 can 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
It provides MC members with 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 provides 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.

To implement this exercise, specialised thematic expertise was required, as it was not covered by the in-house capacities of the programme. Thus, a specialised company per topic - 12 companies, gathering in total 26 thematic experts - was contracted on 22 June 2012 initially for 1 year. In 2013, the contracts were renewed for another 12 months with the possibility for another extension of up to 18 months. The experts were 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 and online surveys.

Moreover, a stakeholders group, composed of MC Members, national experts, JTS, and interested EC experts, was created and updated through an online platform: groupspaces.com/interreg4c-capitalisation. The group could contribute to the content discussions and was invited to meetings, workshops, project visits, and thematic conferences that took place in 2013 within the framework of the exercise.

The overall coordination of the thematic programme capitalisation is undertaken by a Capitalisation Officer in the JTS who ensures the general progress and quality of the initiative and works in tandem with a Project Officer per topic who acts as a link between the expert team and the projects and provides intellectual and administrative support.

In terms of monitoring tools, the experts submitted to the programme bimonthly activity reports for approval. Additionally a set of guidance notes was drafted and circulated by the programme to the experts in order to steer their work and provide clarifications on their mission. Finally, an evaluation grid to monitor the performance of the experts was filled in every trimester by the Project and Capitalisation Officers.

For further details about the setup of the initiative please see the annual report 2012.

Based on the success of the thematic programme capitalisation, the Member States decided to build on the delivered work and expertise resources to prepare and pre-configure the work of the future Policy Learning Platforms. Thus, on 23 November 2013 the Monitoring Committee in Vilnius approved a renewal of the capitalisation contracts for a 3rd year (2014-2015) for a maximum budget of EUR 492,000.

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.

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 was presented during the MC meeting in Lille on 26 April 2013 and is available on the programme website: http://www.interreg4c.eu/fileadmin/User_Upload/PDFs/about_the_programme_evaluation_update_2013.pdf.

Summarising, the evaluation came to the following conclusions on the specific points to be tackled:

1. Assessment of the programme objectives and priorities in relation to the programme context - update
 - *Programme objectives are generally met and programme is performing well*
 - *The majority of the outputs and results is well on track*
 - *All EU member states are involved in the programme with at least 3 project partners*
2. Programme implementation: interregional cooperation activities
 - 2.1 Implementation of the action plans by closed capitalisation projects of the 1st call
 - *Implementation of the action plans was rather successful*
 - *Most regions benefitted from the interregional cooperation*
 - *Case studies show that availability of funds was crucial for the implementation of action plans*
 - 2.2 Review of the current indicator system in the perspective of its improvement for a future programme
 - *The INTERREG IVC programme has a clear set of indicators, which is overall rather SMART. There is a good link between indicators and objectives, and also the system is vertically well integrated. This actually makes it possible to use the indicators to show to progress of the programme, which the JTS is actively doing.*
 - 2.3 Survey of innovative tools to conduct all-Europe monitoring committees
 - *The programme management functions are at a very good level given the complexity of the programme*
 - *Most interviewees were happy with JTS, however there was still a need for improvement identified*
 - *Information Points have gone through a learning curve according to JTS, however the MC members are still of the opinion that they were not working efficiently*

- *A quarter of the MC members advocated a stronger role for the NCPs, especially in project generation*
 - *Implementation: Smaller groups in MC meetings are considered to be helpful*
3. Future of interregional cooperation after 2013 and its contribution to the EU cohesion policy
- SWOT analysis of the current programme
- *The strengths of the current programme are that the programme addresses the most important themes in the EU; also the programme's objectives are generally in line with the current developments in the EU Member States. The weaknesses are that not all sub-priorities are sufficiently covered (like the water management) by the projects and that the knowledge is unevenly spread in the interregional cooperation programme.*
 - *One of the main strengths of the programme is the wide geographical coverage. Compared with the previous programming period, the programme is well known throughout Europe. Due to the programme's characteristics and in particular its EU-wide coverage, parts of the OP remain very broad, and could not be used for drafting targeted calls for proposals and project selection. Also, the programme received a high number of poor quality applications; that inevitably had an impact on the overall implementation.*
 - *The management of the programme is in general indicated to be good by the MC members. Overall, the JTS is good in technical/operational and financial management and the monitoring process is since the adjustments in 2011 good as well. Weaknesses occur in the limits of the monitoring system, the external communication, the decision-making process and finally the lack of ownership of the programme.*

Based on these overall findings, the evaluators developed 22 suggestions. The Member States agreed by consensus during the MC meeting in Dublin on 27 June 2013 on the recommendations made, outlined in the table below.

Table 5: Recommendations of the mid-term evaluation update

#	Recommendation	Decision MC:
Update coherence check (task 1)		
1	Only a limited number of projects had a sufficiently good quality in order to be approved (only 15% of applications is approved). It is recommended to explore how to avoid low quality proposals and massive amounts of proposals, e.g. through focused programme, different procedure for higher quality proposals, 2-step approach).	MC will refer recommendation to PC for consideration
2	Although the vast majority of the performance indicators is very well on track, there are a few indicators not yet achieving their targets. It is recommended to pay extra attention to the underperforming indicators, as far as possible.	Programme will continue to carefully monitor the indicator reporting.
The implementation of Action Plans (task 2.1)		
3	Implementation of the Action Plans is rather successful. It is recommended to continue with signed Action Plans as instrument seems successful for implementation of foreseen actions.	MC will refer recommendation to PC for consideration
4	It is also recommended to investigate further the implementation of other Action Plans to get a better funded conclusion.	MC will refer recommendation to PC for consideration
5	Most regions benefitted from the interregional cooperation. Having commitment and support of relevant bodies and stakeholders is crucial for success. It is recommended to stress the importance of commitment to partners.	MC will refer recommendation to PC for consideration
6	Availability of funds is crucial for implementation. It is recommended to check before and during the development of the Action Plan if funding would be available for its implementation. Furthermore it is recommended to check if similar initiatives are taking place.	MC will refer recommendation to PC for consideration
The revision of indicators (task 2.2)		
7	It is recommended that the indicator targets linked to the number of projects are revised accordingly as there are in total 204 projects approved instead of 240.	Rejected
8	It is recommended to indicate to projects which indicators are actively used to monitor/present the progress of the programme.	Already done
9	It is recommended to draft a decision tree for indicators that are frequently misunderstood.	MC will refer recommendation to PC for consideration
10	It is recommended to use in future programme calculation module which can be used when the number of projects is different from the expectation.	MC will refer recommendation to PC for consideration
11	It is recommended to integrate sections 2.4 and 1.2.3 of annex 2 of the OP into 2.4.	Rejected
12	It is recommended to add an explanation in the programme manual for the indicators under 1.2.3, 2.4 and 2.5 of annex 2 in the OP.	Already integrated during the latest revision of the programme manual..
13	It is recommended to have the explanation of the indicators directly next to the indicators in the application form, progress reports etc. to avoid having to use several documents.	MC will refer recommendation to PC for consideration

#	Recommendation	Decision MC:
14	It is recommended to check which of the performance indicators are actively used for monitoring the programme as several indicators are merely the same or not really used.	MC will refer recommendation to PC for consideration
The efficiency of programme management		
15	Consider outsourcing of tasks from JTS to NCP's (like first level control, eligibility check) Partly already done. The further involvements of the NCPs in the future programme implementation to be discussed.	MC will refer recommendation to PC for consideration
16	Consider to remove IP's from the structure or change tasks of IP's IPs are already closed. To be discussed for the future programme.	MC will refer recommendation to PC for consideration
17	<p>Improve the process of decision making</p> <p>1. Smaller working groups a) <i>to discuss detailed/tricky issues</i> b) <i>to engage everybody</i></p> <p>2. Improve process of project generation and selection a) <i>More strategic call/ToR</i> b) <i>Two-stage approach, 'real discussion in MC in 2nd stage'.</i></p> <p>3. Involving independent moderator for more complex tasks 4. Chair's role is also steering and making sure all MS contribute 5. Adjust decision-making threshold (different for different topics, f.i. 2/3 majority for process related issues)</p>	1+2: Already implemented 3-5: MC will refer recommendation to PC for consideration
18	<p>Improve the procedures of decision making</p> <p>1. Platform to allow MS to comment/ discuss/propose online 2. MS communicate opinions on complex and difficult issues in advance, everybody would get an overview of opinions and ideas</p> <p>3. Products/publications/studies to be present/ discuss with MS before publishing 4. Earlier involvement of MS (NCPs) in project development/ selection 5. MS given time and remind they can raise (+run) agenda 6. MS could be given ownership for specific issues on the agenda (rapporteur system)</p>	1+2: Already implemented. 3: Approved 4: MC will refer recommendation to PC for consideration 5+6: Approved
19	<p>Introduce more social elements in MC gatherings</p> <p>1. Cultural pre-dinner visits e.g. local walks or museums 2. Study visits/ site visits (learning about the place, region, city)</p> <p>3. Dinners: less formal and less static, e.g. cooking 4. Activities that are not just talking and eating (like dancing) 5. Greater rotation of meeting location (easier for project/study visits) 6. Holding meetings in public venues, rather than hotels</p>	1+2: Already implemented - when possible 3-6: Partly already implemented and to be considered for future meetings
20	With respect to the context: - continue addressing current important themes in EU; - check on 'popularity' of some themes currently underdeveloped (e.g. water management)	MC will refer recommendation to PC for consideration
21	With respect to the contents: - safeguard the wide geographical coverage - Focus! - Improve quality of applications (see also task 2.3) - properly revise indicators en set proper targets for results	MC will refer recommendation to PC for consideration
22	With respect to management: see task 2.3	

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 was used to ensure a structured discussion, but also allow all Member States to contribute better to shaping 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.

In 2013 the Programming Committee (PC) met five times and the Task Force three times to develop the future interregional programme. The following main decisions were made on the future programme:

- The Nord-Pas de Calais region was selected as Managing Authority
- The programme would focus on the following thematic objectives:
 - Research, technological development and innovation
 - Competitiveness of SME
 - Low carbon economy
 - Environment and resource efficiency
- The ERDF funds would be equally allocated to the four thematic objectives
- Two types of actions would be supported:
 - Interregional cooperation projects – with a two-stage approach
 - Policy learning platforms

- The section 'Implementation provisions' would incorporate the stipulations which were so far dealt with in a special agreement between the PS and the MA. The agreement to be signed in the future programme would be limited to the minimum requirements as outlined in the regulation
- The name of the future programme would be INTERREG EUROPE

3. Implementation by priority

3.1 Priorities 1 and 2

3.1.1 Information on the physical progress

3.1.1.1 Projects

It should be noted that certain figures reported in the 2013 column of the performance table in annex 01 reflect only the **first semester of 2013**. This is the case for all the indicators related to the projects' implementation as they are extracted from the progress reports submitted in October 2013.

- Commitment of funds

Table 6: Commitment of funds to projects (as of 11 February 2014)

Priority/Sub theme	ERDF committed to projects (in EUR)	Programme Budget (in EUR)	% of programme budget
1. Innovation and the knowledge economy:	170,522,172.99	176,726,969.00	96.49%
• Employment, human capital and education	27,302,580.13	N/A	N/A
• Entrepreneurship and SMEs	59,056,507.51	N/A	N/A
• Information society	27,275,283.78	N/A	N/A
• Innovation, research and technology development	56,235,395.17	N/A	N/A
• Thematic programme capitalisation	652,406.40	N/A	N/A
2. Environment and risk prevention:	128,107,896.68	125,315,487.00	102.23%
• <i>Biodiversity and preservation of natural heritage, air quality</i>	9,683,491.14	N/A	N/A
• <i>Cultural heritage and landscape</i>	14,768,452.21	N/A	N/A
• <i>Energy and sustainable transport</i>	58,879,777.46	N/A	N/A
• <i>Natural and technological risks (including climate change)</i>	22,515,788.92	N/A	N/A
• <i>Waste management</i>	7,532,529.44	N/A	N/A
• <i>Water management</i>	14,292,919.91	N/A	N/A

Priority/Sub theme	ERDF committed to projects (in EUR)	Programme Budget (in EUR)	% of programme budget
• <i>Thematic programme capitalisation</i>	434,937.60	N/A	N/A
Total	298,630,069.67	302,042,456.00	98.87%

- Changes in running projects

The number of requests for changes approved by the JTS in 2013 was lower than the 73 requests treated in 2012. Indeed, 59 requests (related to 70 changes as one request can cover more than one change) were approved in 2013 (see full overview in annex 04). As the first call projects were closed, the 53 projects effected by the requests for changes came from the last three calls, i.e. 28 from the 2nd call, one from the 3rd call, and 24 from the 4th call.

All four types of changes occurred in 2013: Partnership, Budget/Finances, Duration and Activities.

The percentage of changes related to **partnership** increased from 42% in 2012 to 50% in 2013. Almost two thirds of these requests came from the 4th call projects. Several of these changes were due to financial difficulties of project partners. Other reasons for the drop-out were: internal organisational changes (e.g. elections, restructuring, or merger between two organisations), lack of commitment (i.e. 'sleeping partner'), or integration of organisations that were initially considered as 'sub-partners' by the project (sub-partners are not possible in INTERREG IVC).

Changes in **duration** slightly decreased compared to the past years, representing now 21% of all requests for changes (26% in 2012). All these requests came from the 2nd call projects (15 requests).

Changes in **budget** were almost the same compared to the past years, representing now 27% of all the requests for changes (28% in 2012). These changes were 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 out of 19). This is logical considering the stage of implementation of the projects and the fact that the 2nd call projects were finalising their activities in 2012 and 2013.

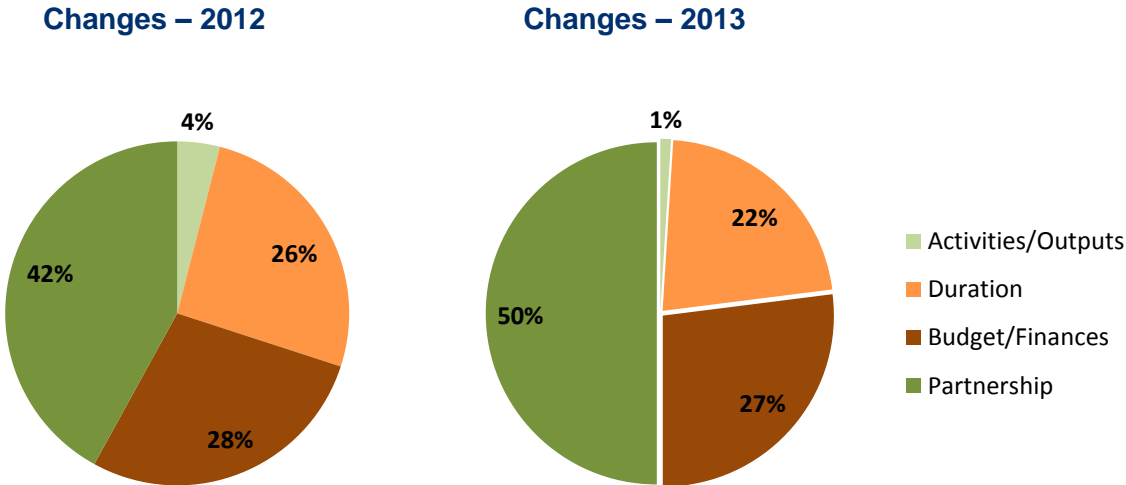
Finally, 1 change in the **activities** was approved for the project Micropol (4th call) in order to create local stakeholder groups in the different partner regions. In the vast majority of cases, changes in activities are tackled through the deviation section of progress reports. When changes in activities 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 MA/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 beyond the programme deadline.

As all changes in 2013 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 Brussels, Belgium on 28 February 2013; in Lille, France, on 25 April 2013; in Dublin, Ireland, on 26 June 2013 and in Vilnius, Lithuania, on 11 December 2013).

The following graphs show the evolution of requests for changes from 2012 to 2013.



3.1.1.2 Thematic Programme Capitalisation

In 2013, the Project Officers in cooperation with the Capitalisation Officer monitored and supported throughout the year the work of the 12 teams of external experts who analysed 111 INTERREG IVC projects.

As a reminder the number of INTERREG IVC projects and partners involved in the thematic programme capitalisation initiative is as follows:

Table 7: 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	

The first year of the thematic programme capitalisation ended in June 2013 with the delivery of an in-depth report presenting the analysis of the projects achievements and a publication providing a snap-shot of the full report and its conclusions/ recommendations in each thematic field. The contracts of the expert teams were renewed for another year until June 2014 in order to go deeper in the analysis and update the results of the projects and do a wider communication on the lessons learnt and policy recommendations reached. The kick-off meeting for the second year of the thematic programme capitalisation took place on the 3 July 2013 in Brussels between the programme and all the capitalisation experts.

Picture 1: Kick-off meeting for the 2nd year of Capitalisation with JTS and experts



Results and indicators

There are two main interrelated results expected from the two years of the capitalisation initiative:

- increase in understanding and visibility of the programme's thematic achievements;
- increase in the influence of INTERREG IVC on the policy-making process at regional, national, and EU levels (for the analysed thematic fields).

These results can be achieved mainly through the promotion and dissemination of the thematic reports and publications on each of the thematic fields. While the first year (2012-2013) focused on the collection of data, detailed analysis and benchmarking of the projects' achievements, the second year (2013-2014) focuses on the wider communication of the findings, lessons learnt and policy recommendations drawn from the analysis.

In detail, the first year of the exercise proved very successful mainly because the involved projects were eager to discuss their achievements, to continue their learning and to capitalise on their results, while the experts found a wealth of knowledge interesting for other regions and developed theme-tailored recommendations for all levels of governance. The second year focuses on the challenge of informing and involving the beneficiaries/ users of the capitalisation results by setting up 'thematic communities', dissemination of awareness raising papers, presentations in the EU and project thematic events, and organisation of an annual capitalisation conference. In parallel, the experts go deeper in the analyses by updating the findings with new results, creating links with other ETC capitalisation initiatives, identifying the contribution

to EU strategies and preparing more targeted and ‘ready to use’ recommendations for policy makers and practitioners.

The indicators set to measure the expected results are the following:

1/ Increased understanding and visibility:

- N° of thematic policy recommendations resulting from programme capitalisation

In their presentation of the wide range of innovative good practices and policies improved by the projects, the reports offer a timely inventory of up-to-date evidence and experience to help regional authorities and interested stakeholders introduce or develop their regional policies. 255 theme-specific recommendations are identified throughout the 12 analysis reports for policy makers and practitioners at all levels – regional, national and European. In detail per topic:

Table 8: Number of policy recommendations per topic

CAPITALISATION TOPICS	n. of Policy recommendations
Innovation systems	12
Innovation capacity of SMEs	23
Eco-innovation	8
Creative industries	17
Entrepreneurship	31
E-government services	18
Demographic change	55
Rural development	8
Climate change	21
Energy efficiency	21
Renewable energy	10
Sustainable transport	31
TOTAL	255

- N° of appearances of programme capitalisation in press and media

The first year reports and publications on the 12 thematic fields were delivered at the end of June 2013 and presented during 4 dedicated workshops and an opening exhibition at the Open Days 2013. In this context, there were 2 appearances of the INTERREG IVC thematic capitalisation in press and media: the Parliament Magazine Review published a 2-page article titled “Part of the puzzle” that explained the thematic programme capitalisation initiative (see annex

05), and the Euronews presented a reportage on the Open Days, in particular on the “Regions call for EU funding deal” in which it showed the opening exhibition on the thematic programme capitalisation (<http://www.euronews.com/2013/10/10/regions-call-for-eu-funding-deal/> at 00:53’).

- N° of thematic publications downloaded from the programme website

The 12 analysis reports and publications were also made available for consultation and download on INTERREG IVC website since October 2013 for the Open Days opening (see <http://www.interreg4c.eu/capitalisation/>). There were 3715 visits recorded on the Capitalisation publications on the INTERREG IVC website in 2013.

2/ Increased influence on the policy-making process

- N° of policy documents at regional, national, or EU levels referring/ taking into consideration the lessons learnt from the capitalisation
- N° of EU programmes adopting the approach of thematic programme capitalisation

Regarding these indicators, which require a more long-term evaluation, the programme plans to circulate an evaluation in 2014 – a feedback questionnaire to collect the relevant information from the beneficiaries of the thematic programme capitalisation initiative, i.e. INTERREG IVC projects, regional, national, and European policy makers and practitioners around Europe.

Deliverables

The deliverables per topic for the first year of the thematic programme capitalisation (June 2012 – June 2013) were:

Table 9: Deliverables per topic

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

For the implementation of the initiative, as explained under the point 2.7.4, a team of 26 specialised experts was initially contracted for one year on 21 June 2012 and their contracts were renewed for an additional year until 22 June 2014. Their tasks per topic mainly consisted 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.

In that framework during 2013, the following activities took place:

Thematic Workshops

From 28 October to 29 November 2013

Following a full year of analysis and the delivery of the first year reports and publications, a one-day thematic workshop was organised per topic (12 in total) with the analysed INTERREG IVC projects and some relevant external experts or EC representatives to discuss the findings, lessons learnt and policy recommendations from the first year. All 12 workshops were hosted by the Committee of the Regions in Brussels. More in particular, the objectives of the workshops were:

- to present and validate the findings of the first year of the thematic analysis on the projects' results and achievements
- to discuss interesting practices and policies available within the involved regions that could be relevant also to other regions in Europe
- to discuss the state of play at EU level in the thematic field, in relation to regional policy
- to stimulate synergies, interactions, networking and mutual learning among the projects

Picture 2: Thematic workshops



In total, 265 participants took part. There were partners from 85 INTERREG IVC projects, thematic experts, European Commission representatives, and other relevant actors or networks in the thematic fields (e.g. DGs Regio, Connect, Environment, Enterprise, and Research, and European Renewable Energy Council, European Centre for Creative Economy, European Regional Framework for Cooperation, Cambridge & Amsterdam University, Committee of Regions, URBACT). The participants had vivid discussions on the achievements of the projects and lessons learnt from them for the policy level; they encouraged strongly the capitalisation approach and the set-up of this thematic network, and provided very positive overall feedback. The conclusions of the workshops are considered in the final analysis reports in 2014. More details on the participation in the thematic workshops are provided in the table below.

Table 10: Participation in the thematic workshops

Date	Topic	No of projects present	No of participants	Names & DGs of EU representatives	Names and organisations of External speakers
29 October 2013	Creative industries	7	25	No DG present	Noemie Causse - creative2c Bernd Fesl - European Centre for Creative Economy (B. Lange presented on his behalf)
30-31 October 2013	Innovation Systems & Innovation capacity of SMEs	5	22	No DGs present Postoiu Constantin, CoR	Jean-Marie Pruvot - NFID, France Christer Mansson - Media Evolution Cluster, Sweden
13 November 2013	Climate change	6	13	none	none
14 November 2013	Eco-innovation	7	21	Phillippe Martin, DG Environment	none

Date	Topic	No of projects present	No of participants	Names & DGs of EU representatives	Names and organisations of External speakers
19 November 2013	E-government	11	26	Herve Dupuy and Nils Gulbrandsen, DG Connect	Dinand Tinholt - CAP Gemini / Colm McColgan ERNACT / Carlos Neves CCCR-Norte
20 November 2013	Rural development	7	16	No DG present	none
21 November 2013	Energy efficiency	11	24	No DG present	No external speakers
25 November 2013	Entrepreneurship	7	31	Stephanie Mitchell, DG Enterprise	Bill Bolton (Cambridge University, UK) Peter van der Sijde (VU University Amsterdam, NL) Pyrrhus Mercouris (European Regional Framework for Cooperation and Innepolis) Sheevaun Thompson (Bio-En-Area project)
26 November 2013	Renewable Energy	5	19	DG REGIO (Maud Skaringer)	Karel Derveux (RESCoop), Giovannetti Emanuela (EREC)
27 November 2013	Demographic change	5	23	DG Research (Pia Laurilia)	Hans Schlappa - URBACT
28 November 2013	Sustainable transport	14	45	No DG present	none

Capitalisation Eventse during Open Days 2013

During the Open Days 2013 from 8 – 10 October 2013, the programme presented to the European regions the results of the thematic programme capitalisation at four dedicated workshops

- *8 October 2013: "Opening Exhibition of good practices in sustainable urban development"*

During the opening exhibition in the premises of the Committee of the Regions, the 12 thematic analysis reports and publications were presented. Additionally, a stand on each of the 12 analysed thematic fields, as well as a dedicated stand on the INTERREG IVC Programme were displayed and visited by around 600 participants.

Picture 3: Opening Exhibition



- 8 October 2013: *“Interregional cooperation for jobs: How can cities and regions best create and support more and better jobs? Lessons from ESPON, INTERACT, INTERREG IVC and URBACT programmes”*

The programme organised a workshop with the ESPON, URBACT and INTERACT programmes. The input of interregional cooperation to the discussion on more and better jobs was presented by the Smart Europe project and the thematic programme capitalisation experts on Entrepreneurship and Creative industries. Around 200 participants were present.

Picture 4: Joint workshop with URBACT, ESPON, INTERACT on more and better jobs



- *8 October 2013: Workshop on Demographic change organised by the INTERREG IVC projects CASA, INN OV Age and DAA*

The capitalisation expert on Demographic change presented together with the analysed projects the results of the thematic analysis. Innovative practices and targeted policy recommendations were disseminated to the 100 participants that attended the workshop.

- *8 October 2013: Workshop “Bridging the rural/urban divide: solutions”.*

During this workshop, experts, projects, and programme representatives presented how innovative approaches and good practices identified by the projects in the thematic fields of Rural development and E-government can be relevant to other regions around Europe. Practical examples were provided from the INTERREG IVC projects e-Create, I-Speed and ICER and targeted policy recommendations were presented by the capitalisation experts on Rural development and E-government. The workshop was followed by a networking session with INTERREG IVC experts and regional representatives from all over Europe. 70 participants attended.

- *9 October 2013: “Achieving EU2020 energy targets: what works”*

This workshop presented and discussed the lessons learnt from the capitalisation analysis in the thematic fields of Renewable energy, Energy efficiency, Climate change and Sustainable transport. Representatives of the INTERREG IVC projects BIO-EN-AREA, EnercitEE and IMEA presented practical examples of innovative good practices. The workshop was followed by a networking session with INTERREG IVC experts and regional representatives from all over Europe. 110 participants were present.

- *10 October 2013: “Boosting innovation in EU regions: what works”*

The capitalisation experts on Innovation systems, Innovation capacity of SMEs and Eco-innovation presented the findings of their analyses and discussed with the project representatives of INNOHUBS, PERIA and INNOPOLIS innovative approaches and solutions to policy challenges on innovation. A networking session after the workshop brought together 200 participants and the capitalisation experts.

Picture 5: the Open Days INTERREG IVC workshops



Dissemination in project or EU thematic events

The capitalisation experts acted as ambassadors of the programme and participated in thematic project or EU events to disseminate the findings of their analyses. An overview is provided in the table below:

Table 11: Overview of the dissemination of capitalisation results in thematic events

Topic	Event date	Event official title	Event place	Event organiser
Demographic change	25/09/2013	Vernetzung von INTERREG-Projekten zum demografischen Wandel (networking event for INTERREG projects in the field of Demographic change)	Hamburg (DE)	
Demographic change	07/11/2013	CREATOR final Conference	Miskolc (HU)	CREATOR
Innovation systems	28/11/2013	EURIS final conference: OPEN INNOVATION 2.0. Fostering the Innovation Union through open Regional Innovation Ecosystems	Brussels (BE)	EURIS
Eco-innovation	27-29/11/2013	CIE - project conference	Essonne (FR)	CIE

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 the art, and how they contribute to improving policies, as accompanied by a publication (in total 12) summarising the main results and conclusions of the analyses. In total 833 publications were distributed in 2013 as follows:

Table 12: Distribution of publications

Date	Event/Organisation	No of publications
03/10/2013	National Contact Point event in France - Nord-Pas-de-Calais Conseil Régional	30
03/10/2013	Information Point East in Katowitce	30
01/10/2013	Open Days 2013	500
24/10/2013	Capitalisation thematic workshops in Brussels	75
28/10/2013	Interregional cooperation event in Marseille	30
06/11/2013	InCompass conference	30
15/11/2013	INTERREG 2014-2020 conference in Germany	30
15/11/2013	INTERREG IVC Monitoring Committee representatives	58
19/11/2013	Capitalisation experts	50

For further information on the content of the reports please refer to point 3.1.2.7.

Calendar of activities

As an overview, the calendar of all the activities that took place in 2013 follows:

WHEN	WHAT	WHO	
21 June 2013	Return of signed proposal for 2nd yr – Start day of Experts contracts	Experts	start mission
3 July 2013	Kick off meeting with all Experts	Program	meetings
By 13 September 2013	1 st Bimonthly Report with content of thematic workshops and mapping of thematic communities	Experts	reports
25-26 September 2013	MC update	Program	MC
Open Days 2013	Dissemination of results from the first year: Capitalisation publications & exhibition	Program	communication
8 October 2013	Open Days joint workshop with network programs with the Expert on Entrepreneurship	Program	evaluation
8 October 2013	Open Days Capitalisation Workshop: Bridging the rural/urban divide: solutions	Experts	feedback
9 October 2013	Open Days Capitalisation Workshop: Achieving EU2020 energy targets: what works	Experts	renewal
10 October 2013	Open Days Capitalisation Workshop: Boosting innovation in EU regions: what works	Experts	end mission
October - November 2013	Thematic Capitalisation 12 Workshops	Experts	
20-21 November 2013	MC decision: prolongation of the Capitalisation until end of programming period	Program	
By 6 December 2013	2 nd Bimonthly Report with Thematic Workshop report & awareness raising paper	Experts	
By 20 December 2013	First Evaluation of Experts performance	Program	
January 2014	Circulate to thematic communities awareness raising papers and invitations to CAP event	Program	
By 7 February 2014	3 rd Bimonthly Report with first Draft of analysis Report	Experts	
By 7 March 2014	Detailed feedback on draft	Program	
By 7 March 2014	Second Evaluation of Experts performance	Program	
3rd week March 2014	Second meeting with all Experts	Program	
3rd week March 2014	Thematic Programme Capitalisation Event	Experts	
By 11 April 2014	4 th Bimonthly Report with second Draft of analysis Report & first Draft of Publication	Experts	
By 9 May 2014	Detailed feedback on drafts	Program	
By 9 May 2014	Third evaluation of Experts performance and Proposal for contracts renewal	Program	
By 30 May 2014	Proposal for 2nd renewal of contracts with detailed tasks, time schedule, deliverables and price	Program	
By 20 June 2014	5 th Bimonthly Report with Final analysis Report & Publication - End date of Contacts	Experts	
By 11 July 2014	Overall evaluation of the 2nd year of implementation of the Thematic Capitalisation	Program	

3.1.2 Qualitative analysis

PART A - PROJECTS

In 2013, more than a half of the second call projects and all third call projects came to an end. This means that almost a half of the projects supported by INTERREG IVC are now closed. The main features of all 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, 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 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 getting a fairly good picture of the programme's achievements and success as reflected in the present chapter.

The programme has reached critical mass in terms of achievements:

- **6,188 staff members with increased capacity (average of 3 people per partner);**
Operational Programme (OP) target value: 2,800
- **403 good practices transferred (8.5% of all practices identified);** *OP target value: 200*
- **432 policies improved (22% of all policies addressed by projects);** *OP target value: 150*
- **349 spin-off activities;** *OP target value: 480*
- **EUR 710 million of mainstream funding impacted;** *OP target value: MEUR 1,500*

These results demonstrate the usefulness and leverage effect of INTERREG IVC which, financially speaking, represents only 0.1% of the budget of EU Cohesion Policy.

A non-exhaustive overview of the results per country is presented in annex 06. The idea is 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, spin-off activities), this geographical allocation had to be carried out on a certain number of assumptions (e.g. for the staff members with increased capacity, the total number was equally shared among the partners involved). It should be highlighted that the figure provided in this table does not always match those provided in the text of the Annual Report and in annex 06. There are two main reasons for this. First, the table is regularly and manually updated by each Project Officer and is not automatically extracted from the database. The data are therefore not always fully updated. Second, the geographical 'allocation' of indicators leads to differences in the counting. For instance, one good practice can be transferred to several countries. This is the case of the 'Summer Entrepreneurship' in MINI-EUROPE. It is counted as one good practice transferred in the monitoring system but, since this practice was transferred to the Netherlands and UK, it appears twice in annex 06. The same kind of discrepancies can occur with the spin-off activities.

Several Member States highlighted the importance of this table in order to demonstrate in their country the usefulness and concrete outcomes of interregional cooperation. This table complements the qualitative analysis below.

Points of attention to the qualitative analysis

Before going into the detail of the analysis, the following four points of attention which show the challenging character of evaluating the INTERREG IVC achievements have to 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 for the reader, a certain number of points have to be reminded.

The figures on which this analysis is based are a mix between '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 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 is very far from the average figure (also taking into consideration the project characteristics such as mini-programme and although this figure was carefully checked by the officers in charge of the project), this specific figure was often removed and is not included in the total figure reported as 2013 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 2013 (mainly last reports of second call projects, 5th report of third call projects, 3rd report of 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 2013** are covered in this analysis. In addition, the qualitative information (in particular the results reported within component 3) comes mainly from projects supported before the fourth call. This means that this information (e.g. total number of policies improved, good practices transferred) have to be considered in the context of 115 projects (and not 204 approved projects).

- The second remark refers to the **diversity of information** to be exploited. Despite the simple structure of two thematic priorities and the fact that all running projects have in common their strategic approach and objective to improve regional/local policies and instruments, 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 Programme. For instance, in the sub-theme 'Innovation, Research and Technology Development', and even if all running projects under this sub-theme are related to regional innovation policies, certain projects have a purely sectoral focus (e.g. NANO4M on nanotechnology, I4W on health and safety, ChemClust on chemical industry); 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); finally, some other

like PERIA, which exchanges experience on the interrelation between the regional innovation agencies and their respective regional authorities, have a more process-oriented focus.

- 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, regions) 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 / environment agencies, business support organisations).

- 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.

- Third, the indicators on which the projects have to report every six months can sometimes be subject to **different interpretations**. 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 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 in checking the information provided in the progress report is crucial. In terms of project monitoring, Project Officers spend most of their time in checking indicators and their justification. The justification provided for the core result indicators are usually not sufficient and the programme has to come back to 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 ESF 6CIA project (first 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 are carried out to ensure a better harmonisation of the results monitoring:

- 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.
 - At the end of 2011, a new format for the Lead Partner seminar (which took place in January 2012 for the 82 fourth call projects) was elaborated. In addition to the plenary sessions, parallel workshops which include practical exercises on indicators of components 2 and 3 were included. One of the aims was to raise the Lead Partners' awareness on the importance of these indicators and the necessity to precisely understand them as early as possible.
 - 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 meeting in order to ensure a learning curve among the officers when monitoring 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 from cooperation activities (see chapter 4 of the INTERACT 'study on indicators for monitoring transnational and interregional cooperation programmes', March 2006¹). This second issue relates more generally to the complexity of monitoring intangible but real achievements resulting from networking activities. These intangible outcomes should nevertheless not be underestimated and can take different forms such as:

¹ http://admin.interact-eu.net/downloads/152/INTERACT_Study_Indicators_for_Monitoring_Transnational_and_ICP_06_2006.pdf

- changes in the way of thinking on local problems through European awareness,
- contribution to creativity and innovation,
- better international visibility of actors and regions,
- new cooperation between actors who would normally compete.

The programme can identify some of these outcomes through information provided in the progress reports (in particular under the spin-off activities) or during the final conference. 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 2,037 regional and local policies are addressed by all 204 projects which means an average number of 10 policies addressed per project. This total figure of policies addressed is closely related to the total number of regions represented in these projects; which is logical since by essence projects address the policy of each of the partners' area in the field they are involved in (e.g. innovation, broadband connection in rural areas, sustainable transport, waste management, etc.). 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, 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, the achievement of the objective above has progressed compared to the last year's annual report, where 262 improved policies were reported (from 70 projects). As of 30 June 2013, 108 projects (39 from the first call, 55 from the second call, 6 from the third call

and 8 from the fourth call) demonstrated that they directly contributed to the **improvement of 432 regional or local policies** in the following area of regional development:

- **215 policies improved in Priority 1: Innovation and the knowledge economy**
 - 75 under 'Innovation, research and technology development'
 - 84 under 'Entrepreneurship and SMEs'
 - 33 under 'Information Society'
 - 23 under 'Employment, human capital and education'
- **217 policies improved in Priority 2: Environment and risk prevention**
 - 43 under 'Natural and technological risks; climate change'
 - 25 under 'Water management'
 - 8 under 'Waste prevention and management'
 - 17 under 'Biodiversity and preservation of natural heritage'
 - 95 under 'Energy and sustainable transport'
 - 29 under 'Cultural heritage & landscape'

As already highlighted in the 2012 report, the initial target set in the Operational Programme (150 policies improved) is 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 popular programme sub-theme (in terms of number of projects). Respectively, 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. The only exception relates to the sub-theme 'Energy and sustainable transport'. Even though a high number of projects were approved under that topic (38 projects), the achievements in terms of policies improved are relatively higher than in other sub-themes. This is partly due to the success achieved by two projects (i.e. SUGAR and BIO-EN-AREA) each with 11 policies improved.

Most of the results were reported by the first² and second call projects but, for the first time, third call and even fourth call projects also reported policy changes.

In June 2013, fourth call projects were at the mid-term of their implementation. Despite this early stage, 8 out of 82 projects could already report policy impacts (total of 14 policies improved). This is promising for the future and the estimation provided in the 2012 report (i.e. around 400 policies improved at the end of the programme) is already exceeded.

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 fail (often the policy changes are under negotiation but not achieved yet after the 3 or 4 years)

Even if the programme monitors closely the number of policy changes and practices transferred as a direct result of the exchange of experience, the final impact of these results 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 since these impacts can often be measured only after a certain time of implementation.

There are some exceptions with projects like PIMMS TRANSFER (where the transfer was planned at the application stage) or MINI EUROPE (see illustrations below):

Project:


Practice:
Walk to school – Encourage school children to walk to school rather than travel by car

From:
Borough of Bromley (UK)

To:
Frankfurt am Main (DE)

Results: - 15 schools and 3,000 pupils involved
- 40 tonnes CO₂ (and 19,200 litres of oil) saved

 → 


Green-Day 22.9.09







- Results:**
- Participation of 38 young people
 - Creation of 1 business



Despite the difficulty in assessing the territorial impact of the changes, the fact that a policy was modified or that a practice was transferred is regarded as a success within the programme considering that the concerned regions and policy makers would not have decided for it without expecting clear benefits from it.

Capitalisation Projects

With the results of the third call projects, the good performance of the 20 Capitalisation Projects that was highlighted in previous annual report is confirmed. The seven third call projects demonstrated 30 policies improved, and only EUFOFINET was not in a position to demonstrate any policy achievements within the timeframe of the project.

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 first call Capitalisation Projects had a tendency to confuse the successful elaboration of the action plan with the improvement

of a policy. However, the policy of the region was considered as 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 project's final report) was reached (meaning that the first measures to implement the action plan have started).

Despite this demanding approach, the 20 Capitalisation Projects demonstrated 93 policies improved out of the 192 addressed. In other words, more than 48% 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 and further details can be found in the same report and 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 Jonköping. 2. Evaluate companies' potential and provide better and more efficient services such as the Kompass Profiling Tool, and Jonköping 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 GP IPlanner, GP Profiling tool, and to further explore the GP “We-TechOff” for possible implementation of relevant aspects of this GP 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 Jonköping. 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 RAP implementation will be on the enhancement of the networks of all actors with increased linkages among offered services and an improved exploitation of entrepreneurship potentials 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.”

The overall good performance of the Capitalisation Projects should not undermine the difficulties faced during their implementation. In particular, the third call Capitalisation Projects were approved in July 2010 only. The outcomes of their cooperation were available in 2012 when the implementation of Structural Funds mainstream programmes was already well under way. It was therefore more challenging for these projects to influence Structural Funds and most of them had to target also the 2014-2020 programming period.

These difficulties are reflected in the extract below from the PIMMS CAPITAL final report:

“As a third call capitalisation project, the main challenge faced by PIMMS CAPITAL was that the relevant ERDF budgets and programmes were, in 7 out of 12 participating regions, fully committed. Accordingly, and with the encouragement of the EC’s DG-REGIO, project-partners devised and agreed a Mobility Management Manifesto which was incorporated into the 12 Regional Action Plans, and this adopted by all 12 regions. The intention is to promote this to other European regions as a basis for developing suitable Operational Programme policies in the programming Period 2014- 2020.”

Another example is provided below in the last progress report of GEO.POWER project.

Even though all partners figured out the measures to encourage the geothermal heat pump market exploitation in its own regions or countries, the matter of quantifying the allocated resources has not been decided yet. This is an on-going process that will end-up in April 2013, when the European Regions are supposed to deliver to the European Commission their Regional Operational Programmes (that include – among others - the detailed budget priorities under the Energy axis). This is the most challenging task for the GEO.POWER partners. Indeed, in many cases geothermal energy and heat pump systems are mentioned in the sustainable use of energy priority, energy restoration and sustainable use of buildings, pilot projects, innovation, etc., but they are neither explicit priorities in the Operational Programme 2007-2013 nor in the forthcoming OP 2014-2020 of all members’ regions. The development targets to 2020 vary in the concerned regions but generally there is an up-growing trend in GCHP (Ground Coupled Heat Pump) installations. Main target group - MA of Structural Funds in charge of defining investment strategies and managing funds - have been consulted. However, it is difficult to exactly quantify specific funds dedicated to the implementation of GEO.POWER practices in the current and next Programming Periods. Two follow-up projects were still successfully completed: LEGEND project 'Low Enthalpy Geothermal ENergy Demonstration cases for Energy Efficient building in Adriatic area', financed under the IPA Adriatic CBC Programme – EUR 763.250,00 (budget of Province of Ferrara, GeoZS, Emilia-Romagna region, former PPs of GEO.POWER) and LUDIS 'Large scale uptake of mini district heating systems in the social housing sector", submitted under the IEE Programme (budget requested for GeoZS, EGEC and Estonian Assoc is of EUR 401.706,00). Both projects will implement GCHP investments inspired from the GEO.POWER practices.

Despite these difficulties, the GEO.POWER project managed to achieve interesting results. In particular, the success below is a good example of mainstreaming within ETC programmes:

“The LEGEND project (‘Low Enthalpy Geothermal ENergy Demonstration cases for Energy Efficient building in Adriatic area’) was implemented under the IPA Adriatic Cross-border Co-operation Programme and was coordinated by the Province of Ferrara. It was approved on the 27 July 2012 and the kick-off meeting is scheduled on the 11 December 2012 in Ferrara (IT). LEGEND can be considered the follow-up of GEO.POWER since it permits to turn some of the measures included in the Emilia-Romagna Region action plan of into hard investments.

The amount of the project is EUR 3,085,540.00 out of which EUR 1,5M are dedicated to implement 10 pilot energy requalification of public buildings (5 in Italy, 2 in Croatia, 1 in Albania, 1 in Montenegro, 1 in Bosnia Herzegovina) through the application of heat pump technologies. The SWOT analysis carried out in GEO.POWER to identify the most suitable GCHP technology to be transferred will be used in LEGEND to help the partners to choose the building for the energy requalification.”

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

- **ERIK ACTION**

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

The Innovation Assistance 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 evolution in the Bretagne region. Thanks to this first experience and the long-standing 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 Développement Innovation. This strategy will be fully integrated in the future Smart Specialisation Strategies of the region called ‘Regional Strategy for Development and Innovation’ (Stratégie Régionale de Développement 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 time to reach market by developing a strong European home market for innovative products and services is key for Europe to create growth and jobs. Thanks to the RAPIDE project, the Észak-Alföld region, HU (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 is a confirmation of the limits of the current monitoring system.

Mid-term evaluation update

In order to estimate more precisely the level of achievements after the cooperation, the Programming Committee agreed to include a specific 'ex-post' evaluation of the six first call Capitalisation Projects as part of the Mid-Term Evaluation update which was launched at the end of 2012. The objective was to review the implementation of the action plans development by these projects. This review was carried out through a questionnaire sent to all concerned regions and through six case studies covering the different stages of implementation (i.e. from fully implemented to not implemented at all).

The two most important outcomes of the evaluation are the following:

- A majority of actions plans were either fully or at least partly implemented.
- This territorial impact would not have taken place without interregional cooperation.

The results of the questionnaire should however be taken with care considering that only 30% of the interviewees answered. For 8 out of 20 regions, the action plan was completely implemented, while 7 other regions stated that their action plan was partly implemented. This means that for the majority of the respondents (75%) actions were undertaken in the regions. Only 10% of the respondents (i.e. 2 out of 20) said their action plan would not be implemented.

The case studies were selected to ensure variety of the examples to be analysed. All six Capitalisation Projects from the first call were represented. In addition, all cases for the implementation stages of the action plan (i.e. from fully implemented to not implemented at all) were also represented.

In terms of successes, the examples of the North Yorkshire Next Generation Broadband (UK) from B3 REGIONS and of the Kujawsko-Pomorskie Voivodship (PL) from RAPIDE are particularly interesting:

- In North Yorkshire, through an investment of almost £30 million (higher than the initial £21 million planned in the action plan), the access to fast broadband was deployed to over 147,000 premises (250,000 citizens) and to 10,000 SMEs.
- In the Kujawsko-Pomorskie region, EUR 2 million were invested through 3 calls in 158 innovation research vouchers for entrepreneurs. A fourth call was under preparation in January 2013.

The results above are very positive and confirm the leverage effect of interregional cooperation. Concerning Structural Funds mainstreaming, the updated mid-term evaluation confirmed the challenges identified by the programme, in particular:

- Financial constraints and availability of ERDF,
- Heaviness of the procedures and bureaucracy.

Further information is available below in the final report of the mid-term evaluation update: http://www.interreg4c.eu/fileadmin/User_Upload/PDFs/about_the_programme_evaluation_update_2013.pdf

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

**Examples of policies improved from Priority 1
'Innovation and the knowledge economy'**

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

PERIA on the role of Regional Innovation Agencies

Thanks to the lessons learnt from Aquitaine Region, FR (e.g. good practice 'Innovation voucher'), Veneto Region, IT launched a new call, named Action Call 1.1.3, within the ROP, Regional competitiveness and Occupation objective, financed by ERDF. The new call was adopted on 31 July 2012 and published on BURV on 10 August 2012.

The call is finalised to:

- develop innovation capacity of firms by providing them with innovative knowledge through external qualified research organisations;
- increase cooperation and promote the mobility of researchers between the firms.

The call 1.1.3 is divided into two actions:

Action I entitled "*Funding Companies for applying qualified research organisations*", aims to encourage the firms to apply for qualified research organisations for industrial and experimental development research projects.

Action II, "*Funding Companies to appoint skilled researchers*", aims at recruiting qualified resources either through a convention between firms and research organisations or through direct engagement.

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

SMART EUROPE on smart strategies to create innovation-based jobs

In Sor-Trondelag (NO), the SMART EUROPE project has already led to an improvement in the Regional Innovation Strategy. Due to the participation in the peer reviews in Flevoland (NL) and Hungary, they realised the importance of incorporating the regional knowledge institutions (university and R&D institutions) in the innovation partnership. So, in the revised Innovation Strategy, this was better highlighted. The Strategy was discussed in November 2012 with the politicians and adopted in December 2012 by the political board. The Strategy provides the regional framework; for the practical implementation, a Regional Innovation Action Plan will be developed in 2013. This action plan will also take into consideration the results of the peer review that took place in Sor-Trondelag.

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

 - **KNOW-MAN** on knowledge network management

InnoBB is a unique innovation strategy formulated jointly by two German federal states (Berlin and Brandenburg). As partners from both federal states took part in the Know-Man project, the importance of strong cooperation between Science and Business – the central topic in Know-Man – has been added as one of the central objectives of the Innovation strategy of Berlin/Brandenburg. The strategy targets the lack of internationalisation of SMEs. In particular, Know-Man project raised the awareness on the importance of supporting the internationalisation within the innovation policy and contributed to sharpening of technology transfer tools, involving main regional stakeholders, such as Technology Foundation Berlin (TSB), and motivating them to contribute in expert tandem activities as external expert.

- **Priority 1 - Sub-theme 'Entrepreneurship and SMEs'**

 - **B2N** on entrepreneurship in natural areas

The Lead Partner (Polish Tourism Development Agency) elaborated a special expertise for the Ministry of Agriculture and Rural Development giving recommendations for supporting tourism development in "Rural areas development programme for 2014-2020". The experiences gained within the B2N project were of great value for this agency when giving hints about how to develop tourism in rural areas and preserve nature at the same time. Especially lessons learnt from Sweden (about how to establish and run eco-certification of tourist products; and about how to run business in natural areas and preserve/promote cultural heritage) were integrated in the document as practices to be implemented in Poland in the 2014-2020 period.

- **Priority 1 - Sub-theme 'Entrepreneurship and SMEs'**

 - **ICER** on eco-accommodation in rural regions

Nattitude is an approach developed in the Auvergne region (FR). The idea behind Nattitude is to encourage the emergence of a range of tourist accommodation whose marketed offer reflects a 'Nature Attitudes' trend, in which people look to consume as responsible citizens. Nattitude assumes a dual role for the region: to contribute to the good image of Auvergne, and as a source of stimulation across the territory. For accommodation operators, the aim is to use the tools available to position what they have to offer and integrate themselves into a network of professionals with shared values.

Thanks to the ICER project, the Nattitude policy was not only transferred from Auvergne to other regions, but the basis of the policy in Auvergne, the 'book of ideas', was also improved.

New thematic and environmental ideas and criteria were added on the basis of various examples observed in other partner regions (Lahti benchmark group, FI and carbon footprint calculation, and South Transdanubia Hunting Lodge, HU).

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

 - **e-CITIZEN II** on the development of citizen-centred e-services

Thanks to the lessons learnt within the e-CITIZEN II project, the policy document, City of Tartu Development Plan 2013-2020 (EE), includes participation as one of the key principles of the city management (openness, participation, innovation, synergy, economy). The city top managers (Deputy Mayor) and the staff from the public relations office were active in the project local and interregional activities. As a result, concrete actions are planned for improving participatory approaches in the city's daily business processes (e.g. development of e-participation manual and best practices, development of the online participation environment, and participative budgeting implementation).

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

 - **DLA** on developing local information society strategies

The Agency for the development of the Empolese Valdelsa (ASEV) in Italy, a DLA partner, provided technical support to Tuscany Regional Authority for reusing the Self Evaluation Tool - step 1 of the DLA Common Methodology. ASEV also actively participated in the development of the first local agenda of the Union of the Municipalities of the Empolese Valdelsa, also called Circondario. The Regional Authority signed an agreement with Circondario on using DLA methodology for e-services for tourism. The planning and now the realisation of the common e-platform of the network of the Osservatori Turistici di Destinazione is a regional initiative, included in the new regional digital agenda of the Tuscany Regional Authority, to create in all municipalities an 'observatory' to monitor and share data and indicators on tourism in general, but also on its sustainability and future competitiveness

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

 - **TOOL QUIZ** on employment in the cultural sector

Thanks to the TOOL QUIZ project, the Cultural policy for youth from Rogaland, Norway (Cultural Rucksack/UKM) enabled the evaluation and complete revision of the 'Culture and Territories' programme of the Nord-Pas de Calais (NPDC) region, FR. Created 7 years ago, the NPDC programme has been since 2011 facing progressively a loss of legitimacy. The NPDC region evaluated the Norwegian policy. Its representatives, accompanied by the ones from Grand Bleu Theatre, participated in the staff exchanges in Rogaland in March 2012. The staff exchange enabled to analyse more in depth the Norwegian practices and methodology which

have been feeding and driving the perspective of the regional programme 'culture and territories'. In May 2012, the Regional Council also organised, through the Grand Bleu Theatre, one week of experimentation related to interregional youth encounters based on art practices and cultural experiences for capacity building. A regional seminar on cultural rights, organised in Lille, FR in July 2012, initiated the programme framework redefinition which was then conducted by 3 departments of the regional council. It resulted in the validation of new strategic objectives where culture is recognised as a catalyst: to reaffirm the role of the citizen at the heart of the regional activities; to facilitate territorial equality and the fight against social inequalities; to involve young people in practices developing their capacities. This new strategy will find its application through several devices: a) renewed engineering and relationship between regional authority and project leaders; b) launch of a new call for proposals "Culture(s) à PARTager"; c) elaboration of a framework to support cultural events reaffirming these values; d) creation of a new cultural component within 2 Regional Funds to support microcultural projects; and e) integration of cultural input in the territorial strategic schemes such as the 2014-2020 Operational Programme.

Examples of policies improved from Priority 2 'Environment and risk prevention'

- **Priority 2 – Sub-theme 'Natural and technological risks; climate change'**

- **CLIMACT REGIONS** on regional policies for greenhouse gas mitigation

- The project, and especially the guideline manual on Strategies and actions, enabled Berlin to improve its strategy against climate change and to establish a new action plan, Energy Concept 2020 for the Federal State of Berlin. This document was discussed during 3 workshops organised within the Climact Regions project, where partners discussed cooperative governance approaches between the Senate of Berlin and energy-relevant public and private sector companies for the strategy. This 'Energy Concept' was endorsed on 5 April 2011, by the Senate Department for Economics, Technologies and Women's Issues (Senatsverwaltung für Wirtschaft, Technologie und Frauen) and became the official Sustainable Energy Action Plan of Berlin under the title "Energiekonzept 2020 - Energie für Berlin - Effizient – Erneuerbar – Zukunftsfähig".

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

- **SIGMA for Water** on sustainable management of lakes and wetlands

- Thanks to the lessons learnt within the project and based on the development of the Masterplan Danube Calmatui by the Romanian partner (i.e. Buzau, Ialomita Water Basin Administra-

tion), the regional programme Danube strategy has improved and now includes economic values for the selection and approval of projects. This criterion ensures that during the development of a project, a series of aims are met, including making a site more attractive to tourists, increasing biodiversity, and developing the potential to create employment locally.

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

- W2E** on production of energy from waste

The W2E project came at a very opportune time for the County of Cumbria (UK) as Cumbria was in the process of preparing the Cumbria Minerals and Waste Development Framework (MWDF). That is the statutory development plan that the County Council had to prepare. During the preparation of the MWDF, the County Council was required to consult a very wide range of people and organisations and frequently met with the adverse perceptions about energy from waste plants which were proposed. The County Council was able to refer to the examples of the range of technologies that had been seen or described during the W2E project and this helped them to overcome some of these perceptions and prejudice. In one case, the objection received was completely reversed into a proposal for developing a W2E plant to generate electricity for a major industrial estate complex.

- **Priority 2 – Sub-theme 'Biodiversity and preservation of natural heritage'**

- GreenInfraNet** on the development of green infrastructure

Emilia Romagna Region (IT) has undergone an update of the regional territorial master plan (PTR – Piano Territoriale Regionale) which integrates some lessons learnt from the GreenInfraNet project. The plan includes a view to the development of the concept of a green infrastructure (namely, landscape ecosystem network). The GreenInfraNet project and the recent EC Communication 'GI – Enhancing Europe's Natural Capital' provided useful input to the development of a regional approach to the concept of the green infrastructure (GI). The external expert hired in the framework of the project elaborated a paper on recommendations regarding the adaptation of the EU approach to GIs to the regional level, using the regional territorial master plan (PTR – Piano Territoriale Regionale) as the main tool to promote the concept and aim of GIs to stress the importance of biodiversity, of different kinds of green areas, and of landscapes to be conceived as key territorial components.

- **Priority 2 - Sub-theme 'Energy and sustainable transport'**

- CATCH-MR** on sustainable transport in metropolitan regions

The initial 'Park and Ride' (P+R) policy of the Ljubljana Urban Region (SI) was based on the construction of large parking lots to motivate commuters and leisure travellers to park their

private car at the city edge and to use public transport. As the result of the exchange of experience realised within Catch-MR, the P+R development plans were revised, and the focus was put on the development of smaller P+R multimodal interchange points. These smaller interchange points improved the access to public transport through more flexibility in the region, near to the sources of traffic.

- **Priority 2 - Sub-theme 'Energy and sustainable transport'**

- PLUS** on public lighting strategies

'The Municipal Lighting Strategy and Action Plan (PICIL)' of Bassano del Grappa (IT) contains new standards for the containment of light pollution, energy-saving lighting for outdoor and environmental protection (that constitutes legal framework for the elaboration of Lighting Strategy and Action Plan). Thanks to the PLUS project, the Municipality of Bassano (IT) has strictly collaborated particularly with two project partners, Cities of Lyon (FR) and Leipzig (DE), whose best practices and lighting solutions (Leipzig Intelligent Lighting with dimming control and LED solutions; Lyon temporality in street lighting) were assessed as the most suitable and interesting for the Bassano's territory. The City of Lyon participated also in the second info day, in order to assist the municipality in its best practice transfer into the PICIL. Also representatives of the Regional Agency for Environmental Protection of the Veneto Region, IT (ARPAV) were keynote speakers during the Bassano's first Regional Lighting Forum, where they explained in detail the regional normative regarding the public lighting and the role of ARPAV in its correct application, and in particular their cooperation with Bassano in PLUS project.

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

- B-TEAM** on brownfield management

The Dublin City Council (IE) through the Strategic Policy Committee adopted the pledge on 25 September 2012 to actively promote the sustainable regeneration of Brownfield sites as a means of achieving the goals of the core strategy of Dublin City Development Plan as well as pursue recommendations from partners for the case study area of Newmarket Dublin. Exchange of experience through the B-Team project influenced the making of a new policy on green techniques for site remediation. Objective SI17 of the document states that "all undeveloped sites to be remediated to internationally accepted standards prior to commencement of development ... the remediation shall incorporate international best practice and expertise on innovative ecological restoration techniques including specialist planting and green initiatives ...". This planning strategy document was prepared at a time when the B-Team project was underway and it gave the opportunity for shared knowledge from the project to influence policy making.

Economic objectives ESO1, ESO3 and environment objective ESO6 encourage vacant sites visual and environmental improvements and pilot projects for temporary uses on vacant lands including allotments. As a result the following policy documents have been improved: Dublin City Development Plan 2011-2017 and Local Area Plans: North Lotts and Grand Canal Dock Draft Planning Scheme 2013; Strategic Infrastructure Development Zone (SDZ) status approved by the Minister of Environment; Clongriffin-Belmayne Local Area Plan 2012-2018.

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

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

As a result, 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 (http://www.ideram.pt/files/europroc_good_practices_guide_4x4d.pdf).

It occurs regularly that European Commission initiatives refers to INTERREG IVC projects as inspiring examples.

This is the case of the Regional Innovation Monitor (RIM, www.rim-europa.eu) which is a DG Enterprise initiative led by Technopolis group, Fraunhofer Institute and Maastricht University. It 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 these examples were INTERREG IVC projects approved under priority 1 (i.e. **SCINNOPOLI**, **EuroPROC** and **RAPIDE**).

The **RAPIDE** and **EuroPROC** projects were invited to DG Enterprise conference on Public Procurement in March 2010 (<http://cordis.europa.eu/fp7/ict/pcp/23-march-conf-agenda-en.pdf>). **EuroPROC** was also included in the third e-newsletter of DG Enterprise in February 2011 ([66](https://www.innovation-procurement.org/fileadmin/editor-</p></div><div data-bbox=)

[content/DG_Entr_Newsletters/newsletter3_en.pdf](#)). These references are a good sign of the quality of the INTERREG IVC projects and their capacity to inspire the EU level.

In **ENGAGE**, following the participation of a representative of DG Connect at different project events, a cooperation meeting between the EC (DG Connect and Regio), the ENGAGE project and the experts in charge of updating the European Broadband Investment Guide was organised on 7 May 2013. The main conclusions were that the regions involved in the ENGAGE network and the European Commission will:

- Cooperate with the three broadband experts charged with the update of the DG Regio guide on Broadband investment (e.g. reviewing drafts, assisting in the development of templates for implementing the models of investment).
- Identify good practices in terms of new and successful models of investment that make an efficient use of public and private investment with a view to deliver high-speed network and services.
- Joint forces to make these good practices available and facilitate exchange of ideas and networking also through the use of a variety of Web-based tools.
- Cooperate with the Smart Specialisation Platform (S3) arranged by the JRC in Seville with the organisation/participation to pertinent activities and events planned in the field of broadband.
- Identify and make available broadband experts (to the S3 platform through the AMI list of DG Regio) that can assist regions in the programming of broadband measures over the coming programming period.

Following this meeting, ENGAGE appointed the Leppinen Suupohja Economic Development Agency in Finland (partner 10 in the project) to oversee ENGAGE input to the BB Investment Guide (which has materialised and which will be launched in late 2013 with recognition of ENGAGE input). Strategies to ensure an ENGAGE response to the other points were established at the ENGAGE management meeting in London on 4 June 2013.

ENSPIRE EU and **YES** are both second call projects dealing with entrepreneurship issues. Both projects have built good relationships with DG Employment and, as a result of these fruitful exchanges, 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 second call Capitalisation Project. It aims 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, WINNET 8 was also presented at the Regional Committee of the European Parliament. The presentations of the project at the highest levels of the European institutions are a first step to raise awareness about the actions made in favour of gender equality across Europe, and 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 in Brussels to a joint COCOF (Coordination 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 EU level.

CITEAIR II aims to improve regional policies in the domain of air quality protection, sustainable transport and reduction of greenhouse gas emissions. CITEAIR II is continuously cooperating with the European Environment Agency (EEA). This cooperation is 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 are calculated from the European database AIRBASE. Second, the cooperation is also ongoing within the 'AirWatch' system. EEA has established a strategic partnership with Microsoft and developed AirWatch as part of their Eye-on-earth initiative. This system <http://eyeon-earth.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 second 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 up 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 considers 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. According to DG Regio, the C2CN project in particular has helped the Commission to better understand the

concept of 'cradle to cradle' and has contributed to introducing 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 a project is not able to demonstrate any evidence of policy change, they are usually able to report interesting developments at policy level. The following examples from the PEOPLE mini-programme are good illustrations of these developments which are not reflected under any indicator:

PEOPLE focuses on the adaptation of labour market to ageing population and changes in family structure. The conference organised in Malopolska (PL) on 18 October 2010 on Silver economy and the publication of a policy recommendation White Paper on 'Challenges for Malopolska in the context of demographic change' were the last steps of a fruitful interregional cooperation started in March 2010 within PEOPLE. Over 100 people participated in the conference, mostly regional and national experts to discuss important issues regarding silver economy. Although Malopolska region will suffer from the consequences of demographic change in the next decades, there are still chances for stable economic growth. The silver economy can be one of the solutions. Different aspects of these problems were presented by many scientists and experts with practical experience and three PEOPLE's sub-projects (Tcares, Diversia, 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 Malopolska policy makers in Poland. Specifically, on 8 November 2010, at the regional government premises, the Regional Minister met Mr. Roman Ciepela, vice-Marshall of Malopolska 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 about 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.

In the 2012 qualitative analysis, the assumption that policy changes were easier to achieve at local level than at regional level was proposed. It was partly due to the high success rate under topics like mobility management where the local public authorities are competent and are often directly involved in the cooperation.

But after five years of analysing the project results, the reality appears more complex. Certain projects like SOLIDARCITY or ORGANZA that were tackling local strategies were not in a position to achieve policy change within the project lifetime. On the other hand, more and more projects which tackle policies at regional level (e.g. CLIMACTREGIONS, R4GG, MINI EUROPE, and REVERSE) have demonstrated policy changes.

Partners often reckoned that, although it was not planned at the application stage, policy changes were possible mainly because the project arrived at the 'right moment' meaning a period where the policy of the partner region was under review. This has allowed the concerned partner to integrate the lessons learnt from the cooperation into this review process.

It is therefore difficult to draw general conclusions from the experiences of INTERREG IVC with regard to policy improvement. Successes have to be analysed on a case by case basis but a certain number of factors can be highlighted as conditions for success such as:

- clarity of the need addressed by the project and necessity to ensure that this need is shared by the partners,
- direct involvement of the bodies in charge of the policy tackled by the project,
- quality of the interregional learning process with clear and logical interrelation between the different activities organised, and
- integration in the learning process of external stakeholders that play a role in the policy making process and / or policy implementation.

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, this objective is achieved. This is not surprising as 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 12.4 interregional events to exchange experience were organised per project (2,517 interregional events in total). This average has significantly increased since the last annual report as fourth call projects progressed in their implementation. This figure covers a wide variety of activities, from workshops to study trips,

from staff exchange to thematic seminars. In total, there were more than 66,000 participants in these interregional events. Compared with 2012, this leads to a slightly higher average number of participants per event (26).

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 second call) has a partnership composed of regions from the same objective (i.e. ‘Objective competitiveness’). PADIMA is still 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 of ICHNOS PLUS.

The geographical area covered by the projects was improved thanks to the fourth call results. All EU Member States are represented in the 204 approved projects. More importantly, 89% of the NUTS II regions in Europe are now represented (i.e. 241 out of 271 NUTS II regions). This concretely means that now 15 more NUTS II regions are represented in the programme as a result of the fourth 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 in terms of percentage of public authorities involved. Instead of 70 %, the participation of public authorities represents 50% of all partners (i.e. 1,146 out of 2,290), although applications with direct participation of public authorities were better considered in the assessment process (as stipulated in the Operational Programme and programme manual). Despite this ratio, still only one 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 previous annual reports, 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, although they are both considered as

bodies governed by public law, an association of local authorities would be more relevant in INTERREG IVC than a local incubator without any policy relevance. 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 authority directly in charge of the development of new policy instruments and of the 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 co-operation between 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 2004/18/EC.

- In a significant number of projects (e.g. NANO4M, ORGANZA), the same region is represented directly by its public authority but also by some other organisation relevant to the topic tackled (e.g. development agencies, universities, 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 although the core requirement of the INTERREG IVC is met since each of the regions is also represented by its policy maker.
- Finally, there are cases where a body governed by public law is involved in a cooperation not to address a specific policy but to bring its specific knowledge and competences which are required for the success of the 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 increase the capacity (competence) of **6,188 staff members** involved in the projects. This represents an average of 30.3 people per project who have increased their skills thanks to their involvement in interregional activities. As anticipated in the previous annual report, this represents a significant increase compared to the average of the previous annual report (22 members per project) since fourth call projects have started reporting the capacity building.

Concerning this indicator, the following quote from SCINNOPOLI (second call Capitalisation Projects) is interesting for two reasons. First, it gives an interesting example on 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 not being partners 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 out 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 stakeholders have actively participated in interregional events and increased their capacity in the three semesters.”

The most remarkable progress compared with previous years relates to the number of spin-off activities resulting from the cooperation. This was one of the few areas where the programme was underperforming since its start. Some improvements were already noticed in the 2012 report but the positive trend is confirmed with the latest figures. By the end of June 2013, **349 new projects / activities / approaches resulting from the interregional exchange of experiences** have been reported by 96 projects. This represents an increase of 74% compared to the previous year when 201 spin-offs were demonstrated.

This recent progress toward the programme’s objective (target value of 480 spin-off activities) can partly be explained by the awareness-raising measures of the JTS. Through the clarification requests of the six-month report, the Project Officers kept on highlighting the importance of this indicator. A specific explanation was also provided during the Lead Partner seminar of the fourth call projects in January 2012. These measures were needed considering the lack of awareness of the Lead Partners on this indicator. The ‘number of new projects / activities / approaches’ is also 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). Thanks to these different measures, it is likely that the above target value will be reached at the end of the programme.

These results better reflect the experience gained in monitoring the impact of interregional cooperation. When INTERREG IVC officers participate in projects' final conferences, it often occurs that they discover through the presentations or through the discussions with partners a lot of unexpected benefits gained from the cooperation although these benefits were never reported in the progress reports. The JTS then strongly encourages the partners to report these impacts in the final reports.

As highlighted in the 2012 annual report, the C2CN project (2nd call Capitalisation Projects) is exceptional with regards to the number of spin-off activities reported (30 in total, mainly through bids submitted in different programmes). Usually, it is much more common that projects report a few spin-off activities only. In order to avoid any statistical bias (see also the points of attention at the beginning of this qualitative analysis), this number was reduced to 10 for this project.

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

- the submission of new applications in other EU programmes (e.g. NEEBOR in South East Europe transnational cooperation programme, ERIK ACTION in FP7)
- the adoption of new tools (e.g. CLUSNET with an interactive cluster mapping, POWER with a carbon reduction tool)
- the development of new joint services (e.g. CLIQ on incubators inter services)
- the adoption of new cooperation convention (e.g. B3 Regions with new agreement between Piedmont, Sardinia & Catalonia on ICT observatory)
- the 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 are related to the development of new projects between 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, the monitoring of these spin-offs is a first attempt to assess the intangible but real achievements resulting from cooperation activities. It reflects only partially the richness of the 'indirect outcomes' deriving from 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 for 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 experiences in this field has a spill over effect to these bodies as well. One of the major “not planned” effects of the project is that their involvement has increased the quality of the public-public cooperation in the field of disaster mitigation in the participating regions to a great extent.”

Even if INTERREG IVC does not impose any local action groups for the Regional Initiative Projects, most of the projects (as illustrated above) involve 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 and to benefit from the experiences of the different partners was stressed. It enabled the partners to broaden their view on specific issues and to gain new insights. On the other hand, their differences in “day-to-day-business” also led to different expectations. For instance, the relations between partners located in the same region or between those partners working on similar topics (e.g. STP’s) were described as stronger than the relations to those working in other fields.

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 Coworking 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 for Smart Specialisation approaches in creative industries.....”

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

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

- DISTRICT+** on the reconversion of traditional economies

Further to the exchanged experience, the West Midlands (WM) via Birmingham Science Park Aston (UK) continues to work very closely with Gothia Science Park (SE) regarding the development of the tele-presence "Virtual Technology Platform". This tool supports next generation of entrepreneurs and SMEs who require leading edge connectivity and facilities to develop and grow their business. WM aims to introduce the latest video conferencing technology that can help to create a network of regions engaging in a global virtual business support system. This kind of technology (the use of advanced video-conference and simultaneous web stream via the internet to enable it to be accessed by anyone from their own desktop) showed how it can provide an effective approach to communication and conferencing. Furthermore this digital facilities allow to connect creative locations across the world to provide a network facilitating global exchange of ideas, trade and investment to promote growth. The main benefit for SMEs is that this facility will save them time and money by linking up overseas markets through virtual meetings.

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

- KNOW-MAN** on strengthening the knowledge-business-public triangle

The Science and Technology Park Cartuja 93 (ES) designed and launched a new programme "Inverte Jovenes Empresas" (Invest in young start-ups) in November 2012 which is partly based on the idea of the Business Plan Competition, described and developed as a Good Practice in the Know-Man project. The participating start-ups will get a complete business training, personal mentoring and valuable future contacts. Furthermore, the winners of the competition will have the opportunity to present their projects to a number of private investors and business angels. The design of a new Service offer for start-ups in the "Tecnoincubadora Marie Curie" in Cartuja93 STP is also influenced by Know-man experiences.

- **Sub-theme – ‘Information Society’**

 - **ICT-VN** on promotion of ICTs usage by SMEs

Further to the participation in ICT-VN, the Central Region of Denmark, involved on the transfer of the good practices of Navarra (ES) video-guides to the region, with ABP partner, has become a partner on a FP7 project, "Smart Culture" focusing on the valorisation of tourism and heritage assets through the use of ICTs.

- **Sub-theme – 'Energy and sustainable transport'**

 - **CATCH_MR** on support to greening transport

Three partners from CATCH_MR (from Budapest, Gothenburg and Oslo/Akershus) established a new cooperation network to keep on exchanging on different issues related to road user and congestion charging. A first meeting took place in 2013 to analyse the effects of the congestion charging scheme introduced in Gothenburg at the beginning of 2013. BKK also intends to use the good practices and lessons learnt in this field for the future implementation of the congestion charging scheme in Budapest.

- **Sub-theme – Cultural heritage and landscape**

 - **VITOUR LANDSCAPE** - Safeguarding of European "UNESCO World heritage" wine growing landscapes

Several spin-offs were reported by VITOUR LANDSCAPE:

 - The "Cherry Alliance" was signed between Association World Heritage Neusiedler See (partner 2, AT) and Administration union World Heritage Upper Middle Rhine Valley (partner 6, DE) to safeguard and enhance cherry trees and cherry production as typical landscape elements and typical agricultural "high quality" production in both areas, and in other European areas interested.
 - The viti-cultural rescue action started in 2013 between Association World Heritage Neusiedler See and the Environmental Management and Nature Conservation Public Company in Horta (partner 12, PT) to test new grape varieties from Austria to grow on Pico Island (Azores), where recently the traditional grape varieties are suffering unusual pests and diseases that threaten the local wine production severely, maybe because of the global climate change and the change of the climate conditions produced by the Gulf stream.
 - A town twinning was also established between the cities of Purbach (Austria) and Montalcino (Italy) to cooperate in the fields wine growing and marketing, culture, sports, music and infrastructural development.

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

B-TEAM on re-use of brownfield

The cities of Belfast and Dublin started a bilateral cooperation which will continue beyond the project. For instance, the Dublin City bicycle rental scheme was shared with the Belfast City Council. And the connection of brownfield regeneration areas to the rest of the city, especially by sustainable transport modes, is a key recommendation of the project.

Finally, as far as the 20 Capitalisation Projects are concerned, **91 action plans have been developed by “Objective Convergence” regions further to the lessons learnt from “Objective Competitiveness” regions**. This represents almost half of the 210 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, have been achieved in convergence regions. The following quote from the Bulgarian partner of ESF6 CIA (i.e. Vasil Asenov from the Ministry of Labour and Social Policy, partner 11) is interesting in this 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 15 EU. 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 increase. In total, **4,709 good practices** have been identified within the 184 Regional Initiative Projects. This means an average of 25 good practices per project. This already ex-

ceeds the initial target value of 2,400 since projects were even more successful than anticipated. To a certain extent, this can also be explained by the average number of partners per project (more than 11) which exceeds the programme's expectations.

With regard to the 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 2013; it included 857 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 **403 practices have now been successfully transferred** amongst the partners. This exceeds the Operational Programme's target value of 200. Compared with the 252 practices transferred of the last annual report, this represents an increase of 151% which is mainly explained by the progress achieved within the 74 second call projects and the progress made by the fourth call projects. The good practices (GP) were transferred in the following area of regional development:

- 222 practices transferred in Priority 1: Innovation and the knowledge economy
 - 63 under 'Innovation, research and technology development'
 - 102 under 'Entrepreneurship and SMEs'
 - 40 under 'Information Society'
 - 17 under 'Employment, human capital and education'
- 181 practices transferred in Priority 2: Environment and risk prevention
 - 42 under 'Natural and technology risks; climate change'
 - 35 under 'Water management'
 - 5 under 'Waste prevention and management'
 - 67 under 'Energy and sustainable transport'
 - 10 under 'Biodiversity and preservation of natural heritage'
 - 22 under 'Cultural heritage & landscape'

The trends identified in the previous annual report are confirmed. The majority of results are reported under Priority 1 which is logical considering the higher number of projects approved under this Priority. Good practices transferred are now demonstrated in all sub-themes of the

programme, even in those that are poorly represented (e.g. waste and water management). Finally, the number of policies improved exceeds the number of good practices transferred.

The above 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, Summer Entrepreneur was transferred from Mid-Sweden to Flevoland, NL and to North West England, UK), only the figure of '1' should be reported under the indicator. 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 91 projects have demonstrated transfers and most of the 115 Regional Initiative Projects of the two first calls were already able to report interesting lessons learnt from the cooperation.

Compared with last year, it is not only the second call projects that are in a position to report transfers but also 8 fourth call projects:

- 168 practices transferred (42%) were demonstrated by first call projects,
- 220 (54%) by second call projects
- 15 (4%) by fourth call projects.

Only 5 out of the 35 first call Regional Initiative Projects could not demonstrate any transfer within the lifetime of the project which does not mean that these projects were not successful in terms of capacity building and spin-off activities.

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 Priority 1
'Innovation and the knowledge economy'**

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

CLUSTERIX on clusters management and internationalisation

Tillväxtverket (SE) made substantial efforts to promote the ClusteriX project at national level and also directly to the regions, succeeding to attract the interest and actively involve the region of Värmland (NO) in the project's activities. Representatives of region Värmland and the Steel & Engineering cluster Stalverkstad (SE) participated in several meetings and also attended the staff exchange in Lower Austria (AT). Värmland was interested in the 'Competence Mapping methodology', which is an instrument to identify the innovation potential within companies and channelling it towards new applications and business opportunities in other sectors. This could be the starting point for emerging industries, where the cluster organisation contributes to the creation of the right framework. As a result of this intense exchange between Lower Austria experts and Region Värmland, the Steel & Engineering Cluster Stalverkstad in Värmland included the Competence Mapping tool in a collaborative project with Swedish and Norwegian clusters. The project proposal was approved and is financially supported (from 1 September 2013 until 31 January 2016) by the National Cluster Programme of Tillväxtverket. The exchange of experience between the Swedish and Austrian partners will be continued during the implementation process. Should the pilot be successful in Värmland, it could be extended to a broader range of clusters.

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

DISTRICT+ on reconversion of traditional manufacturing industries

Based on the exchanged experience and some good practices identified (mainly 'Research and Development Card' from Vastra Gotaland, SE), Lower Silesia, PL has developed a project titled 'Dolnośląski Bon na Innowacje' (Lower Silesian coupon for innovation). The project supports the research needs of SMEs. It covers the advisory part but also includes financial support. Implemented measures contribute to the development of innovation in SMEs in the form of improvements of products, services or processes that have been based on knowledge derived from the scientific community. The project, launched in 2012 from Human Capital Operational Programme (ESF) has a total of 5.4 million zł (EUR 1,35 million) to finance pro-innovation research or implementation services, carried out by research institutions to SMEs. Every entrepreneur wishing to develop his product or improve its technology, can apply for a voucher worth 18,000 zł (EUR 4,500). In addition, help free of charge is offered to identify the needs for implementation (technology audit) and in search for research partners to work together.

- **Priority 1 – Sub-theme ‘Entrepreneurship and SMEs’**

ICER on eco-accommodation in rural regions



Priority 1 – Sub-theme ‘Entrepreneurship and SMEs’

DIFASS on improving SMEs’ access to finance

The European Business and Innovation Centre of Burgos (ES) launched its microfinance facility in January 2013. Thanks to the project, this facility took on board the features from the following instruments:

- Combination of funding with training and mentoring activities from the Entrepreneurship Promotion Fund (EPF) – UAB Invega (Lithuania)
- Risk assessment and collateralisation techniques from the Start-up loan – Kredex (Estonia)
- Inclusion of agriculture within the microfinance scheme from the Microcredits for SMEs in Transylvania – Opportunity Microcredit (Romania)
- Inclusion of working capital in the scheme from Micro-credit – ZMVA (Hungary)

It is therefore not single practice which was transferred from another region, but rather specific elements of four different experiences which contributed to and significantly influenced the design of this new financial instrument.

- **Priority 1 – Sub-theme ‘Entrepreneurship and SMEs’**

ENSPIRE EU on development of entrepreneurial mind-set

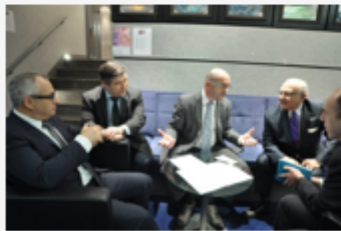
Project:



Practice:

‘24H Chrono’ is a yearly event to train the entrepreneurial skills of young people in a 24 hours non-stop formation.

From: Paris Chamber of Commerce and Industry (FR)



To: Zlin Region (CZ)

- **Priority 1 – Sub-theme ‘Information Society’**

E-CITIZEN II on the development of citizen-centred e-services

Project:



Practice:

Valma allows local governments to provide online participation tools and discussion space for citizens and various stakeholders.

From: City of Tampere (FI)



To: Vysocina Region (CZ)

➤ The tool (Vas Nazor in Czech) is already used in ten local governments in Vysocina region to engage citizens to an online debate about the development of the municipalities.

➤ Vas Nazor collected several national innovation prizes in Czech Republic.



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

DE-LAN on digital eco-systems



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

DLA on local information society strategies



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

DART on demographic change and ageing population

The transfer of the 'Click voor hulp' best practice from the region of Limburg (NL) to Galicia (ES) has been a result of the DART exchange of experience. The good practice Klik voor Hulp ('Click for Help') was developed in 2008 and is an internet-based platform for the provision of social work services to young people from ten to twenty-one years of age. Young people are offered the possibility to discuss their psycho-social issues with a qualified social worker via real-time chat or email.

Also, internet fora are available in which young people can discuss their issues with peers, while moderated by a qualified social worker. Ambitions are to further expand the Klik voor Hulp concept to include the elderly and home bound groups (e.g. people with physical disabilities).

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

- **Priority 2 – Sub-theme 'Natural and technological risks; climate change'**

CIVPRO on regional strategies for disaster prevention

Project:	Practice:
	<p>The bilateral Disaster Management and Civil Protection Cooperation has set a common ground for coordination between the two regions in case of real disaster events and in regards to prevention.</p>
<p><u>From:</u> Municipality of Miskolc (HU)</p>	<p><u>To:</u> City of Kosice (SK)</p>
	

The bilateral Disaster Management and Civil Protection Cooperation was successfully transferred from the Municipality of Miskolc (HU) to the City of Kosice (SK). The focus of the Hungarian good practice includes extended regional analysis and practical training recommendations with simulated cases, where disabled and elderly participants can learn how to communicate with providers in case of emergency. A dedicated phone number for disabled (e.g. 999) also has to be provided so that in case of emergency or disaster the dispatcher could give targeted recommendations and information. The good practice sets a common ground for coordination between two regions in case of real disaster events and with respect to prevention. In the specific case of this transfer, the collaboration integrates the North Hungarian Bükk mountains, the Slovakian Gemer Karst and Salanzy Mountains and the Sajó Hernad river valley Plain Region (Borsod Abaúj Zemplén county Kosice region). With this agreement, both regions have developed a cross-border integrated disaster management and civil protection system. This regional collaboration seeks to serve both sides of the border and accommodate the interests of all sections of the population in the Carpathian region.

- **Priority 2 – Sub-theme ‘Natural and technological risks; climate change’**

CLIMACT REGIONS on regional policies for greenhouse gas mitigation



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

SIGMA for Water on sustainable management of lakes and wetlands

The region of Thessaly in Greece has good experience with the use of IT tools for geographical visualisation (e.g. GIS, Google Earth layers, thematic maps). The polish partner (Meeri/University of Krakow) finalised the masterplan for the Gorka reservoir and used the IT Tools from the Greek partner to demonstrate all activities in a 3D model. The tools allow the user to zoom in or out using any level of scale desired, having thus the ability to have a full view of the Master Plan. The idea was to show the activities already implemented or planned to be implemented in the Master Plan elaborated through the Sigma for Water project. The final outcome is embedded in the actual topographic layer of the wider area, integrating also other available details (e.g. hydrological, land use, location of settlements, other installations, and transportation network).

- **Priority 2 – Sub-theme ‘Waste management and prevention’**

W2E on production of energy from waste

Resulting directly from the study visit in Östergötland and in Norrköping (Sweden), the Slovakian partner SIEA used the idea presented by the local authorities of Norrköping municipality to provide information on waste management (e.g. recycling) to the households. This practice has proven successful in Norrköping municipality. Based on the successful Swedish experience, the Slovakian partner issued information on waste management to the households in the Bratislava region in cooperation with the Municipality of Bratislava, the Waste Collection and Disposal, joint stock Company - OLO. and the university.

- **Priority 2 – 'Energy and sustainable transport'**

RENREN on renewable energy sources

The approach 'Bioenergy-orientated forestry' developed in the region of Jämtland (SE) was transferred to the Regional Energy Agency of Castilla y Leon (ES), where it was integrated in the existing strategic 'Bioenergy Action Plan of Castilla y León 2020'. The major target is to overcome existing lack of experience in the use of forestry biomass. Based on an analysis of needs and gaps of Castilla y León wood biomass sector companies, a Business to Business meeting was arranged alongside the sixth RENREN workshop in Jämtland allowing Spanish companies to meet with experienced Jämtland companies.

The good practice 'Free Parking for green vehicles' was also successfully transferred from the region of Jämtland to the Decentralised Administration of Macedonia-Thrace (DAMT, EL). The objective is to tackle the important air pollution caused by traffic at the densely populated inner parts of Thessaloniki agglomeration. DAMT discussed the measures of this good practice with the three town councils of Thessaloniki, Kalamaria and Thermi, and reached an agreement for its implementation.

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

PERIURBAN on management of natural suburban areas

The Danube-Opily National Park Directorate in Budapest (HU) used aspects from the communication strategies developed in a number of partner regions (in particular by the Regional Government of Tuscany (IT), by the Aberdeen City Council (UK) and by the city of Kosice (SK)) in order to update and coordinate a strategy to provide information on the environmental importance of the periurban park to visitors and nearby residents.

The Lille Metropolitan Natural Space office (FR) learned from the experience of the Vitosha Nature Park Directorate in Sofia (BG) in the field of public-private partnerships. The Bulgarian partner has good experience in terms of working with private companies for funding, services and maintenance of its natural area. Based on this experience, the French partner managed to secure at the end of 2012 partnerships with important private companies in France for a number of joint ventures.

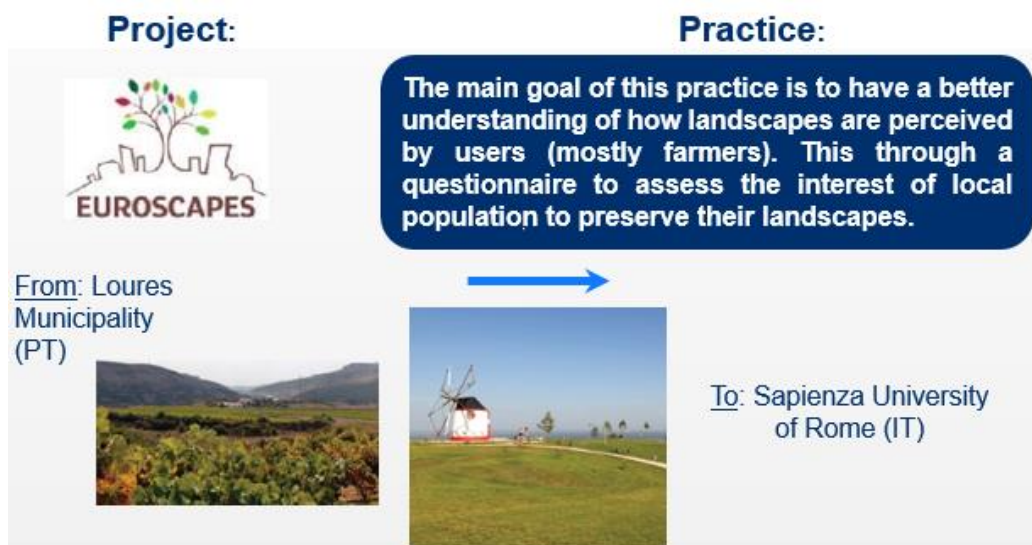
- **Priority 2 – Sub-theme 'Cultural heritage and landscape'**

B-TEAM on re use of brownfield



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

EUROSCAPES on urban and peri-urban landscapes



A certain number of lessons can be learnt from the good practices transferred up to now within the projects:

- The notion of a 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 attracted the interest of another partner who has implemented it on its territory. However, in the case of CLUSNET or DIFASS (see earlier) for instance, it is the joint input of the partners on a specific local case which has 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 on 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 concrete transfer of practices are projects with a low level of intensity of cooperation (e.g. CLUSNET, CLIQ, MINI EUROPE, MORE4NRG, SEE). This finding is the best way 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 the less advanced region that benefited from the more advanced region, there are more and more examples where the transfer goes in the other direction (e.g. in MINI EUROPE where the Veneto region, IT gets inspiration from the Hungarian Regional Knowledge Centre or in PERIURBAN where Lille in France benefited from the experience of the Bulgarian partner).
- It seems that certain domains are more conducive to transfer. This is the case of 'soft' domains related to communication or more generally to governance processes. A significant number of projects have demonstrated transfers in the way they are organising consultation activities or the way they communicate on their strategies. This domain is indeed relatively easy to influence. In particular, it usually does not require specific financial means.

This is also the case of ICT-based solutions. There is a significant number of cases where the practices transferred are e-tools, although the project does not directly tackle ICT issues (i.e. the project is not approved under the 'Information Society' sub-theme). Examples are provided above from the DART and SIGMA for Water projects. DART deals with demographic changes while SIGMA tackles wetlands management but both projects have demonstrated transfers related to an ICT tool. The success achieved in this second domain may be explained by the flexibility of ICT, which can often be easily adapted to a local context. It also shows that ICTs are also a cross-cutting notion in INTERREG IVC relevant for all programme sub-themes and not only for the 'Information Society' topic.

Nevertheless, it appears in more and more cases that this difference between practice transfer and policy improved is artificial. The example provided above with the DIFASS project illustrates this difficulty. The project has reported the launch of a new micro-finance facility in Burgos (ES) in January 2013 as a transfer of practices. Indeed, certain

features of the facility were inspired by practices that were discovered in the other partner regions thanks to the project. But is this microfinance facility a practice or a policy? In case the Spanish partner would have considered it as a specific policy instrument, the influence of the project could have been reported as a policy improved. In this context, the approach proposed for INTERREG EUROPE brings simplification. Instead of maintaining the above distinction, INTERREG EUROPE will think in terms of policy change which will include both practice transferred and policies improved.

All Capitalisation Projects are now finalised. Within these 20 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.
- Certain of these projects have 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, IT 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, under 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 the practices in the region obviously has to be in line with the way the concerned Monitoring Committee usually decides.
- Finally, a few third call Capitalisation Projects like MKW informed the JTS that the ERDF of the current Operational Programme was already fully allocated to a few regions. In such cases, the JTS checked carefully with each project which strategy could be adopted to cope with this situation.

Despite the above difficulties and as demonstrated in this chapter, the 20 Capitalisation Projects can be considered as successful in their mainstreaming process. **A total of 210 actions plans were developed 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 prepare an action plan per practice transferred which meant 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 reports), their remarkable achievements are summarised in table 13 below based on the mainstreaming funds dedicated to the implementation of the practices:

Table 13: Achievements of all 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
CO2FREE*	1,645,500	x 5	8,163,200	12	7
EFFMIS	1,772,030	x 7.65	13,557,700	9	2
ENTREDI	978,321	x 1,28	1,257,000	7	7
ERIK ACTION*	1,417,103	x17	24,561,215	11	6
ESF6 CIA*	935,661	x 55	51,816,900	8	2
EU2020 going local	1,546,194	x 0.06	100,000	11	3
EUFOFINET	2,084,093	x 3.7	7,439,368	13	0
GEO.POWER	3,031,530	x 0.4	1,165,000	11	4
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	34,333,700	11	7
PIKE*	1,146,277	x 6	7,272,900	9	4
PIMMS CAPITAL*	1,761,710	x 22	38,468,700	12	7
PLUS	1,689,508	x 2	3,354,613	11	7
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 (EUR)	33,974,126	x 21	710,000,000	210	93
TOTAL (without B3 Regions)	32,448,179	x 7.4	241,387,500		

* Fast Track

This table is a good illustration of the leverage effect of interregional cooperation. The ERDF budget of EUR 34 million that was invested in the 20 Capitalisation Projects may have an impact on EUR 710 million of national / regional funds (mainly ERDF). This means a leverage

effect of 20. Of course, the results of B3 Regions play a major role in this huge leverage effect. But without this specific project, the leverage effect would still be of 6.4. On the opposite, SufalNet4EU did not manage to mobilise funding for its action plans and demonstrate policy change. This is partly due to the 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) and it was difficult to commit financially the Managing Authorities on these local projects.

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

- Even though 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 have not been 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 70% of all the funds) but it can be explained by the fact that this project is dealing with broadband in rural areas. Therefore, it relates to infrastructure which can require 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) although no policy achievements could be demonstrated before the end of the cooperation.
- Despite the name of this result indicator, 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 into 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 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 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 procedure of structural funds or, to technological aspects or to economic investment models.

During the organisation of the workshops, the partners effectively tested how challenging and complex was the broadband topic and the drafting of a consistent broadband strategy, requiring so many information, varying from pure technological expertise to 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 or 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 under 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

Equal opportunities

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) have 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 unexpected high percentage above.

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

- **Gender4Growth** is a first call Regional Initiative Project addressing economic gender inequalities, in particular lower female employment rates, wages and positions, job market segmentation and 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 policy level. Partners exchange their experiences, organise transfer workshops and grant "Awards" to local economic initiatives that most effectively tackle gender issues.
- **WINNET 8** is a second 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 second 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 low education), 3) Discouraged People: young people at secondary level of education discouraged with the education system. The partners of the project all recognise the relevance and challenge of developing and promoting entrepreneurial inspiration. The partners have all focused on entrepreneurial inspiration and have developed a lot of practices and know-how within this field. However, the partners have done so in different ways, for different stakeholders and with varying level of success. The project aims to exchange good practices between the partners

and to develop a unique strategic policy framework by mainstreaming new knowledge into the policy sphere.

- **LABOUR PLUS** is a fourth 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 to create and stimulate 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 that the day-to-day implementation of their project respected environmental constraints. The integrated approach adopted by some of these projects (e.g. seven projects deals 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). It happens for the most serious cases that individual consultations are organised in Lille with the concerned projects. Most of the time, 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 not reached. Apart from one exception, all progress reports submitted by June 2013 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 on the reports occur at 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, of providing qualitative information) is also explained. The aim is to contribute to mutual understanding and to 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 have developed their own IT monitoring system through 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 in the **PEOPLE** and **POWER** mini-programmes.

POWER is also interesting for another reason in terms of project management. This mini-programme which deals with low carbon economy has adopted an innovative tool in their day-to-day management. The POWER partners have indeed agreed to use a CO₂ calculator to encourage the dissemination of good practice in carbon reduction for the actors participating in the mini-programme (used to gauge CO₂ savings across the programme). This calculator is used to assess the CO₂ savings (or consumption) related to events not held (i.e. savings from alternative communication methods such as teleconferences) and 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.

684 brochures were published and more than 2,500 dissemination events organised. The number of events organised can vary depending on projects. This figure includes interregional dissemination events but also the events organised in each partner area in order to ensure that the lessons learnt from the project are also available to local stakeholders. A majority of projects have organised less than 10 dissemination events but, for a few projects (e.g. WINNET 8, ENTREDI, REVERSE, PIMMS TRANSFER) with a special focus on local dissemination, this figure can exceed 20 events. The effort in promoting the projects and their results is also reflected in the fact that the projects have now been presented in more than 4,100 '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 11,000 appearances in press and media. It is estimated that around 430,000 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 to ensure that EU publicity requirements are respected.

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

- **RETS** ('Renewable Energies Transfer System') is a second 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 rich experience in the organisation and use of Web 2.0 technologies and it has initiated a transfer of these practices to the project partners both for the project management and the project activities. A major element has been the set-up of the project wiki: (www.rets-community.eu). The wiki which is only open to registered members, has two main sections: a project management section which regroups all the internal project administrative, financial and communication aspects of the project, and dedicated sections for the project activities: good practices related to renewable energy, seminars, study visits, competitive intelligence. All partners have the possibility to consult, create and modify information within the wiki application. Another technology that ADEC has 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 fed into dedicated thematic newsletters and diffused to the local authorities.

- The **PEOPLE** mini-programme is a first call Regional Initiative Project. PEOPLE decided from its start to adopt interactive communication approach with among others the use of social media. 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 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 even shared 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.

PART B- Thematic Capitalisation

3.1.2.7 Thematic Programme Capitalisation

In 2013, 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 outcomes of the theme-specific analyses are a detailed report and a publication per topic that are available for view and download at: <http://www.interreg4c.eu/policy-sharing-policy-learning/library/>

In principle each analysis report:

- provides regions and local authorities that wish to invest in a topic or investigate the relevant policy with:
- a 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.

A snap-shot of indicative findings per topic are presented briefly below:

Innovation systems

The good practice inventory of the Innovation Systems theme contains 30-40 highly relevant schemes that have been distilled from the approximately 500 good practices identified by the projects. The areas they cover are illustrated below:

Common and less common thematic areas addressed by the Good Practices (GPs)	
Thematic areas most commonly addressed by GPs	Thematic areas less well covered by GPs
<ul style="list-style-type: none"> - spin-offs and incubation - Cluster development and management - Technology transfer – Research commercialisation - Linking SMEs to knowledge providers 	<ul style="list-style-type: none"> - Venture and early stage funding - Internationalisation

Below is given a brief description of a few of the most interesting good practices:

1. In the UNICREDS (University Collaboration in Regional Development Spaces) project, a lot of 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.
2. 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 (UK). In this programme, companies and academic institutions cooperate to embed recent graduates in business organisations, thereby bringing in new skills and knowledge while individuals get ‘real world’ experience from the company environment.
3. The level of innovation efforts varies greatly between regions and companies. A large share of European firms rarely or never undertake 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 (SI) 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.

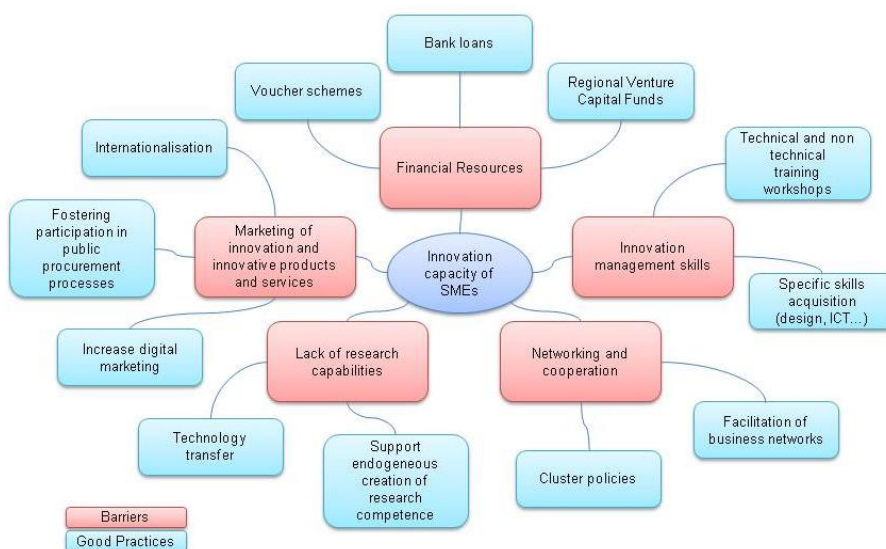
4. The aim of the KNOW-MAN project is to identify and connect regional cross-sector and cross-institutional knowledge potentials within the areas that are involved in the project. This will in turn improve the competitiveness of the knowledge-based economy in Europe by linking knowledge and innovation. 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 (ES). The idea of these breakfast meetings is to provide participants from different backgrounds with an opportunity to meet new partners, clients and suppliers, and be able to discuss ideas for future projects.
5. In EURIS (European Collaborative and Open Regional Innovation Strategies), the 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.
6. 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 (UK). 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 a lot of acknowledgment from other project partners and was successfully transferred to Cadiz (ES).

There is a set of characteristics that is recurrent in successful innovation systems, and that represents a goal towards which regional policy actors can target their policy actions. Having clear objectives for the desired development of the regional innovation system (RIS) can help in the formulation of innovation policies, and also in implementation as stakeholders can connect the policies to a desired target state. As a conclusion regions should strive to shape:

1. Innovation systems with dynamic and flexible structures and processes. This facilitates diffusion of knowledge throughout the economy.
2. Innovation systems that are networked mutual learning systems. Synergies are created through close interaction of RIS members.
3. Innovation systems with critical mass of resources. This includes access to external know-how and competence.
4. Innovation systems that are needs-oriented. Based on the need of businesses, and with good links between investors and companies.
5. Innovation systems that handle both regional priorities and support clusters and internationalisation. This implies specialisation based on regional assets, as well as focus on European-level policies.

Innovation capacity of SMEs

It takes time for policymakers to analyse barriers and to design effective policies, especially in the field of innovation support as it is still fairly new. The seven INTERREG IVC projects within the Innovation Capacity of SMEs theme identified and characterised close to 120 measures (sub-projects, good practices, or other initiatives) to help SMEs overcome the main innovation barriers:



A small sample of good practices that tackle these challenges/ barriers is presented below:

1. On the challenge of 'shortage of financial resources for innovation':

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 loan 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 SMEs.

2. On the challenge of 'shortage of skills to manage innovation, IPR and knowledge':
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 them design students or professional designers are allocated to SMEs for a short period of time. The practices share many features that could recommend them for implementation 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 providers, funding institutions as sponsors); and they can have a measurable impact in terms of innovation capacity of SMEs within the lifespan of a project.
3. On the challenge of 'insufficient marketing of innovation':
International Cooperation Visits and Foreign Trade Fairs (PERIA project): these two good practices identified and disseminated within PERIA are relatively easy to implement, they directly involve SMEs and have a strong trans-national character. As such, they represent measures that can be implemented jointly by several partners from different regions, promoting the internationalisation and networking at international level.
4. On the challenge of 'lack of internal research capabilities':
Campus and TT Andalusia: this challenge has been mostly addressed by ERIK Action 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 (ES) and are complementary. TT Andalusia focuses on the collaboration between the relevant actors in the Andalusia Knowledge System in 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.
5. On the challenge of 'weaknesses in networking and cooperation with third parties':
Sharp Cloud Tool (DISTRICT+ project): in order to address networking with and towards SMEs, there is a growing trend to enhance the use of virtual communities, web-based service platforms and social networks. This digital infrastructure is enabling organisations, including SMEs, 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. The growing penetration of cloud technologies opens further new paths for the provision of new services, including

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, is a good example of the use of IT tools and web / cloud platforms for improved provision of services that can be followed by other regions.

Eco-innovation

A 'business as usual' approach to running regional economies is no longer an option. Viable solutions that do not compromise on the environment or on economic development are urgently needed; eco-innovation offers such 'no compromise' solutions. All forms of new, or improved, products, services, processes, organisational structures, institutional arrangements, lifestyle, and social behaviours, which lead to environmental improvements compared to relevant alternatives, can be seen as eco-innovation.

Interregional cooperation under the INTERREG IVC programme supports cooperation among majority of regions in 29 countries so that they can identify effective ways of improving their performance. The wide range of fields addressed, from clean-tech incubation to sustainable transport, from eco-management to construction, allows for a detailed analysis of similar challenges and possible solutions. Many regions offer valuable success stories in promoting eco-innovation.

In total 110 good practices have been identified among the 7 INTERREG IVC projects in the field of eco-innovation. Some of the tested approaches to promoting eco-innovation are:

1. Incorporation of eco-innovation in regional and local planning:
EU Structural and Investment Funds will be available to foster eco-innovation if regions include eco-innovation as a priority in their Regional Innovation Strategy for Smart Specialisation (RIS3). For examples, see the projects ECOREGIONS and ECREIN+.
2. Fostering environmental technologies and competences:
CIE and PROSESC are projects providing excellent examples in the fields of clean technology and road transport.
3. Support for non-technological eco-innovation:
Providing advisory services or creating the capacity of businesses to shift to a different production process or business model are among the eco-innovative solutions. Other measures include promoting eco-management and providing tools for eco-audits. The projects RECOMMEND and DESUR focused on this area.
4. Using demand-side measures to foster the eco-innovation ecosystem:
The FRESH project assessed regions and introduced measures helping to create demand for eco-innovative products and services.

Creative industries

With regard to the 14 INTERREG IVC Cultural and Creative Industries (CCI) projects, a total of 272 good practices have been collected, of which one third is addressing the creation of spill-over effects – one of the main future policy challenges in creative industries. These practices provide valuable input for regional and local policy makers to overcome several current challenges for creative industries' policy making. Some recommendations for successful CCI policy on regional level are the following:

1. Innovation in creative businesses needs investment:

It is crucial to ensure that culture and creative industries are integrated in the strategic regional innovation system, including smart specialisation strategies. It is important to retain ownership of the intellectual property (IP) with the local CCI businesses to create and exploit innovation. For example, the Interregional 3D Design Cooking – presented from the REGIO-CRAFTS project – demonstrates how interregional events in the framework of INTERREG IVC can be transformed in design innovation camps for local CCI entrepreneurs.

2. Develop access to new markets:

Access to new markets is central for (creative) businesses to ensure sustainability and regional growth. Strategies need to be customised, based on a careful needs and market analysis: internationalisation for small and micro CCI companies might therefore mean to address the tourism market in their region or city instead of working on time-consuming and expensive growing markets in the Far East. For example, the Maisons de Mode (PLUSTEX project) is a good practice how to network with international fashion designers at local workshops and boutiques in Lille and Roubaix. It provides a platform of quality and credibility for international fashion purchasers and co-invests with the local fashion designers for the participation in international shows worldwide.

3. Stimulate new stakeholder networks:

In order to stimulate cross-sectoral processes and innovation, new social and communication interactions among representatives from different sectors are needed. All stakeholders in CCI policies are also seeking new learning options outside the well-established policy-making silos. As it is well put in the manifesto of the Cross-Innovation project: "Innovation is not simply grown in a greenhouse, it evolves in an ecosystem". Thereby, it is becoming more important to know how to learn and how to be special. Learning how to find new partners for highly specialised international markets is becoming the decisive key.

4. Adopt Open Innovation Management:

CCI transfer platforms – such as ECIA – aim at creating places of interaction, cross-sectoral clusters intended to open up CCI networks to other stakeholder groups and to encourage further exchange with other sectoral clusters. Hubs like co-working spaces demonstrate on a day-to-day basis the added value of informal communication between entrepreneurs of different backgrounds.

5. Foster spill-over effects:

The main success factors to create a real spill-over impact are the investment in context conditions (e.g. establishment of exchange between CCI clusters / networks and clusters outside CCI) as well as a participative policy making approach (active involvement of different stakeholders, participation of citizens, culture related stakeholders/artists).

Entrepreneurship

The analysis of nine interregional cooperation projects focusing on suitable entrepreneurship policies provides useful insights and inspiration for regional policy makers. Some key messages and recommendations from the analysed good practices are presented below.

1. Build on your core strengths:

Build on regional core strengths and develop smart specialisation strategies as a source of opportunities for entrepreneurs and competitive advantages for the region. For example, the long-established Munich Business Plan (IMAGEEN) is organised as a competition, with prizes including financial input as part of a support package. Since 1997, over MEUR 300 seed capital has been invested, creating 808 businesses and 5,919 jobs.

2. Educate and communicate on entrepreneurship:

Foster cooperation between researchers and companies as a source of ideas for entrepreneurs to instigate an entrepreneurial attitude in the academic world. Stimulate entrepreneurship at all levels of education. Communicate opportunities and showcase good results of regional entrepreneurship programmes to inspire people and build trust in entrepreneurship as a career opportunity. For example, the Danish 'Innocamp' (from ENSPIRE EU) and the Estonian 'Hour Innovation Camp' (from YES) immerse young people in an enterprise focused experience, and build links between schools and local businesses. Young people are equipped with enterprising attitudes such as team working, creative problem-solving and planning.

3. Release the potential of social entrepreneurship:

Create new opportunities for unemployed and disadvantaged people to fully participate in a society and develop a focused strategy on social enterprises combining economic and social interests. For example, both PASE and MESSE projects explored regulatory

models to support social enterprise. The Italian Marche region operates a co-programming model which brings public sector and social entrepreneurs together to develop and fund social services. Nationally, there are reserved tenders for social enterprises, and 5% of public spending goes to enterprises focused on integration.

E-government services

Six INTERREG IVC projects presenting several innovative good practices to address the priorities identified in the E-government action plan were analysed. This knowledge – in the format of good practices, lessons learnt and policy recommendations - is an invaluable resource for other regions planning or already taking their first steps in their E-government strategy. Some key messages are presented below.

1. Increase cooperation with stakeholders and define long-term adoption roadmaps (digital strategies):

Future E-government models need to go beyond mere public service/sector modernisation and need to be based on the willingness to change administrative processes/culture, and on integrated policies between digital policies and other public policies. For example, Cybercantal telecentre is a tailor-made facility designed to boost entrepreneurship in the Auvergne region (France) by providing new job opportunities for citizens, thereby leading to the creation of micro-enterprises, stimulation of the local economy, and the attraction of new workers (IMMODI project).

2. Invest in broadband, ICT, training of staff, and improve internal organisation:

Transforming administrative processes requires back-office reorganisation and simplification; 'one-stop-shop' or 'single-window' approaches require substantial process redesign and new information architectures; interoperability of information systems is a key issue for ensuring that services are efficient for citizens; data collection, processing and storage must be based on clear property rules as big data emerge and more and more stakeholders, even final users, generate data. For example, Integrated Aid System is a solution for the management of aid, corresponding to the Common Agriculture Policies in the regional government of Cantabria (Spain). It gathers and validates the applications interactively via Internet, thus totally eliminating the manual exchange of data (PIKE project).

3. Provide user-centred public services:

Build public-private partnerships and involve all stakeholders in the public service delivery chain and even final users; provide services that are responsive, reliable, and use new efficient ways of sharing and producing knowledge between different stakeholders. For example, online municipal services represent an innovative concept of an internet portal that provides all the information and tools needed for citizens to interact

with local government in Porto (Portugal), displayed according to the needs of the users, and not according to a services view used by traditional portals. (DLA project).

4. Promote and build on success stories:

Lack of awareness and low dissemination of the strengths and weaknesses of the past and on-going initiatives are the main barriers to a wider take-up. For example, Free Italia Wi-Fi is an initiative designed to promote collaboration between public administrations with a view to developing free wireless networks within the areas covered by individual administrations as well as to federalising area networks within a single national Wi-Fi infrastructure (I-SPEED project).

Demographic change

Today's declining and strongly ageing areas are laboratories for policy development to draw lessons from for other regions in Europe that will be affected by this demographic change over the next decade. The 'paradigm shift' from growth to decline offers opportunities for experimental, out-of-the-box thinking and innovation in local planning and governance, for example through community participation. In this context, nine INTERREG IVC projects that explore new approaches and practices for dealing with demographic change have been analysed. The analysed projects cover four interlinked themes:

1. Education, lifelong learning and labour market
2. Economic diversification
3. Social (and healthcare) services
4. Independent living

As an outcome of the analysis, some good examples of strategies that work to tackle the consequences of demographic change were identified. Some examples are provided below.

1. Education, lifelong learning and labour market: 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 organisations 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 required.

2. 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 to 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 occupation 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. Among others, this has also brought advantages to veterinaries, fodder producers and teaching personnel.

3. 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 policy makers 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 in helping elderly people to live independently. Its further goal is to ensure that the cost of healthcare is reduced while the levels of care that individuals receive is improved. 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 Telecare) model targeting with near-market solutions those SMEs that 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 of the products and services to market. the model is transferable and adaptable to different regions and countries.

4. Independent living: 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-off service, and so-called 'combi' buses, that can be used for passenger transport, post- and parcel-services, banking, etc. Citizen buses run instead of the official lines of the local public transport network.

Rural development

Nine INTERREG IVC rural development projects were analysed that focus on three objectives: 1) stimulating entrepreneurship and SMEs in rural areas, 2) stimulating information society in rural areas, 3) stimulating employment, human capital and education. The seven recommendations below, drawn from the analysis, are based on the experience with exchanging good practices between European regions on rural development, and therefore could help policy makers in their endeavour to contribute to the competitiveness of rural areas.

1. Build integrated solutions:

How to offer better facilities and service levels to both inhabitants and entrepreneurs? Design smart, integrated solutions that can exploit synergies. For example, a good practice from Auvergne, France: the Smart Working Centres combine incubation facilities for entrepreneurs with a rural high-speed internet office for locals which enables them to (tele)work and follow (e)training (MICROPOL project).

Formulate a specialised offer for entrepreneurs: How to attract young people or new businesses to rural regions? Create a specialised offer and environment by concentrating knowledge resources and providing specialised services and products. Specialisation and knowledge clusters allow regions to stay competitive in a more global economy. For example, a good practice from Gers, France: in the SOHO SOLO approach (potential) teleworkers/SMEs are welcomed, guided, and given easy access to networks. During the last 6 years, this has resulted in 470 new inhabitants in the Gers region (GRISI PLUS project).

2. Develop a diversification strategy for your rural region:

How to renew the local business offer? Draft a diversification strategy and enable diversification initiatives by, for example, limiting restrictions on rural tourism. Diversifying businesses will boost the region. For example, a good practice from Östra Mellansverige, Sweden: in Urnatur, a small-scale high-quality eco-lodge for retreats, events, and conferences supports the continued operation of a traditional farm and conservation projects. The eco-lodge has increased the annual turnover from EUR 10 000 to over EUR 100 000 (B2N project).

3. Invest in local and external partnerships:

How to create a critical mass of human resources, investment capacity, knowledge institutes, and services, in your rural areas? Upgrade small-scale successful initiatives by building local partnerships and relationships with different regions and knowledge centres and by involving external private actors. For example, two good practices: in Gozo, Malta, local services, such as hikes, hairdressing, baby-sitting, etc., are combined and offered to guests at self-catering accommodation (CesR project).

In e-CREATE project, Saxony-Anhalt (Germany) and Sør-Trøndelag county (Norway) teamed up with a regional university to develop an app promoting Romanesque heritage.

4. Explore all different types of innovation:

How to stimulate innovation in rural areas? Be aware of the whole spectrum of innovation possibilities. Rural regions can invest in product, process, marketing, and organisational innovation. A specific lesson learnt from the rural cooperation projects is to focus not so much on technical innovation but more on social innovation and the development of practical and more effective solutions for the region's social needs. For example, two good practices on: a) product innovation - in rural residences in Niedersachsen, Germany, you can accommodate your horse (DANTE project); and on b) process innovation - the Romanesque Route in the Sousa Valley, Portugal, uses digital communication to unlock the potential of cultural heritage [www.e-create-project.eu/e-CREATE project](http://www.e-create-project.eu/e-CREATE-project)

Climate change

The issues addressed by the seven INTERREG IVC climate change projects are closely in line with the EU climate policy objectives both in terms of climate change mitigation and adaptation. Climate change is complex and difficult to understand for policy makers, stakeholders and the public. It is also a relatively new policy issue and one that cuts across traditional policy-making sectors. Most of the natural resources (river basins, catchment areas, flood plains) and socio-economic systems (agriculture, tourism, urban structures) that are likely to be affected by climate change in the coming decades are unique to specific local and/or regional areas. This makes climate change an important area for policy learning and exchange of experience.

A number of proven good practices were analysed, particularly in mechanisms for stakeholder cooperation, planning practices and technical approaches to specific problems. An example of the lessons learnt is presented below.

1. Stakeholder involvement and policy networks:

Climate change is by nature a cross-sectoral issue – it impacts energy, transport, water, health, employment, and nearly every aspect of local and regional planning and policy making. As such, it requires trust and effective collaboration across institutions and groups that may not be accustomed to working together. Many regions have developed useful mechanisms for managing cooperation on climate change. For example, in the UK, the Planning and Climate Change Coalition 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 (GRaBS project) and environmentally friendly approach towards urban planning (POWER project).

2. Implementation measures:

Promoting climate-friendly territorial development in communities can include measures focusing on behavioural change, educational programmes, measures for enhancing climate knowledge in the private sector, etc. For example, the Payment for Ecosystem Services schemes is a unique model that shows how to fund the management of climate risks. In Spain the model was used to design payments by electric companies to forest associations for wildfire prevention activities, in compensation for the installation of power infrastructure in forests (F:ACTS! project).

Energy efficiency

Energy efficiency is improved when the amount of energy used to achieve an output is reduced. This output can be the provision of heat, light, cooling, transport, or a product or service. In order for energy efficiency investments to happen, there are often a diverse range of stakeholders that need to be convinced at all governance levels. Twelve INTERREG IVC projects were analysed for drawing interesting lessons to raise awareness of policy makers about energy efficiency. Some of these key lessons are:

1. Provide more practical advice on turning policy targets into action as opposed to detailed technical advice and information.

The projects reflect this by, for example, focusing on the ways in which plans can be turned into action (IMEA project), the community involvement promoted by the EnercitEE and LoCaRe projects and the development of local authority toolkits for developing and testing policies in the IMAGINE and RE-GREEN projects.

2. Pursue awareness-raising and behavioural change actions and make them locally and target-group specific, practical, and deliverable via diverse methods.

For example, the LoCaRe project uses schools as a way of cascading information on energy efficiency through a local community, and a number of projects use targeted communication tools (videos, web-based information, etc.) to appeal to specific audiences (e.g. EnercitEE, IMAGINE).

3. Promote the creation of local/regional energy strategies, because they help in applying European energy policy regionally and locally.

Having energy plans ensures that there are baselines, roadmaps, indicators, and a realistic approach towards implementing energy policy. They also need to capture local strengths, weaknesses, and opportunities. This experience is apparent in a number of projects including REnergy, CO2FREE and RE-GREEN.

4. Continue to promote Energy Services Companies (ESCOs) as they are an important mechanism in enabling larger-scale investment in energy efficiency, particularly in the public sector.

ESCOs help in addressing the barriers of a lack of available finance and can also help in addressing technical and commercial knowledge gaps within the public sector as well as the split incentives barrier – because the initial capital outlay is reduced. Their importance is recognised in projects including STEP, REnergy, IMEA and RE-GREEN.

5. Work with and involve policy makers in other areas in order to improve energy efficiency.

There is potential for good regulation in related areas to help enable energy efficiency. An example of the link is the constraints on transferring energy-saving information to users on transport options – because of data security concerns - in the GreenITNet project.

6. Recognise that INTERREG IVC helps the dissemination of the results of other energy efficiency programmes.

A number of INTERREG IVC projects use / promote examples funded by other European Commission schemes concerned with promoting energy efficiency, e.g. Intelligent Energy Europe, the Framework Programme, and LIFE+. This helps spread the results and outputs of these projects to a wider audience.

7. Build energy efficiency into the regeneration and social inclusion programmes, because it brings both social and energy benefits.

This is demonstrated in the SERPENTE and IMEA projects, with their inclusion of energy efficiency in social housing and the use of local citizens as role models to encourage their peers to consider and adapt energy efficient lifestyles and choices.

8. Green public procurement should continue to be promoted as it 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.

This approach helps in addressing the barriers on the lack of awareness and technology credibility. It also illustrates the positive effect of drivers such as the potential for creating green jobs. This approach is promoted in a number of projects, including RE-GREEN, SERPENTE, IMEA, and IMAGINE.

Renewable energy

Renewables (RES) present many opportunities for regions and are already responsible for over 1.2 million jobs in the EU, with a turnover of EUR125MEUR 125. They create value at the regional level, as it is there where the energy sources are available for harvesting, transforming, transporting and storing renewables. Decentralised generation of energy can concentrate benefits within regions and boost energy security, economic performance, and social inclusion. The capitalisation experts devised a four-phase development cycle for renewable energies, and classified the policy practices from the seven INTERREG IVC analysed projects according to maturity levels of the renewable energy development in a given region. The phases are:

1. Commitment and planning (12% of all practices identified)
2. Emerging markets (73%)
3. Mature markets (12%)
4. 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:

1. Commitment and planning:

Regional RES strategy and policy, identified by RENREN project

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 focuses 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.

2. Emerging markets:

Institutional support, identified by More4NRG project

The Maramures Energy Management Agency (in Romania) 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 focus 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.

3. Mature markets:

Strong commitment to R&D, identified by BIO.EN.AREA project

Research into energy crops has been ongoing at Teagasc's Oak Park (Carlow, Ireland) 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 to land owners and forestry industries. Researchers have developed a variety of tools and information services to spread good practice and communicate research results.

4. Saturated markets:

Clusters of international scope, identified by Regions4GreenGrowth project

Noord-Brabant (the Netherlands) has invested in knowledge infrastructure and innovation activities to create 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 and 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.

Sustainable transport

The 244 sustainable transport good practices identified by the fifteen INTERREG IVC analysed projects cover a wide range of topics, from governance, planning and organisation, through technological innovation, commercial marketing and awareness campaigns. While in many fields regions compete with each other for resources, in the field of sustainable transport policy, there appear to be more opportunities to share resources: material resources, such as inter-regional transport networks that provide territorial cohesion only if several regions benefit simul-

taneously; or immaterial resources, such as shared experiences, cross-fertilisation and common innovation. In summary, exchange of good practice as a learning process is a smart step towards smart mobility. Some policy recommendations for regional transport policy makers follow:

1. Land use and sustainable transport planning

The sustainability challenges we are facing today are largely the result of a failure to plan and balance land-use and transport policies at the regional level with the appropriate participatory planning institutions and techniques. For example, project CATCH_MR: Cooperative approaches to transport challenges in Metropolitan Regions.

2. Internalisation of external costs

Failing to consider external costs such as environmental liabilities or social cohesion has had significant economic and social consequences, resulting in an exponential increase of transport demand, stimulated by very costly provision of transport infrastructure and services. Today, public authorities are exploring the tools that account for the full costs of transportation and reconnect land-use and transport planning in a more efficient, coherent policy. For example, project ECOTALE: External Costs of Transport and Land Equalisation.

3. Integration in the framework of urban mobility

Even in more rural parts of our regions, many issues are becoming increasingly 'urban', be it through the extension of cities, their halo of urban sprawl and, ironically, the periodic invasion of rural spaces by urban dwellers in a need for rural authenticity. Many techniques and services that have been developed in the context of 'urban mobility' now need to be extrapolated and adapted to the entire regional system. For example, project CAPRICE: Capital Regions Integrating Collective transport for increased energy Efficiency; project MMOVE: Mobility Management over Europe; or project D-AIR: Decarbonated Airport Regions.

4. Public, shared and active transport

Public transport is an important part of the problem, as much as the solution. The paramount responsibility of public authorities in every step of its implementation - from planning through internal or external procurement to the guarantee of satisfactory operating conditions - is clear, but rarely fully understood and managed in an effective way. For example, project EPTA: European model for Public Transport Authority.

5. ITS – Intelligent Transport Systems

ITS has become the shorthand for electronic technologies for traffic management and user information. This is of course slightly abusive, as all other issues mentioned above must also be addressed intelligently, by humans rather than computers. However, it appears that while electronic tools are already astonishingly intelligent, our policies are

still generally not using them in an equally intelligent and efficient manner. For example, project POSSE: Promotion Open Specification and Standards in Europe; and project RITS-NET: Regions for Intelligent Transport Solutions Network.

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 2013, an amount of EUR 3,945,884.02 was spent on technical assistance. This amount corresponds to EUR 2,709,004.65 ERDF.

In 2013, 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 Rostock/Germany (up to January 2013), Katowice/Poland (up to mid-2013) and Valencia/Spain (up to mid-2013). The staff was employed in the areas of general management, assistance, IT, communication, projects, programme capitalisation, finances and financial control and audit. Due to the closure of the IPs by mid-2013, 4 additional temporary positions had been created in the JTS in order to fulfil the communication and project monitoring tasks so far delivered by the IPs. One further temporary position was dedicated to public procurement matters.

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 (e.g. on the exchange of experience process)
- Updating the mid-term evaluation of the INTERREG IVC programme: an external service provider had been contracted to review the results of the mid-term evaluation in the light of the improvements put into practice since the evaluation
- Carrying out a study on the exchange of experience process
- Expenditure related to communication and dissemination regarding the INTERREG IVC programme, such as the continued development of the website, creation and printing of programme information brochures (e.g. on the thematic capitalisation), or the production of a webdocumentary.
- Organisation of the following communication events: 12 thematic programme capitalisation events, the promotion and dissemination of the programme capitalisation reports through 4 workshops and an exhibition held during the Open Days 2013 in partnership with the Committee of the Regions and the other three networking programmes. Participation in awareness-raising events such as the EC Day and a travelling exhibition displayed in 3 different EU-MS.
- Organisation of information seminars such as those further outlined in sections 5.2.1 and 5.3.2 below: mainly a second exchange of experience seminar (process capitalisation) to share the results of the study; and national/ regional information days in 5

EU-MS (3 paid by JTS, 2 supported otherwise) to promote the results of the INTERREG IVC programme

- Expenditure for JTS office rental (up to 50%) and material such as office equipment, stationery, maintenance and utilities
- Coordination and implementation of accounting, paying and certifying procedures with the legal employer of the secretariat (GEIE GECOTTI) and the Certifying Authority
- 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
- Organisation and facilitation of programme meetings: Monitoring Committee and Group of Auditors meetings, Programming Committee meetings to prepare the INTERREG EUROPE programme
- 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 2012/2013 under the Group of Auditor's supervision and Audit Authority's responsibility
- Drafting the OP of the future programme and carrying out the ex-ante evaluation of the INTERREG EUROPE programme

5. Information and publicity

Communication objectives for 2013 were very much focused on disseminating the results and achievements of interregional cooperation, at a time that focus was already shifting to preparing the 2014-2020 programme period.

In particular, a strong communication around the programme's capitalisation initiative (see sections 2.7.1 and section 3.1.1.2) ensured an increased awareness of this initiative, and a targeted dissemination of the knowledge generated.

5.1 Programme results communication

To reach the objective of widely disseminating project and programme results, the communication team put in place a number of tools.

- **Webdocumentary: *Stories of Changing Regions* www.changing-regions.eu**

Launched in September 2013, the webdocumentary is an enriched video presentation of four 'stories' of how interregional cooperation has made an impact on the ground in four regions across Europe. It tells the story of the men and women who cooperate in European projects, and shows how policy learning has an impact on entrepreneurs, patients, civil society, or transport users...everyday people that anyone can identify with. Through video stories, an interactive map, bonus project material, 10 questions on INTERREG IVC...the tool aimed to be intuitive, pedagogic without being too institutional, and easy to share.

Picture 6: screenshot of *interactive map* in webdocumentary



The webdoc launch took place online, and at a live event held in Lille on 19 September 2013 which also doubled as INTERREG IVC's contribution to EC day. The target audience was the general public of Lille and the region – friends and family of those working in cooperation who do not necessarily understand exactly what it is about or why it is useful. The webdoc producers were interviewed and presented their understanding of the added value of European cooperation.

Picture 7: Webdoc successfully launched at Gare St Sauveur (Lille)



The launch was coordinated on facebook and twitter with specific messages and tweets to facilitate the sharing of the webdoc across online media. Messages were sent to project partners and lead partners, and to subscribers to the programme's newsletter.

Results:

- Over 5000 views of the webdocumentary from its launch on 19 September until 31 Dec 2013
- Around 50 participants at the webdoc launch event, reaching a new public not aware of interregional cooperation
- Peaks of traffic linked to key promotional moments: launch, mailing campaign

- **Good Practice Exhibition**

Details of the content of INTERREG IVC's Good Practice Exhibition was provided in annual report 2012 (displayed during Open Days 2012). To maximise the visibility of the exhibition and the good practices displayed, a programme was put in place in coordination with national contact points to display the stands at relevant events across Europe. One of the destinations was a public exhibition in Dublin City Council building, under the aegis of the Irish Presidency

of the EU. The exhibition was displayed 25-28 June 2013, inaugurated on 25 June by Cllr Dermot Lacey of Dublin City Council, and Mr Gerry Finn, director of the Border & Midlands Regional Assembly and Chair of the INTERREG IVC Monitoring Committee.

Publications on descriptions of INTERREG IVC projects and promotional material were distributed to the public throughout the three days.

Picture 8: Good Practice Exhibition launch under Irish Presidency in Dublin



Further details on national displays in other countries can be found in section 5.3.3 below.

- **Regio Stars**

Fitting with the programme's objective to promote and disseminate good practices, a submission was made to the European Commission's Regio Stars 2014 awards. The Mini-Europe project, in particular with the 'Summer Entrepreneur' good practice, was selected by the jury to be finalist in the '**Inclusive growth: Creating jobs for the young generation**' category. A presentation was made by the finalists, supported by the Managing Authority of the programme, during the Open Days 2013. Stiff competition in the guise of UK celebrity chef Jamie Oliver's 'Fifteen Cornwall Apprentice Programme' would ultimately prove too difficult to overcome. However, it is notable that each year that INTERREG IVC has submitted projects to the Regio Stars awards, at least one has always been selected as finalist.

- **Thematic Capitalisation publications**

Detailed information on the capitalisation activities can be found in section 3.1.1.2. From the communication viewpoint, it was crucial to find an attractive and accessible format to promote the more lengthy reports. While the content of the publications was provided by the thematic experts, the design, editing and promotion of the thematic publications was the responsibility of the programme's communication team.

A strong visual identity; clear, concise texts; and a useful sleeve to hold all 12 publications together made this product particularly attractive. Dissemination details are provided in section

3.1.1.2. As an indication of their utility, the French national authority launched the process of translating the publications into French for further national dissemination.

The programme's website was re-worked to include the publications and the full reports in an accessible fashion. Rather than uploading simply pdf reports, they were recreated in html, allowing for easier searching and linking of content. The Capitalisation section underwent several revisions to ensure optimum access to content.

Picture 9: screenshot of one thematic capitalisation page on INTERREG IVC website



5.2 Events

In 2013, the programme focused on promoting project results in particular cooperation with the Committee of the Regions, DG-REGIO and other partners, to reach as wide an audience as possible with good practices. The programme organised also a follow-up exchange of experience seminar for the lead partners of approved projects. The major annual communication activity was organised in cooperation with the Committee of the Regions and other pan-European programmes (ESPON, INTERACT, URBACT). A joint exhibition of all 4 pan-European programmes and a joint workshop were included in the programme of the Open Days 2013. In addition, INTERREG IVC programme organised three workshops to present thematic capitalisation results (more information in section 3.1.1.2).

Table 14: Overview of events organised

Date	Title	Location	Target group
26 June 2013	Exchange of experience seminar 'Improving policy-making through learning'	Dublin (IE)	Project beneficiaries
19 September 2013	EC day event: Launch of the web-documentary	Lille (FR)	General public; programme stakeholders
7-10 October 2013	Open Days: joint exhibition and workshop, 3 INTERREG IVC workshops	Brussels (BE)	Potential beneficiaries and end-users of programme results; multipliers; institutions
29 October – 28 November 2013	12 Thematic Capitalisation workshops	Brussels (BE)	Beneficiaries; end users of programme results

5.2.1 Events for approved project partners

Exchange of experience seminar 'Improving policy-making through learning'

- 25 June 2013 - Dublin (IE) (74 participants)

In 2012, the INTERREG IVC programme organised the first exchange of experience seminar. The second exchange of experience seminar 'Improving policy-making through learning' was aimed at disseminating the results of a study carried out by the INTERREG IVC programme on how projects apprehend and organise successfully their exchange of experience. The seminar also explored ways how to put into practice the findings and thus enable projects to exploit further their potential to improve local or regional policies. Finally, it served as a networking platform for meeting partners from other INTERREG IVC projects.

74 participants representing INTERREG IVC projects, Member States, EC and Managing Authority were present at the event. 53 out of them are actively involved in the implementation of the INTERREG IVC projects. 41 participants returned evaluation questionnaire forms.

82% of participants indicated that the event met their expectations, giving the highest points (4; 5). The detailed event report is published on the INTERREG IVC website:

<http://www.interreg4c.eu/news/article/?post=699-interreg-ivc-feedback-seminar-on-the-exchange-of-experience-study-improving-policy-making-through-learning&%20?%3E>

Thematic programme capitalisation events

- *29 October – 28 November 2013, Brussels (BE) (265 participants)*

12 workshops on 12 thematic programme capitalisation topics were organised in October-November 2013, hosted by the Committee of the Regions in their premises. The aim of these workshops was to present the state of play of the 12 thematic fields at the EU level 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.

Major information activity

INTERREG IVC presence at OPEN DAYS 2013: joint exhibition and workshops

- 7-10 October 2013 - Brussels (BE) (600 participants in the workshops + 3000 at the exhibition)

Picture 10: Commissioner Hahn pictured with Emmanuel Moulin, URBACT programme director and Michel Lamblin, INTERREG IVC programme director at the launch of the joint exhibition during OPEN DAYS 2013.

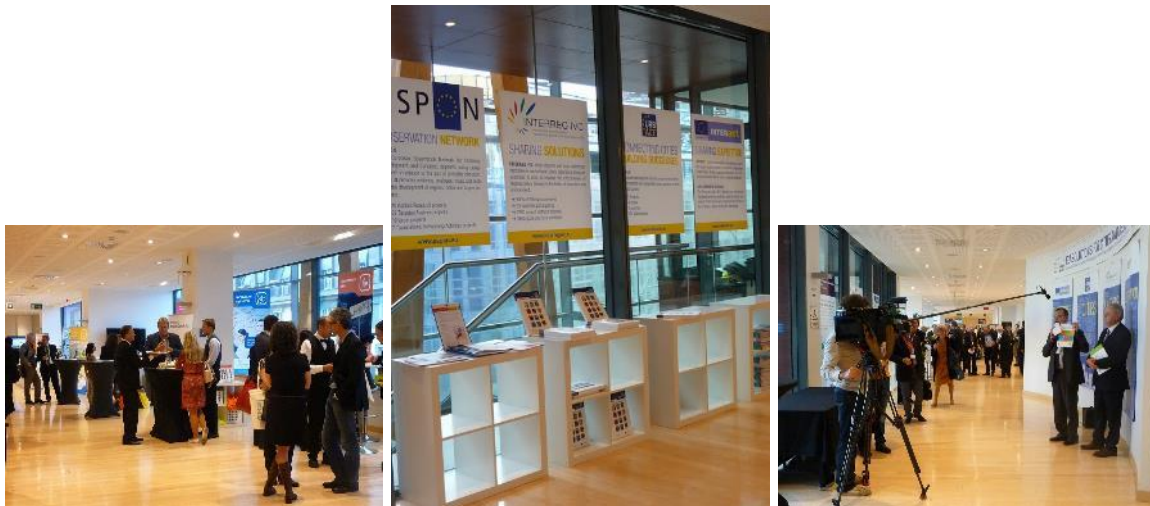


The INTERREG IVC programme animated the OPEN DAYS 2013 by presenting a joint exhibition 'EU solutions for cities and regions' together with the other pan-European programmes – URBACT, ESPON and INTERACT. The exhibition was displayed on 7-10 October at the Committee of the Regions (CoR). The opening of the exhibition took place on 7 October and was attended by 600 people. Commissioner Hahn made a special appearance to visit the exhibition in advance. On 8 October, during the networking organised by the CoR, it was seen by 800 people. Participants of the OPEN DAYS 2013 did not miss an opportunity to see it during other days. It is estimated that more than 3000 people visited the exhibition.

Taking advantage of the profile of OPEN DAYS' participants – representatives of local, regional and national authorities as key recipients of the results of cooperation - the INTERREG IVC programme focused on presenting the outcomes of expert analysis and benchmarking of good practices. Under the banner of 12 topics - Innovation systems, Innovation capacity of SMEs, Eco-innovation, Creative industries, Entrepreneurship, E-government services, Demographic change, Rural development, Climate change, Energy efficiency, Renewable energy and Sustainable transport - one of the main questions answered in the capitalisation reports (available

online) was highlighted. A handy pack of 12 highlight brochures, summarising the key findings in each report, was very popular among the participants. 500 copies of the 12 brochures were distributed.

Picture 11: images of networking and joint promotion of 4 networking programmes



In addition to presenting each programme's specific results, the joint exhibition also aimed to demonstrate the complementarities among the four pan-European programmes. A special bookmark, highlighting the role the four programmes play, was distributed. Not only targeted at the potential beneficiaries at the event, this action also aimed to reach the EU institutional level, CoR and mainly EC, to demonstrate the synergies that were created among the programmes.

To build on this, a jointly-organised workshop of the four programmes on the best practices creating more jobs in cities and regions welcomed around 200 participants. It demonstrated clear examples of how all programmes, different by their character, contribute to boosting creation of new working places and businesses.

In addition to the joint exhibition and workshop, almost 400 participants attended the three workshops organised by INTERREG IVC on energy, rural/urban development and innovation, each followed by a networking session. Further details are available in section 3.1.1.2 on thematic programme capitalisation.

5.2.2 Other events organised

Launch of the webdocumentary ‘Stories of changing regions’

- 19 September 2013 - Lille (FR) (120 participants)

The INTERREG IVC programme joined the European Cooperation day initiative and organised the webdocumentary launch event. People interested in the results of the programme, but not directly involved in the INTERREG IVC programme and the general public attended the event. For more information, please, see section 5.1.

5.2.3 Events participated in

EU 2020 events organised by the CoR

In 2013 the INTERREG IVC programme worked in partnership with the Committee of the Regions on their five thematic events linked to the EU 2020 strategy. Examples of project results in each of the themes and good practices for display on the CoR exhibition stands were provided. More information about the series of events are available below and at: <http://cor.europa.eu/en/policies/growth-and-jobs/Pages/digital-agenda-for-europe.aspx#>

Table 15: summary of contribution to CoR events on EU2020 strategy

CoR event title	Date and place	INTERREG IVC contribution	Conference exhibition catalogue:
An agenda for new skills and jobs	28 February–1 March, Dublin (IE)	<ul style="list-style-type: none"> • The CESR project on employment and services in rural areas • The Working4Talent project on increased number of innovation related jobs 	http://cor.europa.eu/en/news/events/Documents/skillsandjobs-exhibition.pdf
European platform against poverty	29 May 2013, Brussels (BE)	<ul style="list-style-type: none"> • The SolidarCity project, good practice 'Spend an hour to the Time Bank' • The LABOUR PLUS project on improving the situation of disadvantaged social groups 	http://cor.europa.eu/en/news/events/Documents/1884%20fighting%20poverty%20catalog.pdf

CoR event title	Date and place	INTERREG IVC contribution	Conference exhibition catalogue:
Digital Agenda	2 July 2013, Brussels (BE)	<ul style="list-style-type: none"> The eCitizen project on citizens' involvement in decision making The I-Speed project, good practice Freeltaly on Wi-Fi network in Italy. 	http://cor.eu-ropa.eu/en/news/events/Documents/digital_agenda_exhibition_catalog.pdf
Resource-efficient Europe: The contribution of regions and cities	2-3 September 2013, Vilnius (LT)	<ul style="list-style-type: none"> The LoCaRe project, good practice ZERO on enabling urban carbon transition from Sønderborg, Denmark The Catch_MR project, good practice on Park&Ride stations near the public transport from Hungary 	http://cor.eu-ropa.eu/en/events/Documents/resouce-efficiency-catalog.pdf
Innovation Union	27 November 2013, Brussels (BE)	<ul style="list-style-type: none"> The PROSESC project: good practice MICRON on developing and manufacturing a new generation electric vehicle prototype from Hungary The EURIS project – Embracing Open Innovation in Europe 	http://cor.eu-ropa.eu/en/events/Documents/2004%20innovation%20union%20catalog.pdf

In total, the exhibition stands reached around 1000 visitors (average of 200 per conference) – regional representatives at both political and technical levels, a key target group for disseminating INTERREG IVC results. Thanks to this collaboration, INTERREG IVC was invited to be present with thematic stands during the bi-annual Summit of Regions and Cities in Athens in March 2014 (will be reported in 2014 annual report).

- **Table 16: Summary of other events participated in (with presentations or stands)**

Date	Organiser	Summary of participation	No and type of target group
5-7 June 2013	WIRE conference	Stand presenting INTERREG IVC Innovation in particular	300 participants – regional policy players for innovation policy; link to future beneficiaries
5 November 2014	Future of Rural Energy in Europe breakfast briefing	Presentation of ETC and in particular, C strand; evolutions for the future	50 reps of regional/local authorities (potential beneficiaries); Danuta Hübner, MEP
6 November 2013	BSR Stars	Presentation of INTERREG IVC results and future evolution with focus on innovation and smart specialisation	200 participants potential beneficiaries of current project results and future programme
21 November 2013	Embassy of Czech Republic, Paris	Presentation of INTERREG IVC results and outline of INTERREG EUROPE programme	60 Czech and French mayors, already involved in twinning programmes. Potential partners in any future interregional cooperation programme.

5.3 Information and National Contact Points

5.3.1 Information Points' Closure

During the first half of 2013, four Information Points gradually wound down their activities and the offices in Valencia (ES) - South, Katowice (PL) - East, Rostock (DE) - North, and Lille (FR) – West, closed before July 2013.

The IP staff together with the Joint Technical Secretariat still provided the Member States with all the support and information required. For example, the IP South finalised a brochure '**Interregional cooperation in South area regions**' on the project achievements in the area.

5.3.2 National Events

The IP East, before closing, assisted in the organisation of three national dissemination events in Slovenia (Ljubljana, 13 March 2013), Bulgaria (Sofia, 28 March 2013), and the Czech Republic (Prague, 11 April 2013). The series of the '**Inspiration for future**' workshops welcomed 30, 45, and 35 representatives of public authorities, managing authorities and bodies governed by public law from each country respectively. The audience learned about the programme achievements and the experience of local project partners with cooperation under INTERREG IVC. They could also have a closer look and try to use the programme's Good Practice database. In return, the National Contact Points and the programme received a lot of valuable feedback on the current programme features and an overview of their expectations for the future. The participants in Bulgaria could also learn more about the good practices at the interactive INTERREG IVC exhibition displayed at the Ministry of Regional Development and Public Works nearby the workshop venue.

With the Information Points closed, the Joint Technical Secretariat took over the duties linked to the information support for the Member States and their National Contact Points. Two of them, Poland and France, expressed their interest in organising a dissemination event with the JTS support and adopt an approach similar to the 'Inspiration for future' workshop.

Poland organised a dissemination event on 15 October 2013 in Katowice. 70 representatives of Polish public institutions took part. They learned about the programme and the experience of Polish project partners from various parts of the country. The event initiated a lively debate about the future of interregional cooperation and participation of Polish partners in the future projects. The participants also benefited from the presence of the full interactive INTERREG IVC exhibition at the venue.

The National Contact Point of the South of France decided to hold a 'Regional Information Seminar on Interregional Cooperation' on 7 November 2013 in Marseille. 85 representatives of public authorities and other public bodies from the South of France took part and apart from learning about the context and achievements of the programme in France, they discussed specific experience of the French partners in the INTERREG IVC projects. With the future cooperation programme gradually taking more specific shape, they could also express their views on the first outlines of INTERREG EUROPE.

5.3.3 Interactive exhibition at national events

In early 2013, a request form was circulated among the Member State representatives to see their interest in hosting the interactive INTERREG IVC exhibition, produced for the Open Days 2012. The exhibition of 11 stands with over 60 good practices grouped by the programme sub-themes provides viewers with an audio-visual experience of some of the projects' achievements. Built-in TV screens and iPads offer access to project videos and other electronic content.

Bulgaria and Poland decided to host the exhibition at venues of their national dissemination events or close by. In Sofia (BG), the exhibition was placed for a week in a lobby of the Ministry of Regional Development and Public Works, readily available for all public policy representatives passing through the building. Apart from the workshop participants, tens of other people learned about INTERREG IVC through the exhibition.

In Katowice (PL), the Scientific Information Centre and Academic Library was the venue of the dissemination event as well as the place of the exhibition (pictured left). At this venue, general public had the opportunity to learn about the benefits of interregional cooperation.

In 2013, the exhibition travelled also to Ireland. All 11 stands were displayed at the Dublin City Council during the Programming and Monitoring Committees of the programme. More information about this event is available in section 5.1.

5.4 Website and Social media

5.4.1 Website

A change in service provider in 2013 allowed for an improved content management system, and upgrades in some of the services provided on the website. Still, the analytics tool used to measure website visits was not fully optimised until September 2013. A marked difference can be seen in visits during the second half of the year. This was due in part to specific campaigns (webdocumentary, capitalisation publications) which created peak traffic moments, but a more general increase in the number of visits recorded between the two periods can also be attributed to the correction of the analytics tool. While the web visits for 2013 totalled over 54,000, we believe this to be an underestimation of the real total amount.

The Good Practices database was updated with almost 900 good practice descriptions, searchable with various criteria. Promotional material such as roll-up banners or printed material made reference to the Good Practice database on the website to promote this feature specifically. Visits to the 'Good Practice' section of the website were ranked fourth during the period, after visits to the home page, projects and programme pages.

A new section dedicated to providing information on the 2014-2020 programme period was also set up to keep interested parties informed of the evolution of interregional cooperation. The programme's online presence was harmonised across the different online platforms (see Social media, below).

5.4.2 Social media

Today, social media is used as a necessary communication instrument for organisations that aim to disseminate information effectively, and it is a key element of web 2.0 approach on World Wide Web. It was therefore only natural for INTERREG IVC to join the family of EU programmes in the field of territorial cooperation that use with success this type of online communication tool (URBACT, INTERACT – especially through EC Day). Being convinced by the added value of such tools, the programme decided to establish accounts on social media channels such as facebook and twitter (starting from Autumn 2013), and continued our activity on LinkedIn and youtube (pre-existing accounts).

INTERREG IVC's presence on social media consists of:

- Fanpage on facebook: www.facebook.com/interreg4c
- Profile on twitter: www.twitter.com/interreg4c
- LinkedIn groups (created for project networking and exchange of experience): [INTERREG IVC projects](#) group (325 members) & [INTERREG IVC project communication](#) subgroup (53 members)
- Youtube [channel](#) : playlists on specific subjects were created (videos from the 'Stories of changing regions' webdocumentary; videos from INTERREG IVC projects); 200 views in 2013³.

When establishing the facebook and twitter accounts, INTERREG IVC also had as an objective the harmonisation in terms of brand awareness throughout the web: the same logo, cover image, website reference and description were used for describing INTERREG IVC entity. The

³ According to youtube analytics (01/01/2013-31/12/2013)

youtube and linkedIn accounts were updated accordingly. Following the logic of digital communication and interconnectivity between various online presences, all social media accounts were connected to interreg4c.eu website (icons at the right top corner of our homepage), so that users could easily access these channels.

Picture 12: streamlined web presence including social media



The **overall strategy** aimed at improving our communication by adding an interactive aspect to it and therefore establishing an online community close to our domain of expertise (direct objectives & effects). By the end of 2013, after only 4 months of activity, our facebook page had nearly 200 fans⁴ and our twitter profile had 260 followers⁵.

The indirect positive effects of being present on social media meant for us:

- increased traffic at our website. Facebook was one of the top 10 sources (the *place, where users are before they see IVC website content, like a search engine or another website*⁶) that generated traffic to our website.

⁴ Number of fans as per 20/02/2014

⁵ Estimation based on current number of followers (466), by letting aside the total number of followers that subscribed starting from January 2014

⁶ Google analytics definition of “source”

- reinforcement of brand awareness: up-to-date information on social media channels together with the interconnectivity between the various type of online presence (content shared equally on website, video on youtube, photo gallery on facebook, etc.) helped creating a stronger interreg4c name online in terms of SEO – search engine optimisation.
- real time interaction with our public and possibility to reach a new audience (as benefit of virality of messages). In September 2013, we reached our record of *organic reach*⁷ on facebook: 1 475 people saw a post related to the ‘Stories of changing regions’ web-documentary - preview screening event.

Picture 13: screenshot of facebook event announcing webdoc launch indicating reach



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 in Dublin during the exchange of experience event and the programme meeting, or the launch of the web-documentary ‘Stories of Changing Regions’. Media monitoring through a Google alert keyword

⁷ Organic reach: The number of unique people who saw your post in News Feed or on your Page, including people who saw it from a story shared by a friend when they liked, commented on or shared your post, answered a question or responded to an event (source: Facebook)

search tool, and via the cooperating national contact points, uncovered over 60 (65) 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.

- **Institutional relations**

Committee of Regions

Continued close cooperation with the CoR (as described in annual report 2012) continued in 2013, through Open Days organisation, the possibility to organise programme workshops at the CoR premises, and mutual dissemination partnerships for particularly relevant information campaigns. In particular, INTERREG IVC contributed good practice examples to five CoR thematic events (see section 5.2.4), which were displayed in public exhibitions.

European Parliament

The programme made a presentation to the European Parliament's REGI Committee, along with the three other networking programmes (URBACT, ESPON, INTERACT) on 23 September 2013. A paper presenting the differences but also the complementarities among the four programmes was distributed to the members, with the objective of highlighting the added value of this strand of cooperation in particular.

European Commission

In addition to the concerted efforts of the programme to work closely with Commission services in developing the framework for the next generation programme, some specific communication on INTERREG IVC programme results was made to provide evidence of the added value of interregional cooperation. Contacts were made with the new Head of Unit responsible for communication (Ana Paula Laissy) on the occasion of the Open Days, to present the webdocumentary as a source of material for the EC to use. The webdoc was also selected by DG REGIO to be presented at the 'Telling the Story' Conference in December 2013 (see below).

- **External cooperation**

Networking programmes

Three meetings of the four networking programmes took place in

- January 2013, in Luxembourg, hosted by ESPON,
- June 2013, in Lille, hosted by INTERREG IVC

- December 2013, in Bratislava, hosted by INTERACT

A programme of joint activities was agreed at the beginning of the year, and implemented successfully.

INTERACT

In addition to the events and meetings already mentioned, the programme has been a very active contributor to the Harmonised Implementation Tools (HIT) initiative, managed by INTERACT. In terms of communication, INTERREG IVC was particularly involved in the process for harmonised branding for the 2014-2020 period, which was carried out during the course of 2013. Contributions were made to INTERACT publications on [Creative Industries](#) and [European Cooperation in Action](#), for example, and good practice proposals made for INTERACT promotional material around EC Day.

INFORM

INTERREG IVC have kept abreast of discussions and meetings held by DG REGIO and the INFORM communication group. We have joined the Regio Network platform set up by DG REGIO for communication purposes, and have promoted relevant programme results there on occasion.

The 'Telling the Story' conference, organised by DG REGIO in December 2013, was an opportunity for INTERREG IVC to present our webdocumentary in a workshop on 'Storytelling techniques'.

Annexe 01 – Projects’ and Programme management performance table

Annex 01 to Annual Report 2013: Performance table

Indicator	2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
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	Achievement	0	460	1,189	1,267	2,037	2,037	2,037	
	<ul style="list-style-type: none"> ○ 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 	Target 750								

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
	Result: No of regional/local policies and instruments improved or developed in the fields of	Achievement	0	0	6	50	102	262	432			
	<ul style="list-style-type: none"> ○ 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 	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	Achievement	0	448	793	1,241	1,044	2,285	2,285			
		Target	1,400									
	Output: No. of interregional events organised by projects to exchange experience	Achievement	0	0	243	559	1,210	1,923	2,517			
		Target	1,400									
	Output: No. of participants in these interregional events	Achievement	0	0	6,174	13 599	29 979	48 653	66 710			
		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	Target	
	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	1,892	3,596	4,527	6,188				
		Target	2,800										
	Result: No. of new projects/activities/approaches resulting from the exchange/dissemination of experience at interregional events	Achievement	0	0	8	23	88	201	349				
		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	32	63	91				
		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	1,258	2,675	3,507	4,709			
			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	155	255	255	255	255				
		Target	250										
Result: No. of good practices successfully transferred within Regional Initiative Projects		Achievement	0	0	10	29	110	252	403				
		Target	200										
Result: No. of action plans developed under Capitalisation, including Fast Track Projects (Type 2)		Achievement	0	0	0	63	63	133	210				
		Target	150										

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
	Result: No. of action plans developed under Fast Track Projects	Achievement	0	0	0	57	57	96	118				
		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	MEUR 573.6	MEUR 573.6	MEUR 636.5	MEUR 710				
		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	MEUR 573.0	MEUR 573.0	MEUR 631.9	MEUR 679.3				
		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%	84%	84%	84%	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%	1%				
		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%	-17%				
		Target	-5%										
1.2.2 Dissemination	Output: No. of press releases disseminated	Achievement	0	0	452	1,041	2,201	3,879	5,162				
		Target	960										

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
	Output: No. of brochures (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	104	202	340	553	684				
		Target	960										
	Output: No. of copies of brochures disseminated	Achievement	0	0	105,924	130,620	306,944	574,674	835,315				
		Target	120,000										
	Output: No. of newsletters (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	103	192	520	864	1,217				
		Target	1,920										
	Output: No. of copies of newsletters disseminated	Achievement	0	0	K 74.2	K 145.0	K 532.2	K 1,017.1	K 1,580.3				
		Target	K 120.0										
	Output: No. of dissemination events organised	Achievement	0	0	225	485	1,086	1,841	2,572				
		Target	960										
	Output: No. of other events participated in (with presentations/stands etc. about the project activities)	Achievement	0	0	468	796	2,034	2,903	4,163				
		Target	1,500										
	Result: No. of articles/appearances published in the press and in other media	Achievement	0	0	992	2,187	4,039	8,641	11 157				
		Target	2,400										
Result: Estimated no. of participants in events (organised and participated in)	Achievement	0	0	23,278	69 000	149,00	378,00	436,200					
	Target	160,000											
Result: Average no. of visits per month on project's website	Achievement	0	0	836	303	340	560	467					
	Target	500											
1.2.3 Thematic programme capitalisation	Output: No. of topic workshops	Achievement						12	24				
		Target	24										
	Output: No. of annual topic reports	Achievement						0	12				
		Target	24										
	Output: No. of annual topic publications	Achievement						0	12				
		Target	24										

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
	Output: No. of presentations made at other conferences (programme events, EU events)	Achievement						7	16				
		Target	24										
	Result: No. of thematic policy recommendations resulting from programme capitalisation	Achievement								255			
		Target	24										
	Result: No. of thematic publications downloaded from the programme website	Achievement								3715			
		Target	200										
2. Programme management performance (Priority 3)													
	Output: No. of "Individual Consultations" (IC) with applicants	Achievement	248	694	733	765	1,559	1,559	1,559				
		Target	900										
	Output: No. of participants in "Individual Consultations" (IC)	Achievement	620	1,495	1,569	1,619	2,661	2,661	2,661				
		Target	1,800										
	Result: No. of applications submitted	Achievement	0	492	973	1,002	1,357	1,357	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	115	122	204	204	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 383.0				
		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 299.0				
		Target	MEUR 302										
	Output: % of total ERDF budget committed to projects	Achievement	0	20.8%	61.4%	64.7%	103.2%	102.8%	98.87%				
		Target	94 %										

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
	Result: % of approved applications compared with submitted applications (success rate)	Achievement	0	8.3%	15.4%	24.1%	23.1%	0	0			
		Target	40 %									
2.3 Ensure monitoring / advice to running projects	Output: No of project reports checked	Achievement	0	0	38	139	331	604	852			
		Target	1,200									
	Output: Average number of days needed to check one report	Achievement	0	0	29	45	55	52	37			
		Target	30									
	Output: No of project visits, participation to project events by MA/JTS	Achievement	0	5	16	46	96	180	211			
		Target	240									
	Output: Total ERDF paid out to projects	Achievement	0	0	MEUR 1.9	MEUR 17.4	MEUR 53.3	MEUR 105	MEUR 172			
		Target	MEUR 286									
	Output: % of total ERDF budget of approved projects paid out to projects	Achievement	0%	0%	0.6%	5.6%	17.1%	35.0%	57.5%			
		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%	83.0%			
		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	21	21	39	39	39			
		Target	10									
	Output:	Achievement	0	0	0	1	1	63	99			
		Target	240									

Indicator		2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
	Number of projects' good practice guides available on the programme's web site											
	Output: Number of capitalisation events organised	Achievement	0	0	2	4	5	34	47			
		Target										10
	Result: Number of participants in capitalisation events organised	Achievement	0	0	80	130	350	780	1,045			
		Target										1000
	Result: Average number of downloads of each good practice guide available on the programme's web site	Achievement	0	0	0	228	538	1038	1938			
		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	6	10	12	16	30		
		Target										4
Output: No. of newsletters (no. of issues created, not no. of copies printed or disseminated)		Achievement	0	0	0	0	5	11	15			
		Target										34
Output: No. of events organised		Achievement	7	20	25	39	56	72	90			
		Target										80
Output: No. of other events participated in (with presentations/stands etc. about the programme activities)		Achievement	14	56	102	128	148	187	196			
		Target										50
Result: No. of press releases on programme activities disseminated		Achievement	2	4	9	12	15	17	19			
		Target										20
Result: No. of copies of newsletters disseminated		Achievement	0	0	0	0	12,935	35,946	51,286			
		Target										10,000
Result: No. of copies of brochures disseminated		Achievement	0	4,000	20,850	39,400	44,520	48,120	52,420			
		Target										10,000

Indicator			2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
	Result: No. of articles/appearances published in the press and in other media	Achievement	9	44	107	135	150	229	294				
		Target	20										
	Result: Estimated no. of participants in events organised	Achievement	1,395	3,388	3,787	4,597	6,785	8,879	10,048				
		Target	5,500										
	Result: Average no. of visits per month on the programme website	Achievement	37,284	35,270	36,363	33,612	29,852	6216	4510				
		Target	10,000										
2.6 Ensure the reporting to the Member States and the European Commission.	Output: No of Monitoring Committee meetings	Achievement	1	3	5	7	10	12	17				
		Target	15										
	Result: Average no. of visits per month on the programme intranet site	Achievement	40	200	200	200	300	200	300				
		Target	50										

Annexe 02 – ERDF commitment and payments per year 2007-2013

INTERREG IVC - ERDF commitments and certified payments by year during the period 2007 to 2013

Financial plan (ERDF) whole period		ERDF 2007				ERDF 2008				ERDF 2009				ERDF 2010				ERDF 2011				ERDF 2012				ERDF 2013				ERDF 2007-2013 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%	56 568 241,99	32%	22 894 551	13%	0,00	0%	27 603 109	16%	0	0%	34 337 108	19%	170 522 173	96%	95 936 604	54%
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%	40 539 513,68	32%	13 042 559	10%	0,00	0%	24 597 232	20%	0	0%	26 623 926	21%	128 107 897	102%	70 585 868	56%
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%	3 017 231	16%	3 017 231	16%	12 727 297	66%	12 727 297	66%
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%	99 434 199	31%	38 263 552	12%	2 538 179,00	1%	54 738 521	17%	3 017 231	1%	63 978 264	20%	311 357 367	97%	179 259 769	56%

(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

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

	Austria	Belgium			Bulgaria	Cyprus	Czech Republic	Denmark
		Brussels Capital	Flanders	Wallonia				
Nb of Partners	42	61			77	20	44	34
		36	20	5				
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: <i>FLC manuals, templates for terms of reference. procuring a first level controller</i>	Ad-hoc help desk + guidance documents: <i>FLC manuals, terms of reference for procuring a FLC</i>	Guidance documents: <i>Walloon eligibility rules, guidance on public procurement</i>	Ad-hoc help desk + guidance documents: <i>National rules for eligibility of expenditures</i>	Ad-hoc helpdesk + guidance documents: <i>Manual of National Procedures</i>	Ad-hoc helpdesk + guidance documents (<i>including guidelines for public procurement</i>)	Ad-hoc helpdesk + guidance documents (<i>national guidance</i>)
Quality Assurance of PP/FLC work	Training (2 seminars) Quality check on FLC		Training (1 seminar) + Ad-hoc controls	Training (2 seminar)	Trainings (6 seminars) Quality check on FLC	Training (5 seminars) Quality Checks on FLC work / Project on spot check (sample basis) (1)	Training (4 seminars)	Training (1 seminar) Quality check on FLC (frequency taking consideration of results of second level audits DK PPs)

	Estonia	Finland	France	Germany	Greece	Hungary	Ireland	Italy
Nb of Partners	37	66	133	134	136	106	54	262
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 (<i>reporting templates, guidance for calculations methods</i>)		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: <i>national regulation manuals</i>	Ad-hoc helpdesk + guidance documents: <i>national control guidelines, regulation manuals etc</i>	Ad-hoc help desk + guidance documents: <i>FLC Guidance document and Eligibility Rules for Territorial Cooperation Programmes</i>	Guidance documents: FLC guidance
Quality Assurance of PP/FLC work	Training (3 seminars)	Training (5 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		Portugal
	39	40	3	23	82	20	122	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 (<i>Does not yet apply to any Polish PPs</i>)	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: <i>National guidelines</i>	Ad-hoc helpdesk + guidance documents: <i>Rules on the implementation of ETC programmes</i>	Ad-hoc helpdesk	Ad-hoc helpdesk + documents: <i>national eligibility rules</i> . Invitations to PP for bi-lateral meetings to give guidance	Ad-hoc help desk + FLC and national guidance documents	No information provided	Ad-hoc help desk + guidance documents: <i>national guidelines and templates for calculation methods</i>	N/A	Ad-hoc help desk + guidance documents: <i>Manual to the external controllers and project partners</i>
Quality Assurance of PP/FLC work	Training (3 seminars)	Training (5 seminars) + check on FLC		Training (5 seminars)	Training (3)	Training (1)	Training (5 seminars)	N/A	Training (14 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	63	216	106	159		2265
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 <i>*Some Member States have more than one type of first level control system</i>
Support to FLC and/or PP	Ad-hoc help desk + guidance documents: <i>dissemination of FLC working documents for guidance</i>	Ad-hoc help desk + guidance documents: <i>Internal Manual for INTERREG IVC Programme</i>	Guidance documents: <i>Internal Guidance and Forms</i>	Ad-hoc help desk guidance documents: <i>guidance manual</i>	Ad-hoc help desk + guidance documents: <i>Downloadable Information folder</i>	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 (6 seminars)	Quality check on FLC	Individual meetings with new partners at start of project	

Annexe 4: Changes in running projects

No.	Index	Acronym	Number	Type Of Change	Description	Financial Implications	Approval Date
1	0513R2	DLA	5	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 9,200.43.	03.01.2013
2	0811R2	ICT-VN	1	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.	08.01.2013
3	0540R2	DeltaNet	1	Partnership	Partner Local Government of El Prat of Llobregat (ES) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 29,573.82.	08.01.2013
4	0637R2	SolidarCity	2	Duration	The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	09.01.2013
5	0610R2	RTF	5	Duration	The project duration has been extended by 1 months until 31/1/2013.	Despite these changes, the ERDF budget remains unchanged.	14.01.2013
6	0723R2	eCitizen II	4	Duration	The project duration has been extended by 2 months until 28/2/2013.	Despite these changes, the ERDF budget remains unchanged.	23.01.2013

7	0809R2	PROSESC	2	Partnership	Partner Ministry of Economy and Industry. Government of Galicia (ES) has withdrawn from the project partnership. Partner Galician Innovation Agency. Ministry of Economy and Industry. Xunta de Galicia (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	24.01.2013
8	0705R2	SURF-Nature	2	Duration	The project duration has been extended by 2 months until 28/2/2013.	Despite these changes, the ERDF budget remains unchanged.	25.01.2013
9	0808R2	DART	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 5,600.00.	29.01.2013
10	0570R2	ENSPIRE EU	2	Duration	The project duration has been extended by 2 months until 28/2/2013.	Despite these changes, the ERDF budget remains unchanged.	01.02.2013
11	0596R2	ECREIN+	2	Budget/Finances	The total budget has been reduced.	Further to these changes, the ERDF decreased by EUR 237,306.06.	05.02.2013

12	0945R2	INOLINK	2	Budget/Finances;Partnership	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The total budget has been reduced. Partner Etruria Innovazione S.C.p.A. (IT) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 92,530.44.	07.02.2013
13	1217R4	CLUE	1	Partnership	Partner Risorse per Roma (IT) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.02.	07.02.2013
14	1097R4	Micropol	2	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 unchanged.	08.02.2013
15	0524R2	EnercitEE	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.	12.02.2013
16	1093R4	ZEN	1	Partnership	Partner Municipality of Drama (EL) has withdrawn from the project partnership. Partner Municipal Enterprise for Social Cultural & Tourist Development (DEKPOTA_ (EL) has	Despite these changes, the ERDF budget remains unchanged.	13.02.2013

					been newly integrated in the partnership.		
17	1095R4	SUM PROJECT	1	Partnership	Partner Municipality of Reggio Calabria (IT) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 67,814.32.	18.02.2013
18	0987C3	PLUS	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 167.70.	18.02.2013
19	1106R4	STEP	1	Partnership	Partner SODEMASA. Ministry of Environment of the Government of Aragon. (ES) has withdrawn from the project partnership. Partner SARGA. Aragonese Society of Agroenvironmental Management (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	19.02.2013
20	0597R2	F:ACTS!	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	Further to these changes, the ERDF decreased by EUR 7,110.00.	21.02.2013

					extended by 3 months until 31/3/2013.		
21	0853R2	TOOL QUIZ	2	Partnership	Partner Regional Minister of Castilla- La Mancha (ES) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 108,039.99.	22.02.2013
22	0547R2	DE-LAN	1	Budget/Finances;Partnership	The total budget has been reduced. Partners INSULA BARATARIA FOUNDATION (ES), Technological Research Centre of Koroška (SI), European Regional Information Society Association (BE) have withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 462,160.84.	01.03.2013
23	1146R4	HISTCAPE	1	Partnership	Partner Ministry of Environment and Spatial Planning of Republic of Slovenia (SI) has withdrawn from the project partnership. Partner University of Ljubljana (SI) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	01.03.2013

24	1222R4	Health4Growth	2	Partnership	Partner City of Turnhout (BE) has withdrawn from the project partnership. Partner Thomas More Kempen vzw (BE) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01.	04.03.2013
25	0865R2	CivPro	3	Partnership;Duration	Partner MUNICIPALITY OF POPOVO (BG) has withdrawn from the project partnership. The project duration has been extended by 3 months until 31/3/2013.	Further to these changes, the ERDF decreased by EUR 131,785.70.	04.03.2013
26	0698R2	OSAIS	2	Budget/Finances;Partnership;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. Partner Champagne-Ardenne Region (FR) has withdrawn from the project partnership. The project duration has been extended by 3 months until 31/5/2013.	Further to these changes, the ERDF decreased by EUR 9,651.25.	04.03.2013
27	0898R2	PROSPECTS	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.	05.03.2013

28	0970R2	Robinwood PLUS	1	Partnership	Partner Joint authority of Kainuu Region (FI) has withdrawn from the project partnership. Partner Regional Council of Kainuu (FI) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 0.01.	22.03.2013
29	0541R2	WATER CoRe	1	Duration	The project duration has been extended by 3 months until 31/7/2013.	Despite these changes, the ERDF budget remains unchanged.	25.03.2013
30	1282R4	INN.O.V.Age	1	Partnership	Partner Culminatum Innovation Oy Ltd (FI) has withdrawn from the project partnership. Partner The Baltic Institute of Finland (FI) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 18.30.	28.03.2013
31	0875R2	IMAGEEN	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 171,889.70.	29.03.2013
32	0969R2	ERMIS	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 57,601.18.	03.04.2013

33	0499R2	FRESH	3	Budget/Finances;Partnership;Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). Partner Joint Authority of Kainuu Region (FI) has withdrawn from the project partnership. Partner Regional Council of Kainuu (FI) has been newly integrated in the partnership. The project duration has been extended by 2 months until 30/4/2013.	Despite these changes, the ERDF budget remains unchanged.	05.04.2013
34	1306R4	GreenITNet	1	Partnership	Partner Resources for Rome S.p.A. (IT) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	05.04.2013
35	1024R4	Regions4Green-Growth (R4GG)	2	Partnership	Partner Valencia Energy Agency (AVEN) (ES) has withdrawn from the project partnership. Partner Valencian Institute of Business Competitiveness (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	08.04.2013
36	1164R4	DESUR	1	Partnership	Partner Municipality of Forest/Vorst- Brussels-Capital region (BE) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 122,025.64.	10.04.2013

37	1117R4	URMA	1	Partnership	Partner Department for Town Planning and Territorial Strategies Madrid (ES) has withdrawn from the project partnership. Partner Municipality of Enschede (NL) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 135,130.05.	15.04.2013
38	1031R4	TOURAGE	2	Partnership	Partner North-West Regional Development Agency (RO) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 77,215.41.	22.04.2013
39	0694R2	Pre-waste	1	Partnership;Duration	Partner Public Cooperation Department of Ilfov County (RO) has withdrawn from the project partnership. Partner Ilfov County Council (RO) has been newly integrated in the partnership. The project duration has been extended by 3 months until 31/3/2013.	Despite these changes, the ERDF budget remains unchanged.	22.04.2013
40	1186R4	Cross-Innovation	1	Partnership	Partner City of Linz - Wirtschaftsservice (AT) has withdrawn from the project partnership. Partner CREATIVE REGION Linz & Upper Austria Ltd. (AT) has	Further to these changes, the ERDF decreased by EUR 4,505.25.	23.04.2013

					been newly integrated in the partnership.		
41	0540R2	DeltaNet	2	Duration	The project duration has been extended by 3 months until 31/5/2013.	Despite these changes, the ERDF budget remains unchanged.	29.04.2013
42	0661R2	YES	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.	07.05.2013
43	1231R4	Working4Talent	2	Partnership	Partner Enterprise Plymouth Ltd (UK) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 89,175.30.	16.05.2013
44	0637R2	SolidarCity	3	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 129,728.22.	10.06.2013
45	0768R2	Brain Flow	1	Duration	The project duration has been extended by 3 months until 30/4/2014.	Despite these changes, the ERDF budget remains unchanged.	20.06.2013

46	1087R4	RECOMMEND	1	Partnership	Partners Energy Efficiency Agency (BG), UK Centre for Economic & Environmental Development (UK CEED) (UK) have withdrawn from the project partnership. Partner Public Environmental Center for Sustainable Development/ PECSD/ (BG) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 4,153.01.	01.07.2013
47	1076R4	InnoFun	1	Partnership	Partner UK Centre for Economic & Environmental Development (UK CEED) (UK) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 4,153.02.	01.07.2013
48	0541R2	WATER CoRe	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 5,829.81.	08.07.2013
49	1191R4	CERTESS	1	Partnership	Partner Administrative District of Gorlice (PL) has withdrawn from the project partnership. Partner Lower Silesian Tourist Organization (PL) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	19.07.2013

50	1106R4	STEP	2	Partnership	Partner ARGEM- Regional Management Agency of Energy - Region of Murcia (ES) has withdrawn from the project partnership. Partner MURCIA REGION DEVELOPMENT AGENCY (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	02.08.2013
51	1095R4	SUM PROJECT	2	Partnership	Partner ARGEM- Regional Management Agency of Energy - Region of Murcia (ES) has withdrawn from the project partnership. Partner MURCIA REGION DEVELOPMENT AGENCY (ES) has been newly integrated in the partnership.	Despite these changes, the ERDF budget remains unchanged.	05.08.2013
52	1051R4	GreenInfraNet	2	Partnership	Partner Regional Secretariat for the Environment and the Sea (PT) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 47,885.22.	03.09.2013
53	1204R4	ENGAGE	2	Partnership	Partner IdentIC Consortium (ES) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	05.09.2013
54	1341R4	KNOW-HUB	1	Partnership	Partner Tecnalia Research & Innovation Foundation (ES) has	Despite these changes, the ERDF budget remains unchanged.	11.09.2013

					been newly integrated in the partnership.		
55	1242R4	TOK-TOC	3	Partnership	Partners MUNICIPALITY OF KARDZHALI (BG), LATVIA TECHNOLOGY PARK (LV) have withdrawn from the project partnership. Partner BRAȘOV METROPOLITAN AGENCY FOR SUSTAINABLE DEVELOPMENT (RO), IHK Zetis GmbH - Centre for Technology and Innovation Consulting Southwest (DE) has been newly integrated in the partnership.	Further to these changes, the ERDF decreased by EUR 21,257.58.	18.09.2013
56	0806R2	EURIS	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 365,853.51.	19.09.2013
57	0806R2	EURIS	2	Duration	The project duration has been extended by 3 months until 31/3/2014.	Despite these changes, the ERDF budget remains unchanged.	22.10.2013
58	1052R4	INVOLVE	1	Partnership	Partner ATL – Livorno Transport Operator (IT)	Further to these changes, the ERDF	04.11.2013

					has withdrawn from the project partnership.	decreased by EUR 11,414.73.	
59	1115R4	ONE	1	Budget/Finances;Partnership	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the Subsidy Contract). The total budget has been reduced. Partner eris@aisbl (BE) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 51,551.68.	16.12.2013

Annexe 05 – Capitalisation article in Parliament Magazine



Part of the puzzle

INTERREG IVC projects are working to improve interregional cooperation throughout Europe, writes **Magdalini Anagnostou**

The Finnish city of Jyväskylä is sharing knowledge on applied use of arts and culture for an ageing population with the regional government of Upper Austria, and 10 other European partners, in the creative regions project. The Östsm regional development council of Sweden is learning about regional mapping of creative industries across Europe with 11 cities and regions in creative growth. In total 2,357 partners across Europe are exchanging experiences, and improving policy through cooperation, in 204 interregional projects. Exchanging experience, sharing what works and what doesn't and improving policy through learning from others is what regional partners involved in INTERREG IVC projects expect from cooperation. Already 118 regional or local policies have been improved, such as East Sweden's regional development programme, which now includes creative industries, and over 150 good practices have been transferred.

These results are remarkable by themselves, but seeing topics covered by several projects leads us to ask whether more consolidated results can be drawn from these individual project achievements. The programme recruited a thematic expert to analyse the collective results where five or more projects were dealing with a similar theme. We aim to consolidate the thematic knowledge shared within the projects, and also hope to identify any innovative approaches or policy insights that enable specific recommendations to be made for national and EU policy-makers.

Creative industries is one of the

13 topics under analysis. Zornitsa Tsoneva is the thematic coordinator within the INTERREG IVC secretariat, working with Sylvia Amann of

Inforelais Consulting and Bastian Lange of Multiplicities Berlin, both experts in the creative industries sector. Tsoneva explained, "The assignment really kicked off in July 2012, Sylvia Amann and Bastian Lange are currently profiling the projects with a view to identifying the added value that they bring to this policy theme. Already they have identified that the theme of spill-over effects from the creative industries to the more 'traditional' fields of the

economy is a potentially beneficial one". A thematic workshop in Brussels this November will allow the project partners, and any other relevant actors, to contribute to the process. Similar targeted workshops will be organised for all 12 topics.

EU regions can benefit from this capitalisation process. Currently there are policy-makers seeking evidence to support their own actions, officers looking for new ideas tried and tested

elsewhere and local authorities who don't have the resources to try out different policy practices. All of these will have access to the capitalisation results. There will be no need to look project by project, policy by policy, to identify the valuable knowledge gained within a particular topic. In each topic, the knowledge will be benchmarked, and validated by an expert, with the contextual elements that make them 'ready to use' by the policy-makers.

Those regions present during Open Days 2012 can gain a first insight into how they can take advantage of the preliminary results during a workshop dedicated to this topic. Experts, projects and programme representatives will present good practice examples and how these can be relevant to all EU regions. Amann will be joined by Raija

"Currently there are policy-makers seeking evidence to support their own actions, officers looking for new ideas tried and tested elsewhere and local authorities who don't have the resources to try out different policy practices"

Parvanen, from the regional council of central Finland and will be there to provide practical examples, alongside experts on the topic of climate change. In addition to the workshop, a networking session on good practices identified in the field of environment and risk prevention is open to all representatives interested in finding out more about good examples available around Europe.

I am convinced that by the time this exercise is completed, the results of interregional cooperation will be more visible and, crucially, more exploitable by regional and local authorities. Policy-makers on all levels - local, national and EU - will gain by consulting the thematic reports produced by INTERREG IVC. ★

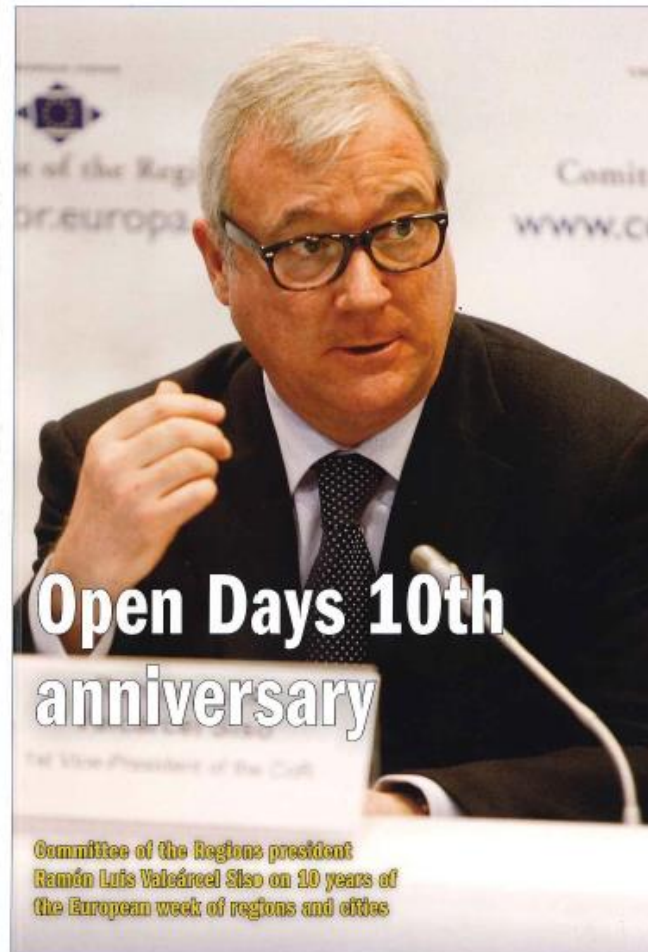
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Jury president Luc van Den Brande and all the winners of this year's competition



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Annexe 06 – Achievements per country

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	122	14	7	6	2 689 000,00
BE	3	61	50	8 074 698,40	145	5	6	3	4 793 902,00
BG	1	77	65	7 579 042,85	221	14	16	6	88 381 800,00
CY	1	22	22	2 796 439,52	85	5	1	3	6 060 000,00
CZ	1	43	40	5 122 202,32	120	12	8	1	4 654 800,00
DE	21	135	97	21 698 598,69	329	20	19	30	15 960 372,00
DK	5	33	29	5 445 177,94	76	3	2	4	548 036,00
EE	0	37	35	4 925 654,11	110	5	8	9	2 038 902,00
EL	11	132	90	18 159 141,38	410	38	27	17	26 285 660,00
ES	21	218	154	32 329 727,81	615	34	23	33	104 636 942,00
FI	7	67	49	9 815 447,11	178	7	11	14	4 495 100,00
FR	25	134	95	21 011 218,26	335	18	22	18	433 500,00
HU	7	109	82	13 683 479,50	283	11	12	12	1 166 000,00
IE	2	54	41	6 936 845,14	121	5	2	3	10 648 658,42
IT	33	261	158	39 410 254,94	708	55	34	50	174 246 951,40
LT	1	40	36	3 894 489,56	96	10	4	1	194 100,00
LU	1	3	3	339 633,00	3	0	0	0	0,00
LV	3	39	35	4 042 327,25	77	3	3	6	0,00
MT	0	23	23	2 417 057,72	40	4	1	2	0,00
NL	23	82	64	16 206 140,03	206	17	13	17	4 165 000,00
PL	2	121	99	16 090 911,74	343	25	17	22	194 464 235,00
PT	3	62	49	7 118 441,72	139	20	7	13	428 743,27
RO	1	97	84	10 002 298,40	275	24	10	11	5 681 200,00
SE	9	102	76	15 431 635,92	313	11	12	25	13 912 750,00
SI	0	64	58	7 915 816,55	173	18	11	8	543 318,70
SK	0	31	29	3 046 204,15	111	5	6	7	1 915 000,00
UK	15	160	121	25 061 709,17	431	26	34	28	42 067 047,00
NO	1	21	20	2 033 680,22	44	4	4	0	N/A
CH	0	3	4	N/A	5	1	1	0	N/A
other	0	8	7	N/A	18	0	0	11	N/A
TOTAL	204	2282		315 401 415,36	6 132	414	321	360	710 411 017,79

