European Territorial Cooperation

Work Package 11

Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)

Contract: 2014CE16BAT047

June 2016

ADE
ANALYSIS FOR ECONOMIC DECISIONS

Case study: Atlantic Area programme

Ex post evaluation of Cohesion Policy programmes 2007-2013, financed by the European Regional Development Fund (ERDF) and Cohesion Fund (CF)

European Territorial Cooperation (Work Package 11)

LEGAL NOTICE

More information on the European Union is available on the Internet (http://www.europa.eu).

Table of Contents

Acknowledgements

Executive Summary

This case study report provides an assessment of the Atlantic Area (AA) programme 2007-2013.

The **main achievements of the AA programme are overwhelmingly "soft"** including the development of joint networks and platforms to promote maritime cooperation, the creation of coomon databases, methodologies and tools as well as a range of case studies and pilot action. **These are rather intangible compared to the achievements of other ERDF mainstream or even cross border funded projects**.

The key challenge, therefore, for the Atlantic Area (and other transnational programmes) is **to be able to more effectively "measure" the achievements made due to the nature of transnational cooperation**, which is very different to mainstream ERDF funding. The AA case illustrates clearly **the difficulty that the programme had in developing robust indicators to capture effectively the range of achievements made**. Ultimately, **the indicators developed for AA programme were not "fit for purpose"** and more work needs to be done to improve this crucial element for future TNC programming periods.

Having said that, **the AA programme has strengthened territorial development linked to EU priorities in a number of ways**. A broad range of stakeholders from across the programme area were actively involved in the programme and there was a decent involvement of partners from the five Member States.

The programme area is **territorially, socio-economically, institutionally, culturally, historically diverse**. This contrasts distinctly from other TNC programmes, such as the Baltic Sea region, which is much more territorially congruent. Moreover, **the budget of just over €100m is relatively modest** for such a large geographical area. These two factors do have an important influence on the achievements and contribution of the programme to strengthening territorial development in the Atlantic Area.

Whilst cooperation in the AA has a long standing history, **the development of a new basin strategy is an emerging issue**. The key point is that both **the objectives and achievements of the AA programme are aligned with, and relevant to, the aims of the Atlantic Strategy** and are coherent with the priorities of the Action Plan for the Atlantic[1], which was approved in 2013.

---

[1]   See: http://ec.europa.eu/maritimeaffairs/policy/sea_basins/atlantic_ocean/index_en.htm

1. Introduction

This case study is part of the ex-post evaluation of all European Territorial Cooperation (ETC, widely known as Interreg) programmes in the period 2007-2013. These programmes aim at promoting cooperation across borders in view of creating synergies and European added value by eradicating internal borders and capitalizing on the existing assets of the whole territory of the Union. It is one of 2 case studies of programmes aimed at transnational cooperation (Strand B of Interreg).

The purpose of the case study work in the evaluation is to provide an in-depth analysis of the contribution of transnational programmes to co-operation and economic and social integration between European regions. This Task 3 of the overall evaluation is performed through a field analysis with a variety of programme stakeholders. This complements a first documentary analysis and an interview with the JTS previously carried out in Task 1 of the evaluation.

The present case study provides an assessment of the Atlantic Area (AA) programme's main achievements in quantitative and qualitative terms. It also investigates whether the programme has strengthened territorial development linked to EU priorities, and to what extent the AA programme contributed to supporting the notion and design of a possible new territorial/sea basin strategy for the Atlantic Area.

This report starts in Section 2 with an introduction to the case study area and its policy context. Section 3 describes the methodology and questionnaire applied.

Section 4 is the core of the report. It is structured according to the evaluation questions as mentioned in Section 3.

- Section 4.1 assesses the main achievements of the programme, taking into account the transnational added value, barriers and external factors (evaluation question 1).

- Section 4.2 deals with impacts of the programme on territorial development including benefits and stakeholder involvement (evaluation question 2).

- Section 4.3 focuses on the links between the AA and a possible new territorial/sea basin strategy (evaluation question 3).

2. Main policy context for the Atlantic Area programme, key features and evolution

The Atlantic Area (AA) programme, 2007-2013 has its roots at the beginning of transnational cooperation (TNC) support funded by ERDF under the auspices of EU Cohesion Policy. The original programme in the Atlantic started in 1989-1993 with the Atlantis pilot project, which was effectively a pioneering "programming laboratory" for the launch of the first set of TNC programmes co-financed by the Structural Funds.

The 2007-2013 period is the focus of this case study. The AA programme involved five countries – France, Ireland, Portugal, Spain and the UK. The JTS and MA are based in Porto, Portugal. There are 5 full time staff in the Joint Technical Secretariat (JTS) and 2 in the Managing Authority (MA).

Map 1 below shows the coverage of the programme, which are those areas that are adjacent to the Atlantic Ocean.

Map 1: The cooperation area of the Atlantic Area Programme

Source: Atlantic Area Operational Programme, 2007-2013

It is important to note that the AA programme area is really territorially diverse. As shown in Maps 2 and 3[2], there are significant differences between the respective areas on a range of socio-economic indicators (see Map 2 and Map 3).

In particular, there are considerable disparities in the relative economic developments in the programme area. These include large urban conurbations such as Greater Manchester and Merseyside (in England) as well as Greater Dublin (Ireland) and the Greater Lisbon capital city region (Portugal). These areas are centres of trade and commerce, relatively high population densities and dynamic urban economies. They also face challenges in terms of pockets of social deprivation, socio-economic restructuring etc.

In addition, the AA programme area also contains peripheral maritime and rural regions. These face a combination of challenges including depopulation, a lack of adequate public services and fragile economic conditions which stem from their peripherality and distance from main population centres.

This territorial diversity poses a number of challenges for the AA programme; not least how best to develop projects that tackle transnational issues that are common to different areas in the AA. Also, it is important to distinguish between the challenges and issues that are common as well as those that are transnational in nature i.e. they can only (or best) be tackled transnationally.

---

[2] These maps are taken directly from the AA Operational Programme and illustrate clearly the diversity apparent in the programme area. Map 2 provides a comparison of the Relative Development Indices of the different regions in the programme. The darker the red colour, the more the relative development. Map 3 compares the degree of Lisbon performance as an aggregate of 5 indicators for the AA regions. The darker the green colour, the better the Lisbon performance.

Map 2: Atlantic Space: Relative Development Index
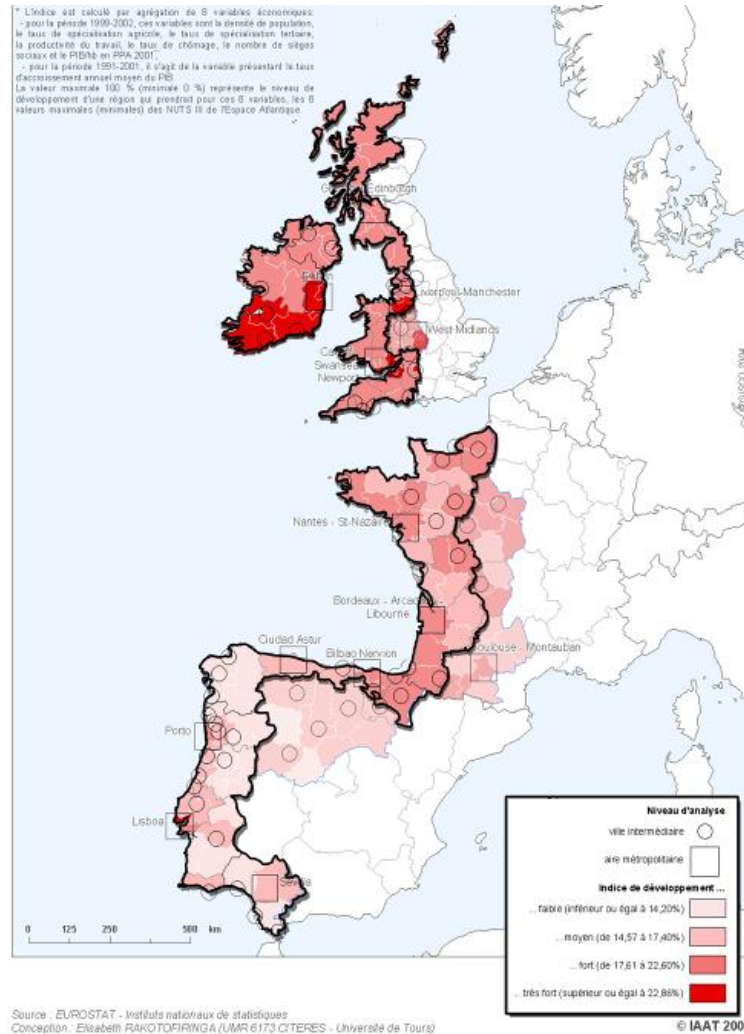
Source: Atlantic Area Operational Programme, 2007-2013

Map 3: Lisbon Strategy: Performances of European Regions
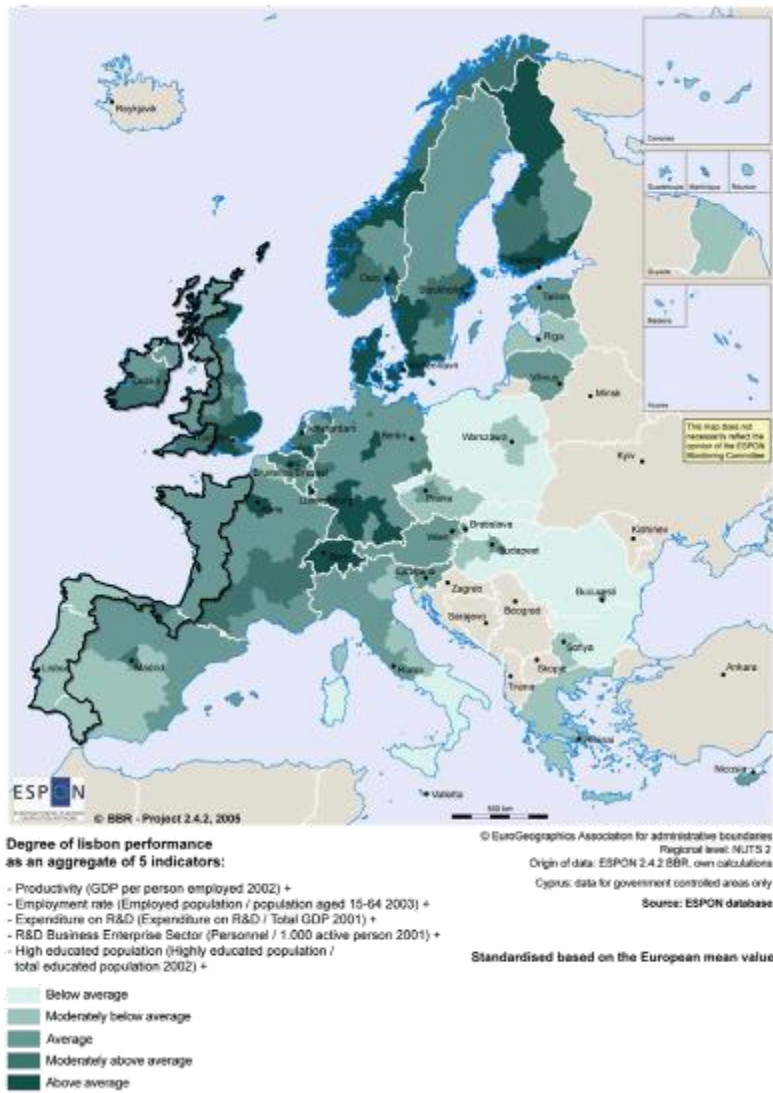
Source: Atlantic Area Operational Programme, 2007-2013

The overall objective of the 2007-2013 AA Programme is "to achieve significant and tangible progress in transnational cooperation geared towards cohesive, sustainable and balanced territorial development of the Atlantic Area and its maritime heritage."

Furthermore, the AA OP identifies several issues and needs described in details in the SWOT analysis. The four key issues concerning the programme area are:

- Cohesive development of the knowledge economy – to confront the anticipated decline of regions which cannot count only on their endogenous potential in the future, there is a need to build international openings and diversification via close and sustainable cooperation with dynamic and economically diversified regions.

- Enhancement of the Atlantic maritime heritage – the area has to address various threats and risks (oil spills, degradations of environment, overexploitation of fish resources, biodiversity, water quality, erosion and cost-lines denaturation). The targeted instruments are research, know-how transfer for the development of niche markets of excellence in the marine economy, landscape preservation and valorization through sustainable tourism, etc.

- Balanced polycentric development – to address the long-term polarization of regions around capital cities resulting in mediocre accessibility, low international influence and marginalisation, accessibility has to be improved (interconnection between transport networks, multimodality for passengers and goods), and inter-regional exchanges intensified (increase in the relationships between urban centers, promotion of sustainable development, international influence and attractiveness).

- More ambitious cooperation through consolidation of the existing arrangements and structures, crossfertilisation and tangible operational results.

The ERDF budget allocated to the AA programme was EUR 104 million. The AA programme defines four priorities in the OP (not including Technical Assistance), which are listed in Table 1 below:

Table 1: AA Programme Priorities and Percentage of Total ERDF funding

AA Programme Priority	Percentage of total ERDF funding
Priority 1: Promote transnational entrepreneurial and innovation networks	31
Priority 2: Protect, secure and enhance marine and coastal environment sustainably	36
Priority 3: Improve accessibility and internal links	15
Priority 4: Promote transnational synergies in sustainable urban and regional development	13

3. Methodology and evaluation questions

The case study is organised to provide responses to the three evaluation questions
from the evaluation ToRs[3]. These are listed below:

---

1) What evidence is there of the achievements of these programmes (in quantitative
   and qualitative terms)?

2) To what extent have the programmes strengthened territorial development linked
   to EU priorities?

3) To what extent has the Atlantic programme contributed to supporting the design of
   a possible new territorial/sea basin strategy, and in particular what needs has it
   usefully addressed?

For each of the three main evaluation questions, an interview template was used to
carry out a series of semi-structured interviews (face-to-face and by telephone or
Skype) with a range of AA programme stakeholders in September and October 2015
(see Annex 1). The boxes below provide a detailed list of related questions that were
included in the interview template for each of the main evaluation questions.

1) What evidence is there of the achievements of these programmes (in quantitative and qualitative terms)?

List of questions in the semi-structured interview template

What are the main achievements produced by the programme?

What are the reasons behind differences in achievements between the various priorities?

Which projects do you consider as most successful and/or most representative of the value-
added of the programme? Why and for which reasons?

How do you measure trans-national value-added? Do you think your programme really
contributed to trans-national cooperation and in what ways?

Did the programme achieve some results which were not foreseen at the beginning or which go
beyond the pre-determined objectives?

Which of the achievements reveal the real added value of the programme and allow it to be
distinguished from the mainstream ERDF programmes?

What lessons did you learn from the previous programmes and evaluations to help increase the
achievements of the programme?

What aspects did you do differently for this programme which you would consider helped to
increase the achievements?

---

[3] These questions were different from those posed for the respective CBC case studies.

What barriers did you encounter in implementing the programme which hindered the achievements of the programme?

To what extent did external factors influence the achievements made by the programme?

What are the achievements of the programme in terms of strengthening and enhancing the quality and intensity of the cooperation in the area?

How do you measure these achievements?

What are the achievements of the programme which are not captured by the ERDF monitoring process? For example, improvements in 'good' governance, partnership working, learning and sharing of experience?

2) To what extent have the programmes strengthened territorial development linked to EU priorities?

List of questions in the semi-structured interview template

What are the main results and impacts achieved by the programme (related to the typology of achievements)?

Did the expected benefits from working on a trans-national co-operation basis for the various priorities materialize?

Are key priorities and related objectives targeted on key challenges and/or opportunities of the TNC area?

Does the programme demonstrate an intention to fund actions and projects that demonstrate a clear "trans-national" character (joint design, joint management, joint funding etc)? How is the trans-national effect appraised?

Is there a concentration of interventions in socio-economic domains where the area can develop competitive advantages and strengthen territorial development?

Are the interventions likely to lead to sustainable results that strengthen territorial development, which are then likely to be maintained beyond the funding period?

Does the objective setting demonstrate linkages and synergies with other OPs under the Structural Funds in the various regions in the area (or other relevant regional/national policies)?

Has the definition of objectives mobilised a wide range of stakeholders from the TNC area and do the objectives take into account the contribution of these stakeholders?

Are Managing Authorities from the mainstream programmes associated to the design of the programme in view of ensuring complementarity?

How were other funding streams (EU, domestic) integrated and aligned with the Programme in order to strengthen territorial development?

3) To what extent has the Atlantic programme contributed to supporting the design of a possible new territorial/sea basin strategy, and in particular what needs has it usefully addressed?

Main question in the semi-structured interview template
To what extent has the Atlantic Area programme contributed to supporting the notion and design of a possible new territorial/sea basin strategy, and in particular to the needs it has effectively addressed?

The main aim of the fieldwork was to collect additional qualitative information from stakeholders in the AA programme in order to deepen the analysis carried out in Task 1. This helps to create a more holistic "picture" of the results achieved by the AA programme, in the form of a narrative which goes beyond an analysis of secondary sources (Annex 2 summarises the main indicators listed in the AA OP).

Given the nature and geographical coverage of the AA programme area, it was not possible to speak to *all* stakeholders. Consequently, the sample interviewed is not scientifically representative. The aim of the fieldwork was to try to "tell the story" about what has been achieved, the impact of the programme etc. The findings discussed here are intended, therefore, to be illustrative of some of the key dynamics, themes and messages that emerged about the AA programme from the interviews carried out.

In addition, to complement the fieldwork, an online survey was performed targeting lead partners in all 71 AA projects. The survey questions are listed in Annex 3 and they complement the list of questions used in the interview template. The response rate was 43% (30 of 71 projects), which provides some additional information on the projects to feed into the overall narrative.

4. Assessment of the Atlantic Area programme, 2007-2013 by evaluation question

4.1 Main achievements and priorities

What are the main achievements of the programme?

The achievements of the AA programme need to be contextualised in terms of the relatively diverse territorial and socio-economic context as well as the sheer geographical size of the programme. In addition, the budget for the AA programme is just over €100m. Clearly, this budget does not provide the scope to invest in large infrastructure projects or "hard" outputs, which is beyond the focus of the AA programme. Instead, the emphasis is on encouraging and facilitating transnational cooperation amongst partners in the programme via the creation of networks, joint platforms and studies etc, linked to delivering the key priorities outlined in the AA OP.

The key challenge, however, stems precisely from the fact that the AA programme focuses on less tangible and what could be termed "soft" outputs and impacts. The result, as identified by the AA JTS and MA respectively, is that the evaluation of the achievements of the AA programme is rather tricky. On the one hand, whilst the AA programme strategy is well conceived with priorities that are well suited to the diverse territorial context, the main problem is that the development of the indicators to try

and quantify and measure the performance of the programme are rather superficial, poorly conceived and to not allow any analysis of the socio-economic impacts that the programme has had.

The problem stems from the objectives of the AA programme, which are rather broad and hence it is difficult to really capture the impact of these as well as collect common data across the programme area. Moreover, the indicators listed in the AA OP are targeted more on outputs, partly as a result of the guidelines laid down by the EC, which are designed for the mainstream ERDF programmes. These are arguably less pertinent for capturing the "soft" achievements of TNC programmes, such as the AA. In addition, the result indicators are also weak. They focus on rather superficial counts which do not reveal anything of substance about the processes behind the interventions. This is a significant problem with the AA programme (and is also an issue for the transnational programmes in general) and is a challenge to be overcome.

In this context, therefore, it is important to distinguish the two main types of achievements stemming from the AA programme.

First, complementarities and critical mass have been developed, through the creation of sustainable joint problem solving capacities linked to transnational issues. This includes the creation of specific knowledge exchange and policy making instruments in main AA programme priority areas, such as maritime and fisheries. In addition, the programme has helped the reinforcement of joint networks and clusters in priority areas. Second, tackling a range of transnational challenges particularly related to the environment through joint projects focused on promoting 'blue growth' and the 'economy of the sea', which is made easier since relations, networks and common understanding have been established.

Overall, a total of 71 projects were approved, involving 664 partners and 137 associated partners. A total of 206 direct jobs have been created, of which 114 are posts filled by a woman. It is important to note that all of the jobs created by the AA programme are directly linked to the ERDF funding itself; no additional jobs were created as a result of the funding as reported through indicators. In addition, a total of 18679 institutions and 43,819 people met in transnational events organised as part of the AA programme. A total of 4887 publications have been produced, of which 363 are final study reports and 2149 articles in the press and specialised magazines.

These figures highlight the point about the nature of the output indicators used in the AA OP. The indicators lack robustness and recommendations from previous evaluations on the need for better indicators were seemingly not actioned. There is a clear lack of targets provided in the OP, which makes it rather difficult to the measure effectiveness and impact of the activities carried out. Having said that, it is necessary to explore, in more detail, the achievements made in each of the respective priorities of the AA programme. This are listed below along with some examples of projects funded to illustrate the kinds of work that has been carried out.

Priority 1: Promote transnational entrepreneurial and innovation networks

This was priority in the AA programme with the largest number of projects carried out. The main focus is on developing knowledge transfers between companies and research centres; enhancing competitiveness and innovation capacities in the maritime economy niches of excellence, and to stimulate economic conversion by promoting regional endogenous potential.

Overall, 28 projects were approved, worth €32m ERDF, 84 direct jobs were created by the ERDF funding and a total of 5,757 institutions and 14,931 people met in transnational events. Several networks were funded, each of which is discussed below, including MARMED on the discovery of marine-derived medicines (see Box 1); GEPETO on fisheries management (see Box 2); LABELFISH on the correct labeling of fish (see Box 3).

Box 1:MARMED - Development of innovating biomedical products from marine resources valorisation	
Project summary	The project exploits the valorisation of marine and aquaculture residues through the exploitation and valorisation of two parallel and complementary related aspects: • The isolation and purification of biomolecules and biopolymers with potential biomedical application; • The development of naturally inspired materials to be applied in the context of pharmaceutical and medical and nutraceutical areas.
Project Lead Partner	3B's Research Group - University of Minho (**UMINHO**), Portugal
Partnership	Institute of Biomedical Sciences Abel Salazar - University of Porto (**ICBAS**); Marine Research Institute - Spanish National Research Council (**IIM-CSIC**); Control and Management of the Marine Environment and Resources - Technological Centre of the Sea (**CETMAR**); Applied Physics Department - University of Vigo (**UVIGO**); Marine Resources Department - Portuguese Institute for the Sea and (**IPMA**); Laboratory of Marine Environment Sciences - University of Western Bretagne (**UBO**); School of Biological Sciences - Queen's University Belfast (**QUB**); Irish Seaweed Research Group Network of Excellence for Functional Biomaterials - National University of Ireland (**NUIG**); Biomedical Sciences and Medicine - University of Algarve (**UALG**).
Total eligible budget	2 066 765.96 €
Total ERDF budget	1 343 397.82 €
Main project achievements	MARMED has being very successful in establishing a new attitude towards marine by-products. The involved stakeholders in the marine chain are now aware of the importance of new utilization techniques, resulting in a perceptible valorisation of these new raw materials, and many of them are ready to collaborate more directly with project participants and activities following the project's end. Thanks to MARMED actions, the industrial stakeholders in the AA programme area know whom to contact and with whom to collaborate, and they will benefit from the interesting compounds and multiple uses MARMED identified as having potential in the future. The main project achievements and outputs can be divided in two main parts, which are summarised below:

	1) A list of active companies that generate potentially relevant marine origin by-products has been developed.

2) A range of methodologies were developed for extraction of different compounds from marine origin by-products, namely algae extracts with multiple bioactivities, fish oils, proteins, protein hydrolisates, enzymes, polysaccharides, pigments and ceramics. Several of these methodologies are being developed in close interaction with companies. |
| **Main contributions to the AA programme** | Synergies have developed between the partners which has strengthened the relationship and cooperation in the network focused on the valorisation of marine resources for the development of biomedical applications. This network does have the potential to have impact both on the valorisation of marine by-products (resulting from a highly relevant industry in the Atlantic Area) and on biomedical applications, in which the Atlantic Area has highly reputed research groups, but yet has low impact on the socioeconomic profile of the region. |

Source: http://www.marmedproject.eu and JTS project returns

Box 2: GEPETO – Sharing knowledge for sustainable fisheries management	
Project summary	GEPETO builds on a regional approach to fisheries management through a platform of governance that associates professional, scientific sectors and NGOs. GEPETO combines stakeholders' resources and capabilities to improve the bio-socio-economical sustainability of long-term fisheries management plans in the Atlantic Area.
Project Lead Partner	CENTRO TECNOLÓGICO DEL MAR – FUNDACIÓN CETMAR (Spain)
Partnership	Centro Tecnológico del Mar - Fundación CETMAR (Spain), Conseil Consultatif Régional pour les eaux occidentales australes (CCR Sud) (France), Institut Français de Recherche pour l'Exploitation de la MER (IFREMER) (France), Fundación AZTI (Spain), Instituto Español de Oceanografía (IEO) (Spain), Instituto Portugues do Mar e da Atmósfera – IPMA (Portugal), Marine Institute (Ireland). Associated partners: North Western Waters Regional Advisory Council (NWWRAC) (Ireland).
Total eligible budget	1.587.498,07 €
Total ERDF budget	1.011.833,58 €
Main project achievements	The GEPETO project made several main achievements which are listed below:

- the production of the ATLAS of fisheries, which is an online tool that provides a shared and integrated overview of fisheries to achieve better long-term management of fisheries in the Atlantic Area;
- a participative module in the GEPETO webpage in order to gather stakeholder responses on sustainable fisheries in the Atlantic;
- 7 fisheries management case studies were developed including the Multi-species management plan for the Bay of Biscay; Iberian mixed fisheries Management Plan; Fleet targeting the Octopus fishery in North West Iberian zone; Aveiro Estuary; Capbreton; Celtic Sea; |

	Artisanal fisheries in the Canary Islands;
Main contributions to the AA Programme	The proactive and interactive participation of stakeholders, including the fisheries sector, scientific sector and policy makers was a significant contribution of the GEPETO project. This resulted in the development of a Road Map for developing Long Term Management Plans for the fisheries sector in the Atlantic Area.

Source: http://gepetoproject.eu/ and JTS project returns

Box 3: LABELFISH – Atlantic Network on Genetic Control of Fish and Seafood Labelling and Traceability	
Project summary	In the EU, since 2005, the traceability of fish and seafood is mandatory. Full implementation requires an adequate management of information and also the availability of techniques which allow the verification of the information transmitted. The objective of LABELFISH is to set up a network of entities with an interest in the development of a common strategy in the use of standardised and innovative analytical techniques for the control of genetic traceability and labelling of seafood products. Expected outcomes are the protection of both European consumers and SMEs involved in fisheries and aquaculture in the Atlantic regions.
Project Lead Partner	Instituto de Investigaciones Marinas – Consejo Superior de Incestigaciones cientídificas (IIM – CSIC) (Spain)
Partnership	Instituto Português do Mar e da Atmosfera - IPMA (PT); Institut Français de Recherche Pour l´Exploitation de la MER - IFREMER (FR); Indigo Rock Marine Research Station (IE); University of Salford (UK); Max Rubner Institut (DE). Associated partners: Bord Iascaigh Mhara (BIM) - Irish Fisheries Board (IE); Laboratoire Service Commun des Laboratoires de Marseille (FR); Secretaría General de Pesca - Ministerio de Agricultura, Alimentación y Medio ambiente (SP); Department for Environment, Food and Rural Affairs (DEFRA) (UK); Puesto de Inspección Fronterizo de Vigo Puerto. Administración General del Estado (SP)
Total eligible budget	1,922,838.78€
Total ERDF budget	1,249,845.20€
Main project achievements	The real value of LABELFISH project is the proposed knowledge transfer to entities which have to control the veracity of labels. This encourages the protection not only of consumers' interest, but also the protection of the industry and the valorisation of the quality of seafood products. More specific achievements include: - Reports on the level of implementation of traceability in Galicia (Spain), France, UK, Ireland, Portugal and Germany; - Transnational report on the level of implementation of traceability in Atlantic regions; - Sampling and results of seafood labelling studies in Galicia (Spain), France, UK, Ireland and Germany; - On-line survey about consumers perception about traceability in every participating country; - Proposal of a standard methodology for the control of fish labelling (COI barcoding). Validation through an International Ring Trial (involving the participation of official control laboratories) and

	production of the definitive Standard Operating Procedure (SOP); - Organization of the International Symposium of Labelling and Authenticity of Seafood (ISLAS 2014) with 130 attendees; - Further project dissemination through the new LABELFISH website, distribution of promotional material, 3 press releases, 2 project newsletters, attendance of representatives at international and national events.
Main contributions to the AA Programme	One of the main goals and contributions of Labelfish to the Atlantic Area programme is to promote the valorisation of Atlantic Seafood versus those products coming from outside the EC. The two seafood value chains selected in the first reporting periods, which characterise the industry of these regions, were: Cod products (fresh, frozen, and salted-dried) and Canned Tuna. All partners studied the value chains related to the production of these seafood products, giving the opportunity to analyse the results via a transnational approach. Other important contributions of the Labelfish project are: - to validate and implement adequate laboratory tools for the authentication of species; - to foster the creation of a network of laboratories and potential beneficiaries; - an international ring trial involving official control laboratories was carried out in order to validate the analytical method to be proposed as the harmonised methodology for the control of fish labelling. As a result, a Standard Operating Procedure (SOP) was produced. - the initial core of the network has been expanded thanks to the ISLAS 2014 conference. During this international event, several participants across Europe expressed their desire to be included in the network and its future actions on this topic.

Source: http://labelfish.eu and JTS project returns

Priority 2: Protect, secure and enhance marine and coastal environment sustainably

This priority had the largest proportion of the budget given its specific focus on the maritime and coastal zones of the AA programme area. In particular, on improving maritime safety; sustainable management and protection of the resources of marine spaces; exploiting the renewable energy potential of the marine and coastal environment; protect and promote natural spaces, water resources and coastal zones.

Overall, 24 projects were approved, worth €38 million ERDF, 95 direct jobs were created and a total of 9,279 institutions and 15,521 people met in transnational events. Several networks were funded, each of which is discussed below, including NETMAR on networked systems to prevent maritime incidents (see Box 4); and ARCOPOLplatform (see Box 5) on improving maritime safety and tackling natural disasters.

Box 4: NETMAR - Networked vehicle systems for situational awareness and intervention in maritime incidents.	
Project summary	The project concerns the demonstration, evaluation and dissemination of new robotic systems, sensors and networking technologies in maritime incidents endangering human life, the environment and economic activities. Air and sea going robotic vehicles provide new capabilities to operate in dull, dirty and dangerous environments. Networking technologies enable the orchestration of systems for enhanced situational awareness and intervention. New command, control and visualization tools provide new capabilities for the coordination of existing robotic systems, sensors and human operators over inter-operated networks. The project is organized around demonstrations, to be aligned with major anti-pollution exercises, representative of 3 types of maritime incidents: harbour in the proximity of a metropolitan area, estuary and open sea. Universities and R&D institutions will demonstrate new tools and technologies and evaluation methodologies. Planning and return on experience workshops will contribute to transition tools and technologies to operational practice and to companies, local, regional, national and EU authorities.
Project Lead Partner	FEUP – Universidade do Porto - Faculdade de Engenharia
Partnership	FUAC - Fundación Universidade da Coruña; Portos de Galicia; ENSTA, École Nationale Supérieure des Techniques Avancées; UL - University of Limerick; APDL - Administração dos Portos do Douro e Leixões, SA; NMCI - National Maritime College of Ireland; UK SPILL Association; TECNALIA - Fundación Tecnalia Research & Innovation
Total eligible budget	€2 809 707.16
Total ERDF budget	€1.826.309,52
Main project achievements	The project concerns the demonstration, evaluation of networked vehicle systems in maritime incidents. This is targeted at transitioning these new technologies to operational practice and to the dissemination of results to local, regional, and EU authorities.
	The consortium has engaged national and international public

	organisations and private enterprises working in the maritime incident response area (technology providers and end users) to address the sustainability of the project by disseminating identified gaps in current maritime incident response services to all interested parties.
	The project has demonstrated new products and services which are being transitioned to the operational practice, and to the market. Finally, the problem of the legal frameworks has been thoroughly discussed in the project and recommendations for national and international legislation have been produced. Moreover, the project also addressed the problem of inter-operating vehicle systems from different countries in a unified framework.
Main contributions to the AA Programme	All in all the project generated change in terms of new forms of work, new inter-linkages with organisations and programmes, measurable change in operational organisations, contributions to legislation, plans of various nature, behaviour/knowledge and awareness raising of specific target groups or beneficiaries, and new products and services.
	Other the relevant contributions to the Atlantic Area can be classified in terms of:
	- Addressing common challenges in an integrated manner. The project is drawing more and more attention as time goes by to the outstanding problems that result from maritime incidents and chemical pollution at sea, leading to an even greater disclosure of combat strategies to apply the required emergent systems and technologies promoted by NETMAR; - Implementing key lessons from previous projects. NETMAR project continues to follow the guidelines provided by other projects, as ARCOPOL and MARINE, in terms of key achievements and lessons learned; - Promoting Transnational Entrepreneurial and Innovation Networks. Leveraging disclosure resulting from the last demonstration, several entities with an interest in this area had been contacted in order to participate in the Spanish demonstration.

Source: http://project-netmar.eu and JTS project returns

Box 5: ARCOPOLplatform – a platform for improving maritime coastal pollution preparedness and response in Atlantic regions	
Project summary	ARCOPOLplatform aims to further improve maritime safety in the Atlantic area and reinforce the protection of the coastal regions from maritime pollution through the capitalisation and upgrading of ARCOPOL and ARCOPOLplus outcomes. Specifically, ARCOPOLplatform will organise pilot actions addressing local authorities to support the implementation of Local Contingency Plans. Moreover, these plans will be improved by the inclusion of ARCOPOL deliverables (tools, guides and key knowledge on Hazardous and Noxious Substances - HNS) that will be presented at workshops, training activities (blended learning), road-shows and on websites. All project activities will contribute to the development of the Atlantic Technological Platform. This platform will act as a meeting forum for public and private organisations dealing with oil and HNS spills. It will focus on the exchange of knowledge, the identification of technological offer and demand, and the development of public-private initiatives.

Project Lead Partner	Centro Tecnológico del Mar-Fundación CETMAR (SP)
Partnership	Instituto Tecnolóxico para o control do medio mariño de Galicia (INTECMAR) (SP); Universidade de Vigo (Uvigo) (SP); Consejería de Justicia e Interior – Junta de Andalucía (CJI) (SP); Consejería de Medio Ambiente y Ordenación del Territorio – Junta de Andalucía (CMAOT) (SP); Universidad de Cádiz (UCA) (SP); Instituto Superior Técnico (IST) (PT); Centro interdisciplinar de Investigação Marinha e Ambiental (CIIMAR) (PT); National Maritime College of Ireland (NMCI) (IE); Public Health England (PHE) (UK); Centre for Environment, Fisheries and Aquaculture Science (CEFAS) (UK); Consellería do Medio Rural e do Mar – Xunta de Galicia (CMRM) (SP); École D'ingénieurs en Génie des Systèmes Industriels de La Rochelle (EIGSI) (FR); Conference of Peripheral Maritime Regions- Atlantic Arc Commission. (CPMR-AAC) (FR); Marine Institute (MI) (UK); Associated partner: Pembrokeshire County Council
Total eligible budget	€ 1.584.989,39
Total ERDF budget	€ 1.030.243,10
Main project achievements	The ARCOPOLplatform is working to reinforce the preparedness of the Atlantic Area regions to deal with maritime spills affecting their shorelines. It is a meeting forum for public and private organisations working on oil and HNS spill preparedness, response and mitigation. It aims to provide a framework for stakeholders to exchange knowledge, experience and good practices, to identify capabilities, gaps and needs, to define research priorities, and to promote a sustainable collaboration structure for public and private organizations dealing with oil and HNS spills.
Main contributions to the AA Programme	Considering national and regional legislation, ARCOPOLplatform is aligned with the obligations stated by the national legislation that require the different coastal administrative territorial levels to have a contingency plan ready to face a potential marine pollution event affecting their shores. For instance, the Spanish National Response System requires that all coastal regions and local authorities have a contingency plan ready to face a potential marine pollution event affecting their shores. In the frame of ARCOPOLplatform, partners are working on the implementation of contingency plans in Spanish regions and municipalities by the organisation of workshops, courses and pilot actions aimed at local authorities' and Natural Protected Areas' staff. These actions continue the work initiated in ARCOPOLplus (a previous AA project). The transnational nature of the teams participating in each project activity guarantees the best practice exchange between the regions, both on the scientific/technological arena and on the operative dimension of the project activities, as there are representatives of both categories from the five Atlantic Area Member States.

Source: http://www.arcopol.eu and JTS project returns

Priority 3: Improve accessibility and internal links

This main focus of this priority was to promote the interoperability and continuity of existing transport networks as well as sea, road, rail and air inter-modality; promote short sea shipping (SSS) and cooperation between ports.

Overall, 7 projects were approved, worth €15 million ERDF, 82 direct jobs were created and a total of 910 institutions and 2,931 people met in transnational events. Several networks were funded, including the REPUTE project (see Box 6).

Box 6: REPUTE - Renewable Energy Public Transport Enterprise	
Project summary	The REPUTE will create an Atlantic Area framework for encouraging innovation in enterprises promoting the use of renewable energy in public transport. REPUTE builds on the work done in previous transport projects concerning energy, to support interoperability, intermodality and continuity of existing transport networks. REPUTE will establish an annual event, with supporting annual publications, for the transnational regions to engage in collaborative work on the use of renewable energy in public transport to promote interoperability and intermodality, attracting support from representatives in the sector across Europe; it will develop a process for engagement with the different ideas for the use of renewable energy in public transport to promote interoperability and intermodality generated in the Atlantic Area and across Europe; and it will undertake pilot testing in flagship concepts designed to achieve the core priority for Atlantic Area: promoting interoperability and continuity of existing transport networks, and sea/road/rail/air intermodality.
Project Lead Partner	Action Renewables (UK)
Partnership	South West College (UK); Fundacion Asturiana de la Energia (ES); Limerick Institute of Technology (IE); Comunidade Intermunicipal do Oeste (P), Oxford Brookes University (UK); Ecole d'Ingneieurs en Genie des Systemes Industriels (FR)
Total eligible budget	€1,466,301.00
Total ERDF budget	€953,095.52
Main project achievements	REPUTE is made a contribution to interoperability and intermodality via; the pilot projects linking renewable energy based car transport with buses. REPUTE also helped to address the imbalance between the more populated and the sparsely populated regions. Again the best example of this is the pilot in Portugal. The Pilot project in Portugal is similar to projects which already exist on a commercial scale in large industrial centres such as London and Paris. This is the first time this kind of pilot has been developed in remote parts of the Atlantic Area. The pilot in Scotland where we are installing transport information signs in remote areas, operated by renewable energy, is also a good example. These signs will make the people in these sparsely populated regions feel more inclusive and up to date with modern technology. The GUIDE will help with regional and sectoral targets for CO2 reductions. This is because the GUIDE is designed to help people developing transport strategy to consider using

	renewables in transport.
Main contributions to the AA Programme	The REPUTE project is a catalyst for a dynamic and innovative application of renewable energy to the public transport sector in the AA programme area. REPUTE also addresses the issue of balanced territorial development by bringing the technology, the pilots and the learning through the Guides, the workshops and the Conferences to the regions which are remote and sparsely populated.

http://www.reputeproject.eu/about/ and JTS project returns

Priority 4: Promote transnational synergies in sustainable urban and regional development

This main focus of this priority was to pool resources and skills in the field of sustainable urban and rural development; increase the influence of cities and regions and their attractiveness through networking, conservation and promotion of the Atlantic cultural heritage of transnational interest.

Overall, 12 projects were approved, worth €14 million ERDF, 40 direct jobs were created and a total 2,733 institutions and 15,436 people met in transnational events. Several networks were funded, including CLIMATLANTIC on reducing the carbon footprint in the AA (see Box 7).

Box 7 CLIMATLANTIC - Local and regional actions for carbon footprint reduction	
Project summary	CLIMATLANTIC aims to develop an integrated Atlantic Strategy based on developing strategies (related to 4 basic pillars: mobility, energy, territorial management and social behaviour) at regional and local level towards the reduction of the carbon footprint in the European Atlantic Area.
Project Lead Partner	Eixo Atlântico do Noroeste Peninsular (Portugal)
Partnership	P2 – Eixo Atlántico do Noroeste Peninsular (Spain); Communauté d'Agglomération du Grand Angoulême (France); Instituto de Estudos do Territorio (Spain); Diputación Provincial de Ourense (Spain); South East Regional Authority (Ireland); Merseytravel (United Kingdom); Quimper Communauté (France); École d'Ingenieurs en Genie des Systemes Industriels (EIGSI) (France);
Total eligible budget	1.999.434,67 €
Total ERDF budget	1.299.632,52 €
Main project achievements	The project activities ensured that at least 5 local authorities have implemented actions to improve their CO2 emission performance through different actions. Moreover, the project dissemination activities ensured that the benefits of following a strategy for the reduction of CO2 emissions, not only in environmental terms but also in the economic and competitiveness areas reached stakeholders across the Atlantic Area. That is, if previously environmental issues like energy efficiency were seen as an environmental theme, now they are also envisaged as an

	opportunity to improve the territorial competitiveness of the Atlantic Area. The specific outputs include: - 4 thematic studies at Atlantic Area level to plan actions in four different areas (mobility, territorial planning, energy and social behaviour) to contribute to the general objective to reduce local CO2 emissions; - A study aligning the main strategic sectors of the strategy with the European Investment and financing priorities 2014-2020; - 5 pilot actions in the 5 Atlantic Area countries; all of them transferrable to other regions; - 8 dissemination forums addressed to local authorities, academics and other relevant stakeholders, focused on raising awareness about the benefits of endorsing a strategy to reduce CO2 emissions; - 1 public website fully addressed to disseminate actions, news and events related to the sustainable development of the Atlantic Area.
Main contributions to the AA Programme	The CLIMATLANTIC project has generated not only a common Atlantic strategy for sustainable development based on local actions for the reduction but also created an active international pool of experts and a network that has kept on working in this field, even after completion of the project.

Source: http://www.climatlanticproject.eu and JTS project returns

This sample of project summaries, from each of the four programme priorities, provides more tangible evidence about the types of cooperation and achievements that have been achieved. As discussed, these are mostly "soft" achievements including the development of networks, joint working and common platforms, collaboration, common studies and research amongst other things.

The key point is that the objectives of the projects were to focus on such "soft" collaboration in order to foster transnational cooperation. In this regard, the results of the online survey conducted show that a majority (70%) of the respondents (lead partners of AA programme projects) perceive that their projects achieved all of their objectives very well (see Figure 1).

Figure 1: Online survey results: Overall assessment of project achievements (n=30)
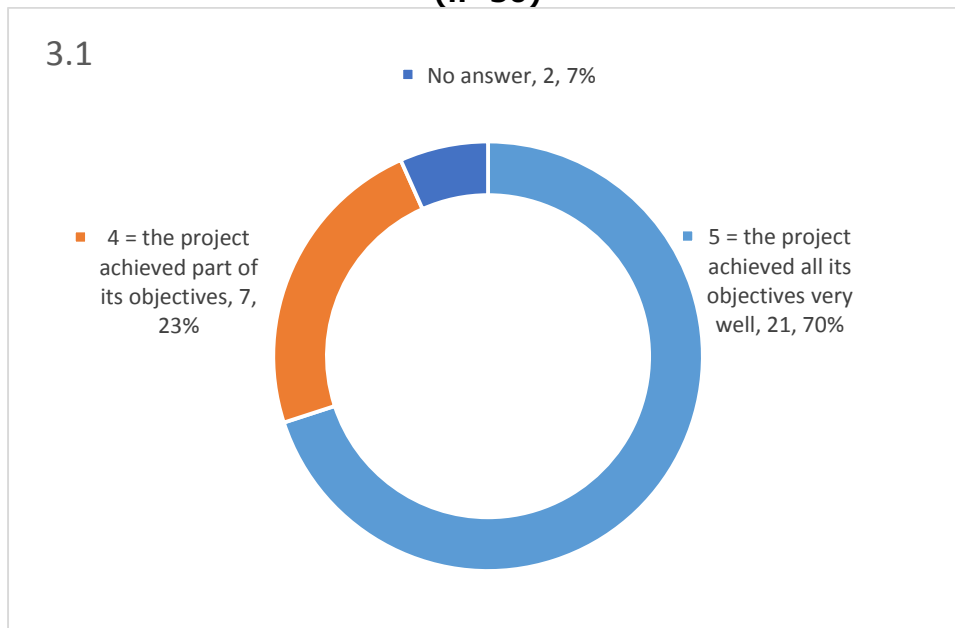
Moreover, all of the respondents agree or strongly agree that their project contributes fully to transnational cooperation goals of the programme (see Figure 2). There is no lead partner who has answered that they disagree. When it comes to answer if their project is likely to lead to sustainable results that will strengthen territorial development, the majority answered that they agree or strongly agree. However, 7 per cent responded that they disagree.

Lead partners were also asked to answer if they think that their projects demonstrate synergies with other programmes under the Structural Funds. Here, there are 11 per cent that answered "I don't know" whilst 4 per cent answered that disagree. The remaining 82 per cent answered that they "Agree" or "strongly agree".

In addition, the respondents were asked whether their project could have been funded via any other EU or domestic programme. 77 per cent answered that it could not have been funded otherwise, whereas 12 per cent state that it could have been funded in another way and 12 per cent answered "I don't know". This is an interesting finding because it highlights the fact that without the transnational funding a majority of the projects would not have been carried out. No other funding stream encourages the same transnational cooperation.

**Figure 2: Survey results: Concerning your project's achievements, do you
agree with the following statements (n=30):**
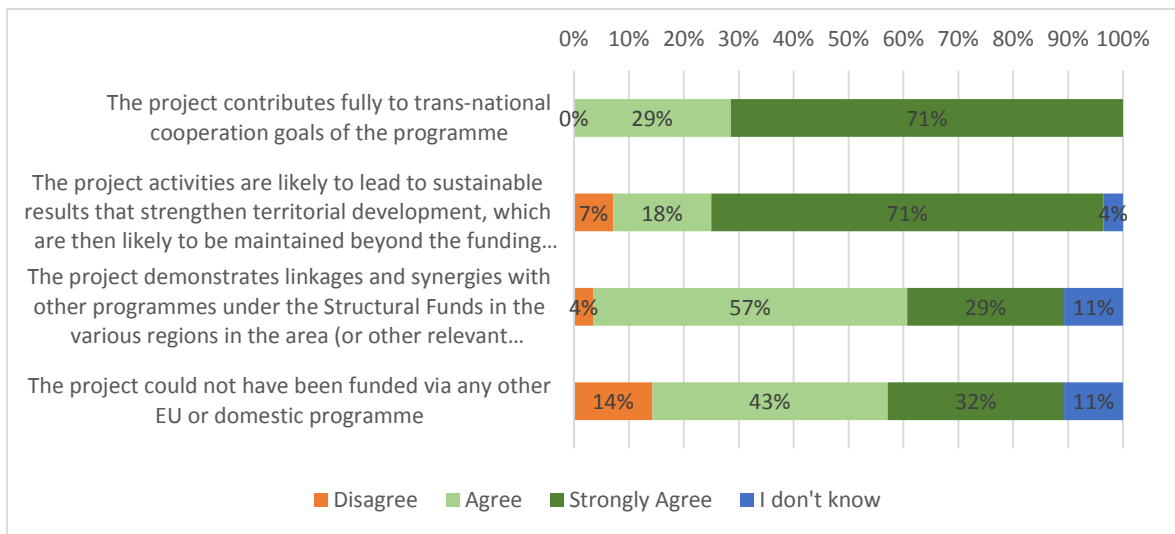
Table 1 below shows a list of the 5 top areas where respondents perceive their
projects to have had the strongest results. According to the perception of the
respondents, alongside encouraging SMEs and entrepreneurship, coastal and maritime
issues were ranked as important. Clearly, this reflects the territorial context of the
programme and its focus on encouraging transnational collaboration across the
Atlantic Area.

**Table 2: Survey results: Please indicate the 3 main intervention areas of your
project in which strong results are obtained:**

Top 5 areas, ranked by order of importance
1. **SME and entrepreneurship** 2. **Coastal management and maritime issues** 3. **Sustainable management of natural resources** 4. **Transport and mobility** 5. **Education and training / Clustering & economic cooperation**

Respondents were also asked to substantiate the impact of their project on
cooperation (see Figure 3). A majority of respondents (82 per cent) answered that
their projects have contributed to enhancing existing or establishing new networks,
partnerships and cluster organisations. Again, this confirms the point made earlier
about the role of the programme in encouraging "soft" collaboration across the Atlantic
Area. A further 79 per cent stated that significant publications have been produced
which reflects the density of collaboration between research institutes, particularly in
the maritime field, as illustrated with the sample of projects.

This point is echoed by a senior civil servant in Spanish Ministry of Finance who
argued that:

> "*The main objective of the 2007-2013 programme was to strengthen
> cooperation and joint work between the regions comprising the Atlantic arc.*

The knowledge stays for now in the established networks. The maritime dimension was very important. It is now possible to talk about a community. Long lasting relationships have been established since the year 2000."

Figure 3: Survey results: Please substantiate the impact of your project on cooperation (n=30):
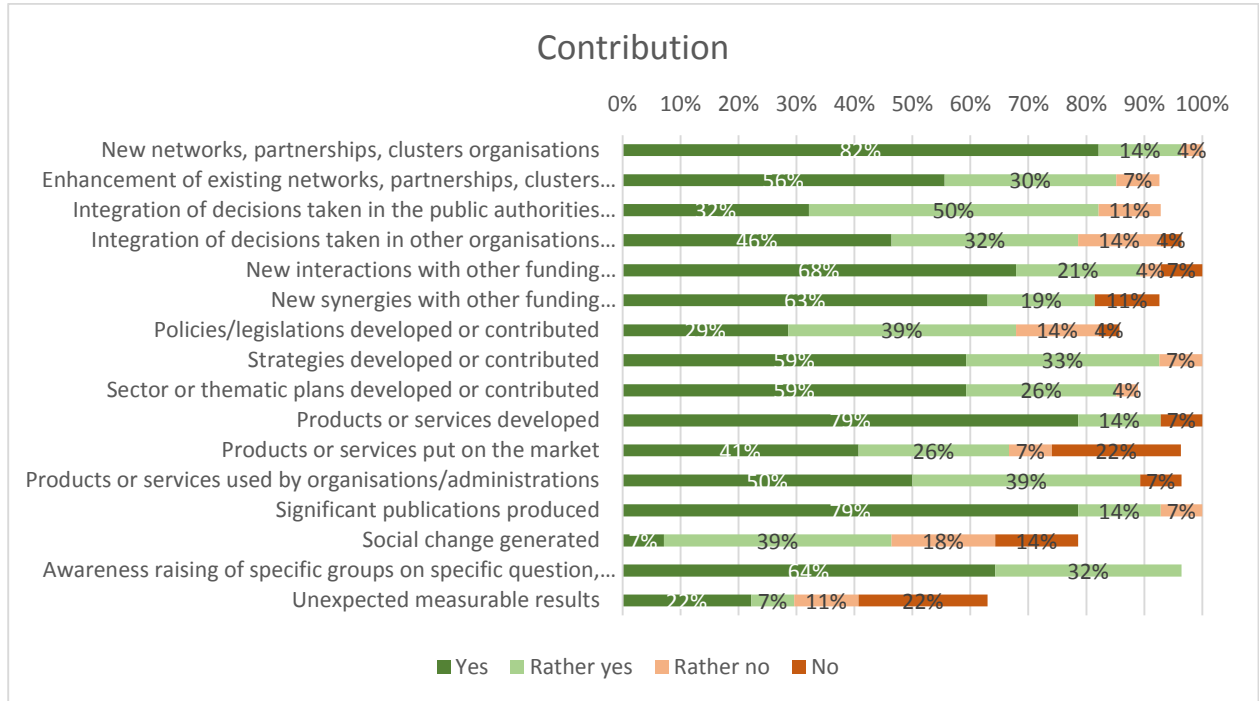
Having outlined the achievements made by the programme, the next section focuses on barriers encountered.

What barriers did you encounter in implementing the programme which hindered the achievements of the programme? To what extent did external factors influence the achievements made by the programme?

Several points emerged from the stakeholder interviews. First, the challenges involved in working transnationally across 5 Member States compared to the mainstream ERDF or Interreg programmes was cited as an important issue.

As an official in JTS pointed out:

"A key challenge in the TNC programme is the differences in national legislation and administration cultures, this makes the programme even harder to implement. We are a small team and we simply don't have the capacity to be able to carry out deeper analysis of the results. We need to focus on implementing the programme, which is time consuming."

Also, the funding of just over EUR 100 million is hardly a sizeable amount to be able to really directly influence the socio-economic trajectories of such a large territorial area. This reinforces the point made earlier about the lack of sufficient funds to invest in outputs such as "hard" infrastructure projects, as in the case of the mainstream ERDF programme.

As an official from the AA Managing Authority argued:

> "The management of TNC programmes is particularly hardwork. There are a number of barriers to cooperation in the AA programme area. There are cultural differences. There are significant differences in legal and administrative procedures between the five countries. There are also different socio-economic and political contexts to contend with in the different places. The TNC programme itself is also quite complicated when compared to other ERDF mainstream programmes."

Second, the relative complexity of managing the projects is cited as a barrier. Notably, bureaucracy is highlighted as a problem with too many audit controls and paperwork to complete which is viewed as being disproportionate to the level of funding allocated.

As a Portuguese project leader stressed:

> "The bureaucracy for our AA project is too heavy. Each partner has to carry out a 1st level audit, every 6 months and this really slows down the process. Each audit has to be sent to national authorities and there are 10 partners involved. The whole process could be streamlined. The JTS does a great job in helping us but even so. Project payments are also an issue because we have to wait a fairly long time before we get paid."

Third, the external impact of the economic crisis emerged as key barrier, for a number of reasons, in the implementation of the AA programme. Notably, the reduction in public sector budgets made it relatively more difficult for project partners to access match funding.

As a Spanish lead partner explained:

> "We have produced really concrete results from the project. The problem we have had is with co-financing. In our consortium, a Portuguese partner could not pay for their auditors so they received no money because of that. Our contribution as lead partner was basically all "in kind" which means that our motivation to be involved is strategic because it probably costs our organisation for us to be involved. We have lost staff in our organisation. Prior to the crisis we had over 100 people working here but now we are around 40. We are doing more with less people."

A Portuguese project leader stressed that:

> "Cofinancing is a huge challenge for us. We have to use a lot a of "in kind" contribution as we don't have spare funding to match the ERDF."

This point was underlined by an official in the AA Managing Authority:

> "The crisis definitely caused problems for the delivery of the programme, especially due to the lack of match funding. This is particularly problematic in Portugal. Several partners had to leave the programme, including a Spanish lead partner. Having said that, we have maintained the programme objectives and no funds have been decommitted."

Fourth, another barrier that emerged related to the way in which the TNC programme has to use mainstream ERDF indicators. This is viewed as rather problematic because

of the nature of the activities carried out in the AA programme, which focuses on facilitating collaboration rather than direct investments in infrastructure etc.

This point was stressed by an official in the JTS and Managing Authority:

> *"Measuring the achievements of the AA programme is much more complicated compared to other ERDF programmes. This is because there are a lot of intangible outcomes which are much more difficult to measure. The ERDF indicators, however, are not tailored to really capture these intangible results"*

The indicators used for the programme, however, as mentioned earlier, lacked robustness. Whilst a set of indicators was developed for the AA programme, much more work is clearly needed to improve the quality of them. For example, all of the impact indicators are formulated in the same way by dividing: *Relative audience of the Programme among key stakeholders….* (e.g. various national sector administrations; education and research centres; private enterprises (SMEs, etc.) *total number of bodies*. This ratio focuses solely programme related "outputs" and so does not attempt to measure any broader "impacts" that the AA programme may have had (or not).

Having discussed some of the barriers, the next section focuses on the contribution of the AA programme to strengthening territorial development linked to EU priorities.

4.2 Contribution to strengthening territorial development linked to EU priorities

Focusing upon the transnational added value of the programme, project partnerships show a good geographical coverage in terms of partners' participation over the different Member States (see Figure 4). This highlights that the extent to which transnationality has been embedded in the programme.

Figure 4: Member State Origin of AA project partners and beneficiaries:
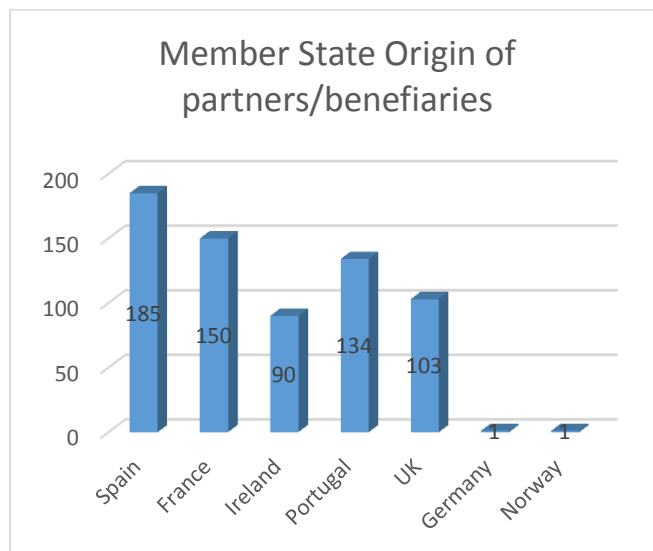
Source: Atlantic Area AIR, 2014, Annex V Project Achievements

In addition, it is apparent that a range of direct beneficiaries have been involved. According to data from the AA JTS, projects involved 664 partner organisations, 504 have a public status including local and regional authorities, universities and research centres, state bodies and public enterprises, while 160 are private including associations/NGOs and enterprises. In addition 137 associated partners have participated as external financiers or end users.

This point is reinforced by a senior official in AA JTS, who argued that:

> "There is a long history of cooperation in the Atlantic Area, dating back to the Atlantis pilot project which paved the way for the TNC Interreg programmes. Stakeholders in the Atlantic are really well engaged. The value added of the TNC programme is the development of new networks, clusters, working groups. This has been really important because it has increased dialogue and innovation and exchange of know-how. The people dimension is also important as stakeholders have been able to acquire different visions and approaches through cooperation. Most of the above will be sustained in future, as it contributes to building economic and social cohesion"

The way in which the AA programme has achieved an increase in collaboration and networking is cited by stakeholders as an important outcome. A senior official in the AA Managing Authority emphasised that:

> "In terms of achievements, there has been a definite increase in the number of institutions working together in the AA. The notion of working together to tackle common issues in the AA has also intensified – it was not like that before. This is a signal that there is an emerging transnationality to the way in which stakeholders work together and develop projects. Whilst the AA is territorially diverse, there are common issues and the programme has facilitated working together to build tools. Universities have become active in this period which has brought benefits to the area."

The point about the increase in collaboration and networking and more precisely of results and impacts produced by projects was also underlined in a project impact analysis carried out by the JTS focusing upon 40 AA projects. The projects were asked to report on a number of potential impacts of their projects in a self-assessment approach with guidance provided by the JTS. The following "impact area indicators" were selected by the JTS:

1-Impact on enhanced or new cooperation networks

2-Impact on decisions of authorities and organisations

3-Impact on synergies and interactions with programmes/projects

4-Impact on policy and strategy development

5-Impact on sectoral or thematic plans developed

6-Impact on the generation of new products or services

Among the 6 areas retained, project impacts are the strongest on new products and services; policy and strategy development; enhanced and new networks; and

sectoral/thematic plans. Three of those areas confirm a tendency of project impacts to develop specific results and products having a direct impact on the territory or to solve transnational problems, and to generate specific knowledge or instruments and tools responding to the needs of regions which are not provided by other instruments. The fourth one, "enhanced and new networks", outlines the dynamics of cooperation generated by projects acting as a multiplier of cooperation going beyond strict project partner cooperation (see Figure 5).

Figure 5: Overview of project impacts collected from JTS analysis
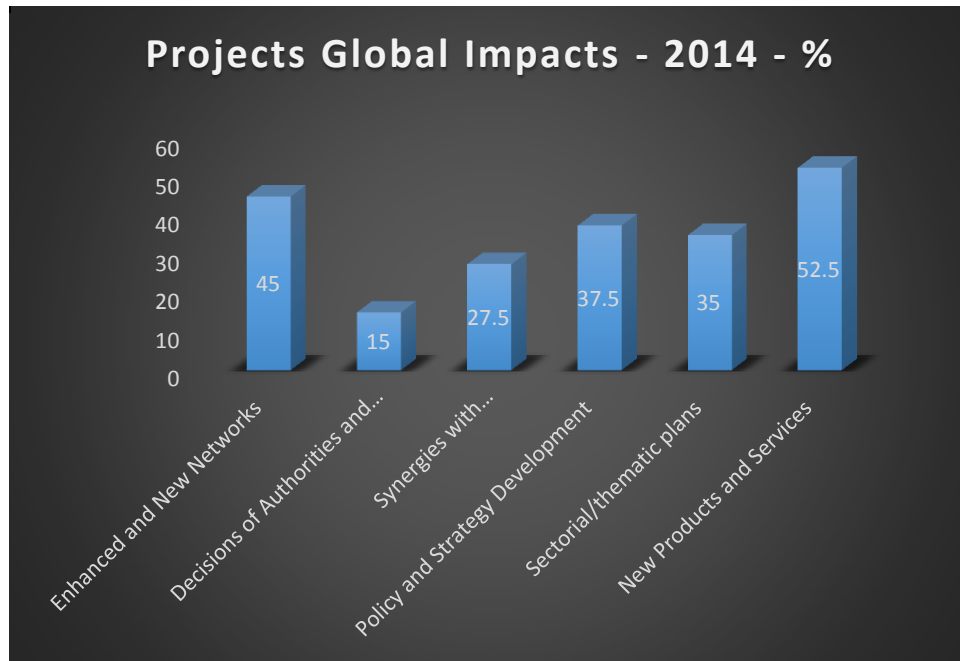
Source: Atlantic Area AIR, 2014, Annex V Project Achievements

This reinforces the point that one of the main achievements of the AA programme has been to encourage transnational collaboration via the creation of networks, common platforms, joint research, as well as influencing policy and strategy development. Whilst these achievements could be defined as rather "soft" or "intangible" to measure and their full impact takes time, these represent concrete outcomes in terms of the encouragement of transational collaboration to tackle common issues and challenges in the AA programme area.

Indeed, several project beneficiaries interviewed emphasised the concrete outcomes that they delivered with their respective funding. A quote below from a Spanish lead partner is an example of that.

> "We have really carried out good collaboration in a triple helix sense working with the private sector in the maritime industry. This wouldn't have happened if it wasn't for the AA funding. We have also carried out good science."

According to the AA JTS, the contribution of the programme to strengthening territorial development in the Atlantic Area, linked to EU priorities, is focused on seven main areas of activity, which are discussed in more detail below. This is based on a

transversal, thematic analysis of the range and breadth of projects carried out during the course of the 2007-13 programming period.

1) Maritime cooperation

As a senior official in the Managing Authority argued:

> *"The maritime dimension is particularly strong and has really brought about effective cooperation. Several really recognised centres have been involved in the programme, which is really positive."*

Indeed, the territorial impact of the AA programme has been enhanced via such projects with a maritime dimension and promoting the development of services and tools, which are highly adapted to the specificities of the territory.

Two main trends can be identified among these projects: (i) those oriented to a (potential) direct application of the results in the territory; (ii) those whose purpose is to create a base of specific knowledge for the AA and to serve as instruments for policy-making.

The evidence from the projects carried out illustrates that transnational cooperation is not limited to individual or organisation learning and capacity building, but goes beyond through its contribution to generating economic activity, inducing investments, to creating new solutions to tackle the challenges faced by the territories and to creating a limited number of jobs.

2) Awareness raising

According to the JTS, another contribution of the programme to strengthening territorial development involves various awareness raising initiatives. These are addressed to all citizens, including young people and students, corporate bodies and public authorities. Awareness raising initiatives covered themes like the importance of Integrated Water Resource Management; the importance of local planning before events of coastal pollution; the safety and security issues in the shipbuilding industry; the potential of European funds for the renewable energy sector; and the relevance of heritage as a local development resource and the possibilities of supporting local development through European research facilities.

3) Case studies and pilot actions

A number of projects carried out case studies and pilot actions in key areas of territorial development for the AA. These included river restoration and the evaluation of economic losses due to the accumulation of toxins in shellfish; the development of a new test facility allowing advances in marine renewable power technologies; multi-species management tools in fisheries sector; the testing test of robot systems for ocean and maritime monitoring and forecast tools of sea level, currents, temperature and salinity.

4) Methodologies and tools

Another aspect in which the programme strengthens territorial development relates to the development of common methodologies and tools to tackle common needs in a number of sectors in the AA. Environment and natural resources management and monitoring tools were developed such as methods for the sustainable management of water quality; methods for detection of biotoxins and gases; measurement techniques

for farming practices; a software package of dynamic risk mapping; an oil spill simulator and satellite imagery; high resolution operational oceanography systems that provide daily sea forecasts of sea level, currents, temperature and salinity; new management procedures in forests for climate change; planning guidelines for Parks and Green Areas and the Decision Support System (DSS), which is a tool to enable the balanced management of port waters throughout the AA.

Furthermore, in view of the enhancement of economic activities some methodologies were developed like monitoring tools for professional fisheries for a better protection of resources and designated sea bed habitats; techniques for the extraction of different compounds from marine origin by-products and extracted marine derived compounds into biomedical applications; smart ticketing tools; and technical manuals for the maintenance of transport infrastructures.

5) Databases and information systems

Other project achievements concerned the setting-up of databases and online information systems relating to different territorial development issues of the AA. Examples include an ATLAS of fisheries; an international database of sea trout genetics on a river by river basis; lists of sources of by-products and of active companies that generate potentially relevant marine origin by-products; a geographical inventory of the Atlantic salt working sites and the identification of image pools in the AA (festivals, associations, institutions, training centres companies). Some of these databases and information systems were complemented by observatories responsible for the follow-up and analysis of data, made available through technological platforms and websites funded by the AA programme.

6) Education and training methods and tools

In view of facilitating the use of methodologies and databases developed, projects have also developed education and training methods and tools related to territorial development in the AA. For example, an international Masters programme for the next generation of Integrated Water Resource Management was set up and a map of the current skills and training and education gaps in biotechnology (at business and technological level) was developed. Related to the improvement of skills it is worth quoting initiatives and tools addressed to the transfer of knowledge and best practices, from research centres to companies in sectors like transport and health, but also in animal farming, and from the more developed regions to the less developed ones, particularly in fields like marine resources, maritime incidents, water management and climate change.

7) Disseminating and capitalising results

Dissemination and capitalising upon results is another way in which the programme contributed to territorial development in the AA. Most of the projects developed a series of seminars and conferences, covering scientific events, but also trade and creative shows events. Some of the topics included the assessment of the impact of Aquaculture regulation on Investment decisions and the implications of EU Directives like Habitats.

In addition, links and synergies with other programmes and projects was established at the EU level, for example, with LIFE projects and Horizon 2020, Similarly, networking is a fundamental element of the capitalisation of projects creating

conditions for the perpetuation and consolidation of partnerships and the existence of exit strategies for projects outcomes.

Patents are among the most important project results because they are instruments which can influence, in the future, policies or regulations. Five patents were registered related with the use of marine compounds against neurodegenerative diseases.

Projects have led to some relevant policy recommendations and tools, contributing for instance to the creation of the new ICES (International Commission for the Exploitation of the Seas), to the European commission proposal for the risk assessment of marine biotoxins, to the EU Green Paper on Creative Industries and to the report "on small-scale coastal fishing, artisanal fishing and the reform of the common fisheries policy" that was approved by the European Parliament.

Having outlined the depth and breadth of transnational cooperation that the programme has delivered, a cautionary point emerged from the stakeholders about the sustainability of such interventions.

As an official from the JTS argued:

> "We have really focused on improving the tangibility of projects. The key issue is sustainability because when the money runs out, the networks may disappear as often there no local/regional/national mechanisms to support transnational cooperation."

At the project level, this issue is even more important because the availability of funds is crucial to encourage continued transnational collaboration.

As a Portuguese project leader explained:

> "We are worried about the gap between the old project ending and the start of the new funding period so that we can apply again to try to win another project. This is a key challenge for us".

This point was echoed by a key stakeholder in the AA, which is the association of Atlantic Arc Cities, a senior official emphasised that:

> "It is important to state that if there is no funding for programmes such as the AA, much of the joint work that is being performed in a coherent and structured way will stop. Currently the different commissions of the association already work in a transversal way (with a vision for the whole space). Without the AA programme a few of the entities would continue working together, but it is much likely that no new players would join. The sea continues to be very important."

Having discussed the contribution of the programme to strengthening territorial development, the next section explores the contribution of the Atlantic Area to the notion and design of a possible new territorial/sea basin strategy.

4.3 Contribution to supporting the notion and design of a possible new territorial /sea basin strategy

Whilst cooperation in the AA has a long standing history, the development of a new basin strategy is an emerging issue. Several points emerged from the stakeholders interviewed:

First, given that the cooperation is well developed in the Atlantic, stakeholders stressed that this will continue whether a new strategy is introduced or not. Moreover, there have been various such strategies before and these continue to operate.

Second, the specificities of the AA are cited as a reason why a macro-regional strategy and related structures have not been created as in the Baltic Sea and elsewhere. Whilst there is recognition amongst a number of stakeholders that such structures could help to further solidify transnational cooperation in the AA, it is apparent that the issue is politically complex. Not all Member States agree on the creation of such structures, which is partly due to the geographical diversity across the large expanse of the Atlantic coastline. This contrasts markedly from the relative territorial congruence of the Baltic Sea, for example.

Third, the AA programme 2007-2013 pre-dates, the Atlantic Strategy, which was adopted in 2011. Moreover, both the objectives and achievements of the AA programme are aligned with, and relevant to, the aims of the Atlantic Strategy and are coherent with the priorities of the Action Plan for the Atlantic[4], which was approved in 2013. It is important to note that 70 per cent of the projects carried as part of the AA, the majority of which were selected before the Atlantic Strategy came into being, are consistent with at least one of the priorities of the Strategy's action plan.

---

[4] See: http://ec.europa.eu/maritimeaffairs/policy/sea_basins/atlantic_ocean/index_en.htm

5. Conclusions and recommendations for the programme and for European Territorial Cooperation

By way of conclusion, several points emerge from this qualitative analysis exploration in to the achievements of the AA programme. These are listed below:

Doing transnational cooperation is not straightforward but it is valuable

Undoubtedly, *doing* transnational cooperation is not a straightforward task. The example of the AA programme is testament to that. Whilst the common link between partners is the Atlantic Ocean, and the respective challenges and opportunities that it presents, the programme area is territorially, socio-economically, institutionally, culturally and historically diverse. This contrasts distinctly from other TNC programmes, such as the Baltic Sea region, which is much more territorially congruent. Moreover, the budget of just over €100m is relatively modest for such a large geographical area. These two factors do have an important influence on the achievements and contribution of the programme to strengthening territorial development in the AA.

The main achievements of the programme relate to the development of networks, clusters, joint working groups, research and studies on key technical and thematic issues etc. These are "soft" achievements and are rather more "intangible" compared to the achievements of other ERDF mainstream or even cross border funded projects.

The key point, however, is that the transational collaboration and links developed between regional partners from the various Member States via such technical/thematic networks and clusters can translate into productive cooperation advantages allowing all partners to benefit.

The AA programme does illustrate the ways in which transnational cooperation can act as a development "accelerator" for less developed regions and provides an opportunity for knowledge transfer and know-how from more advanced regions. The main issue, however, is that quality projects must be developed to ensure such a degree of cooperation. Having said that, this has generally been the case in the AA programme, although results and impacts should be even better valued.

A programme stakeholder argued:

> *"We have discussed the added value of the programme, I can't imagine the Atlantic Area without such a programme. Think that currently there are no other financial tools at national, regional or local level that fund such types of cooperation in the Atlantic Area. It is really the role of the Union to fund such a cooperation programme, an Atlantic Area without its TNC programme would be like a European Union without its Erasmus programme, simply unimaginable!"*

In a similar vein, a senior Spanish civil servant argued that:

> *"TNC is fundamental for the construction of the European Union and to overcome the borders. There is a need to strengthen these programmes. These programmes are expensive and hard to implement, but are very important. In order to overcome the territorial distances, the only way is to practice."*

The need for qualitative recognition of the achievements and value of TNC

The challenge for the Atlantic Area (and other transnational programmes) is to be able to more effectively "measure" the achievements made due to the nature of transnational cooperation, which is very different to mainstream ERDF funding.

The AA case illustrates clearly the difficulty that the programme had in developing robust indicators to capture effectively the range of achievements made. The vast majority of the achievements, as discussed, were "soft" elements which are nevertheless crucial to fostering transnational collaboration but notably difficult to measure quantitatively.

As an official in the AA JTS argued:

> *"Indicators is a key issue, we need ETC tailored indicators. Also, a common database of TNC indicators should be developed in order to build capacity. These should focus on transnationality and outputs that relate to that. We need to avoid the straightjacket of mainstream ERDF in terms of indicators and decisively simplify rules to sharply decrease TNC administrative burden on all programme stakeholders."*

The risk is that a series of indicators is developed, as in the case of the AA programme, to develop ratios and counts of the number of delegates attending events, publications drafted etc and use these as surrogates for "impact". Ultimately, the indicators developed for AA programme were not "fit for purpose" and more work needs to be done to improve this crucial element for future TNC programming periods.

There is a real need for a series of more nuanced indicators, or indeed alternative approaches to capturing the qualitative achievements made by TNC programmes, such as the AA. There is a role to play here for platforms such as INTERACT to provide support and encourage the exchange of good practice in developing robust indicators to measure TNC programme achievements. These should be developed to complement existing ERDF indicators specifically targeted for TNC programmes.

The need for more strategic projects and more capacity to deliver the programme

The AA has funded just over 70 projects with around EUR 100 million of ERDF funding. Whilst the programme has delivered a range of very good achievements and had real impact in terms of promoting transnational cooperation, it is apparent that "less is more" in terms of the number of projects. Moving forward, it would be potentially more effective to develop and fund larger, more strategic projects that cover key topics of interest. This was proposed in the AA OP but was not really actioned during the implementation of programme.

A related issue that emerged from the AA programme evaluation is that capacity is a real issue. There is a small team involved in the JTS and Managing Authority in Porto that is responsible for managing the programme. Delivering a large, complex transnational programme like the AA, is not a trivial task. Whilst the AA programme management team has worked effectively in order to implement the programme, it is challenging to be able to reflect on the learning as well as capture the benefits from the range of activities carried out. Developing more strategic projects, therefore, would reduce the amount of bureaucracy which is required for each project,

European Commission - Ex post evaluation of Cohesion Policy programmes 2007-2013 financed by the European Regional Development Fund (ERDF) and Cohesion Fund (CF)

34

irrespective of funding size and would potentially give more scope for reflection, learning and innovation.

References

Annual Implementation Report (AIR) 2013, AA Programme 2007-2013

Ex ante evaluation of AA programme, Final Report, Ecotec Spain, 28 February 2007

Operational Programme of the AA, 2007-2013

http://www.atlanticstrategy.eu/en/about/about-us

http://www.coop-atlantico.com/

Annexes

ANNEX 1: List of interviews[5]

- **September 7th:** Interview with senior official from AA JTS, Porto, Portgual;

- **September 8th:** Interview with senior officials from the AA Managing Authority, Porto. Also, interview with JTS officers involved in AA programme management;

- **September 9th:** Focus group interview with project managers and researchers involved in the MARMED project, Guimarães, Portugal;

- **September 9th:** Interview with project team responsible for GEPETO, Vigo, Spain;

- **September 10th:** Interview with project team responsible for CLIMATLANTIC, Vigo, Spain;

- **September 10th:** Interview with project team responsible for ARCOPOL, Vigo, Spain;

- **September 10th:** Interview with project team responsible for LABELFISH, Vigo, Spain;

- **September 11th:** Interview with project team responsible for NETMAR, Porto, Portugal;

Telephone interviews, October 15th and 16th 2015:

- Senior official in the Conference of Atlantic Arc Cities, Rennes, France;

- Senior civil servant in the Spanish Ministry for EU funds, Finance and Administration, Madrid, Spain;

- Senior civil servant in the Portuguese Agency for Development and Cooperation, Lisbon, Portugal;

---

[5] For confidentiality reasons, the names of the stakeholders are not included

ANNEX 2: List indicators in the AA
(Source: AA OP, 2007-2013)

Output indicators:

Code	PROJECT LEVEL	SPECIFIC OBJECTIVE / PRIORITY / PROGRAMME LEVEL
O.1	(n.a.)……………………………………………………………………................	(number of operations)
O.1a	(n.a.) ……………………………………………………………………...............	number of projects approved
O.1b	(n.a.) ……………………………………………………………………...............	number of projects completed
O.1c	(n.a.) ……………………………………………………………………....	number of project groupings (priority/programme level)
O.1d	(	number of strategic frameworks launched (priority/programme level)
	Within the project partnership, number of:	
O.2	- public authorities (+ breakdown national/regional/local?)	
O.3	- pre-existing cross-border or transnational bodies	O2 to O7: idem at the objective / priority / programme levels,
O.4	- voluntary sector / non profit organisations (NGO, etc)	but within each category, sub categories of bodies participating
O.5	- research/education centres	in one, two, three … AA project partnerships (e.g. number of
O.6	- others	voluntary sector organisations participating in two AA projects)
O.7	Number of associate partners (cf. Appendix 1 – Glossary)	
O.8	Jobs (full-time equivalents) created for the development/implementation of the project	aggregated values
(O.8w)	posts filled by a woman	
(O.8m)	posts filled by a man	
O.9	Investment made by the project (€)	aggregated values
	Participation in transnational events/meetings organised by the project:	
O.10	number of attendees [90] (natural persons)	aggregated values
(O.10w)	women	aggregated values
(O.10m)	men	aggregated values
O.11	number of public authorities represented[91]	aggregated values
O.12	number of cross-border or transnational bodies represented	aggregated values
O.13	number of pre-existing cross-border or transnational bodies represented	aggregated values
O.14	number of voluntary sector organisations (NGO, etc) represented	aggregated values
O.15	number of research/education centres represented	aggregated values
O.16	number of private enterprises (SMEs, etc.) represented	aggregated values
O.17	number of other bodies (SMEs, etc.) represented	aggregated values

Code	PROJECT LEVEL	SPECIFIC OBJECTIVE / PRIORITY / PROGRAMME LEVEL
O.18	Number of publications made by the project:	aggregated values
O.18a	- interim study reports	aggregated values
O.18b	- final study reports	aggregated values
O.18c	- articles in the press or specialised magazines	aggregated values
O.18d	- issues of a project newsletter	aggregated values
O.18e	- handbooks, guides, catalogues	aggregated values
O.18f	- brochures, leaflets and other awareness-raising publications	aggregated values
O.18g	- others	aggregated values
O.19	Project cooperation intensity[92]:	Aggregated values:
O.19a	- transfer of know-how (Y/N)?	- number of projects with transfer of know-how
O.19b	- pooling of a critical mass of resources/means (Y/N)?	- number of projects pooling a critical mass of resources /means
O.19c	- transnational issue tackled (Y/N)?	- number of projects tackling a transnational issue

Result indicators:

Code	PROJECT LEVEL	SPECIFIC OBJECTIVE / PRIORITY /PROGRAMME LEVEL
R.1	Number of new projects generated by the project activities	aggregated values
R.2	Number of existing projects enhanced by the project activities	aggregated values
R.3	Number of new networks[93] generated by the project activities	aggregated values
R.4	Number of programmes influenced by the experience gained during the project implementation	aggregated values
R.4a	- EU programmes	aggregated values
R.4b	- national programmes	aggregated values
R.4c	- regional programmes	aggregated values
R.4d	- local programmes	aggregated values
R.5	Number of policies influenced by the experience gained during the project implementation	aggregated values
R.5a	- EU policies	aggregated values
R.5b	- national policies	aggregated values
R.5c	- regional policies	aggregated values
R.5d	- local policies	aggregated values
R.6	Job creation induced by the project (number of jobs in full time equiv.)[94]	Aggregated values
R.7	Investment induced by the project (€)	Aggregated values
R.8a	Number of hits/month of the project web-site[95]	Average value per project
R.8b	(n.a.)...	Number of hits/month of the programme web-site (result indicator at the programme level only)
R.9	Project perpetuation: after project completion, a 2/3 majority of project partners have decided to carry on cooperating (Y/N)	Number of projects with "Y" as value of the indicator

Impact indicators at Programme level

Values gathered at the programme start in 2007 (baseline information) at the mid-term (2010) and the end (2013) of the programming period

Relative audience of the Programme estimated within the following categories of key-players by the ratio:

$$\frac{\text{number of bodies of the category having benefited from results of at least one AA project}}{\text{total number of bodies of the category}}$$

CODE	INDICATOR (PROGRAMME LEVEL ONLY)
I.1	Relative audience of the Programme among various national sector administrations (economy, transport, environment, etc.)
I.2	Relative audience of the Programme among regional authorities
I.3	Relative audience of the Programme among local authorities
I.3.a.	- in urban areas of various sub-categories[97]
I.3.b	- in rural areas
I.4	Relative audience of the Programme among education and research centres
I.5	Relative audience of the Programme among voluntary sector / non profit organisations (NGO, etc)
I.6	Relative audience of the Programme among private enterprises (SMEs, etc.)

.

ANNEX 3: Survey questions

Ex post evaluation of TNC programmes Atlantic area and Baltic sea region

This survey concerns the Ex post evaluation of the Trans-National cooperation programmes Atlantic Area and Baltic Sea Region. This is a part of a larger study for the Ex post evaluation of all European territorial cooperation operational programmes 2007-2013. This study is conducted by ADE, Belgium (www.ade.eu) on behalf of DG Regio's Evaluation Unit.

The questionnaire is structured into 5 sections:

1. Project background
2. Project design and implementation (activities, outputs)
3. Main project achievements (results, impact) - this section is the core of the questionnaire
4. Specific examples of good practice
5. Main problems and barriers encountered during the period

This questionnaire should take approximately 20-30 minutes to complete.

Please note that answers to the questionnaire will be treated mostly in an aggregate manner.

Quotes used, if any, will be anonymous. Please note that even if you have already been interviewed for this evaluation it is important for statistical purposes that you still complete the questionnaire.

Practical guidance:

Mandatory questions are marked with red asterisk (*).

You can save the questionnaire as a draft by pressing "Resume later", confirming your registration and then continue to work on it at another convenient time. When you have completed the questionnaire, please do not forget to press "Submit". You can print a version of your completed questionnaire.

THIS SURVEY WILL BE ACTIVE DURING THE WHOLE SUMMER PERIOD. PLEASE COMPLETE THE QUESTIONNAIRE BY 15 SEPTEMBER 2015. We may remind you to complete the questionnaire before this date.

For any question or additional information please contact Konstantin Gruev on konstantin.gruev@ade.eu

Thank you in advance for your time and collaboration.

1. Project background

1.1 Operational programme: *

Please choose only one of the following:

○ Atlantic Area 2007-2013
○ Baltic Sea Region 2007-2013

1.2 Your project: *

Only answer this question if the following conditions are met:
Answer was 'Atlantic Area 2007-2013' at question '1 [Q11]' (1.1 Operational programme:)

Please choose only one of the following:

○ AAPUBLICSERV
○ AARC
○ ACRUNET
○ ANATOLE
○ ANCORIM
○ ARCOPOL
○ ARCOPOLPLATFORM
○ ARCOPOLPLUS
○ ATBRAND
○ ATCLUSTERS
○ ATLANTERRA
○ ATLANTICBLUETECH
○ ATLANTICPOWER
○ ATLANTKIS
○ Atlantox
○ ATVENTURE
○ AUXNAVALIA
○ AUXNAVALIAPLUS
○ BATFARM
○ BATTERIE
○ BIOTECMAR
○ CANTATA2
○ CFAEFFIPLAT
○ CINEW
○ CISNET
○ CLIMATLANTIC
○ CruiseAtlantic

○ DORNA
○ DURATINET
○ EASYCO
○ ECOINNOVA
○ ECOSALALTANTIS
○ EnergyMare
○ ENERMATaa
○ FAME
○ GEPETO
○ HARVESTAtlantic
○ IMAGINAATLANTICA
○ INNOVATE
○ KIMERAA
○ KNETWORKS
○ KNOWCITIES
○ LABELFISH
○ MAIA
○ MAREN
○ MAREN2
○ MARLEANET
○ MARMED
○ MARNET
○ MeshAtlantic
○ NEA2
○ NETALGAE
○ NETMAR
○ PARKATLANTIC
○ PHARMATLANTIC
○ PORTONOVO
○ PRESPO
○ PROPOSSE
○ REINFFORCE
○ REPUTE
○ RethE
○ SEAFARE
○ ShareBiotech
○ SHIPWELD
○ SITE
○ SPRES
○ STAMAR
○ START
○ TURNKEY
○ ULTREIA
○ WINAtlantic
○ Other [   ]

1.2 Your project: *

Only answer this question if the following conditions are met:
Answer was 'Baltic Sea Region 2007-2013' at question '1 [Q11]' (1.1 Operational programme:)

Please choose only one of the following:

○ ABOWE
○ ACL
○ AGORA 2.0
○ AQUABEST
○ AQUAFIMA
○ BaltFood
○ Baltic Biogas Bus
○ BALTIC BIRD

- Baltic Compact
- Baltic COMPASS
- Baltic Deal
- Baltic Fashion
- Baltic GPP
- Baltic Green Belt
- Baltic Landscape
- Baltic MANURE
- Baltic Master II
- Baltic.AirCargo.Net
- BalticClimate
- BalticSupply
- BALTRAD
- BALTRAD+
- BALTRIS
- BaltSeaPlan
- BaSIC
- BERAS IMPLEMENTATION
- Best Agers
- BestAgersLighthouses
- BGLC
- Bioenergy Promotion
- Bioenergy Promotion2
- BONITA
- BSLN
- BSR InnoReg
- BSR InnoShip
- BSR QUICK
- BSR TransGovernance
- C.A.S.H.
- CHEMSEA
- CleanShip
- COHIBA
- COOL Bricks
- Eco-Region
- Ecovillages
- Egoprise
- EWTC II
- FM
- IBI Net
- ICT for Health
- ImPrim
- JOSEFIN
- Longlife
- Longlife Invest
- MIN-NOVATION
- More BalticBiogasBus
- NECL II
- Parks & Benefits
- PartiSEApate
- PEA
- PlasTEP
- PlasTEP+
- QUICK-IGA
- RB21T
- REMOWE
- SCANDRIA
- SCIENCE LINK
- SMOCS

○ SPIN
○ StarDust
○ SUBMARINER
○ Trans In Form (TIF)
○ TransBaltic
○ Urb.Energy
○ URBAN CREATIVE POLES
○ WATERPRAXIS
○ Other [_____]

1.3 Key facts on your project:

Information:

Start date (format : 01/12/2012)	[____]
End date (format : 01/12/2012)	[____]
Total eligible budget (format : EUR X.X million)	[____]
Total EU budget (format : EUR X.X million)	[____]

1.4 Project summary: *

Please write your answer here:

[_____]

1.5 Why are you participating in the TNC programme as leading partner? *

Please choose all that apply:

☐ done it before and have the skills and expertise
☐ availability of funding
☐ thematic relevance of the funding
☐ interest in carrying out trans-national collaboration
☐ other reason (please also specify): [_____]

Please choose all relevant responses.

1.6 Please specify the composition of your partnership compared to previous experiences: *

Please choose only one of the following:

○ Entirely new partners involved in the project
○ More new partners than old partners involved in the project
○ Balanced representation of new and old partners involved in the project
○ More old partners than new partners involved in the project

2. Project design and Implementation (activities, outputs)

2.1 Concerning the intervention logic and design process of your project, do you agree with the following statements: *

Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
The project concentrates its interventions in socio-economic domains where the area can develop competitive advantages and strengthen territorial development	○	○	○	○	○
The project's key priorities and related objectives are targeted on key challenges and/or opportunities of the TNC area	○	○	○	○	○
The project objectives focus on delivering the EU's Lisbon and Gothenburg priorities	○	○	○	○	○
The project objectives are clear and measurable and there is a possibility to capture fully the results and impact	○	○	○	○	○
The project includes meaningful indicators against which results can be benchmarked	○	○	○	○	○
The project builds on learning gained from previous funding programmes	○	○	○	○	○
The project builds on learning gained from previous evaluations	○	○	○	○	○

2.2 Please describe in a concise manner the implementation progress of key activities and main outputs of your project:

	Activity	Implementation progress (Ongoing or Closed)	Outputs	Level of expected outputs achievement*
Activity 1				
Activity 2				
Activity 3				
Activity 4				
Activity 5				

O = ongoing; C = closed; For the level of expected outputs achievement, use the following scale : 0%-25%-50%-75%-100%

2.3 Concerning the implementation process of your project, do you agree with the following statements: *

Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
The project successfully met spending targets	○	○	○	○	○
The project involves a range of stakeholders from across the TNC programme area	○	○	○	○	○
The project activities will lead to continued collaboration between all or some of the partners	○	○	○	○	○
The project encountered several barriers during its implementation which influenced the nature of the achievements	○	○	○	○	○

2.4 Please describe barriers encounterd during the implementation of your project, as mentioned in the previous question (2.3):

Only answer this question if the following conditions are met:
Answer was 'Agree' or 'Strongly Agree' at question '10 [Q22]' (2.3 Concerning the implementation process of your project, do you agree with the following statements: (The project encountered several barriers during its implementation which influenced the nature of the achievements))

Please write your answer here:

3. Assessment of main project achievements (results and impact)

Results and impacts do not refer to project outputs or actions already described above. They are the concrete change generated by the project in terms of new forms of work, new inter-linkages with organisations and programmes, measurable change in organisation, legislation, plans of various nature, behavior/knowledge and awareness raising of specific target groups or beneficiaries; and of new products, services and processes generated. They should normally refer to the original specific objectives of the project, but also include project spinoffs.

3.1 Overall assessment of project achievements: *

Please choose only one of the following:

- ○ 5 – the project achieved all its objectives very well
- ○ 4 – the project achieved part of its objectives
- ○ 2 – the project did not achieve its objectives, there are significant shortcomings
- ○ 1 – the project did not achieve its objectives at all

3.2 The project contributes to which of the following TNC Programme priorities: *

Please choose all that apply:

- ☐ Improving the physical interconnection of territories
- ☐ Improving prevention of natural risks, water management
- ☐ promoting sustainable urban development and R&D innovation networks
- ☐ Improving 'intangible' linkages via the sharing of 'good practice', thematic joint working etc.

Please choose all relevant responses.

3.3 Concerning your project achievements, do you agree with the following statements: *

Please choose the appropriate response for each item:

	Strongly Disagree	Disagree	Agree	Strongly Agree	I don't know
The project contributes fully to trans-national cooperation goals of the programme	○	○	○	○	○
The project activities are likely to lead to sustainable results that strengthen territorial development, which are then likely to be maintained beyond the funding period	○	○	○	○	○
The project demonstrates linkages and synergies with other programmes under the Structural Funds in the various regions in the area (or other relevant regional/national policies)	○	○	○	○	○
The project could not have been funded via any other EU or domestic programme	○	○	○	○	○

3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained: *

Please select at most 3 answers

Please choose all that apply:

- [ ] Agriculture and fisheries and forestry
- [ ] Climate change and biodiversity
- [ ] Clustering and economic cooperation
- [ ] Coastal management and maritime issues
- [ ] Community integration and common identity
- [ ] Construction and renovation
- [ ] Cooperation between emergency services
- [ ] Cultural heritage and arts
- [ ] Demographic change and immigration
- [ ] Education and training
- [ ] Energy efficiency
- [ ] Evaluation systems and results
- [ ] Governance, partnership
- [ ] Green technologies

- [ ] Health and social services
- [ ] ICT and digital society
- [ ] Improving transport connections
- [ ] Infrastructure
- [ ] Innovation capacity and awareness-raising
- [ ] Institutional cooperation and cooperation networks
- [ ] Knowledge and technology transfer
- [ ] Labour market and employment
- [ ] Logistics and freight transport
- [ ] Managing natural and man-made threats, risk management
- [ ] Multimodal transport
- [ ] New products and services
- [ ] Regional planning and development
- [ ] Renewable energy

- [ ] Rural and peripheral development
- [ ] Safety
- [ ] Scientific cooperation
- [ ] SME and entrepreneurship
- [ ] Social inclusion and equal opportunities
- [ ] Soil and air quality
- [ ] Sustainable management of natural resources
- [ ] Tourism
- [ ] Traditional energy
- [ ] Transport and mobility
- [ ] Urban development
- [ ] Waste and pollution
- [ ] Water management
- [ ] Waterways, lakes and rivers

3.5 Please range the main intervention areas according to their degree of importance:

All your answers must be different.

Please number each box in order of preference from 1 to 42

☐	Agriculture and fisheries and forestry
☐	Climate change and biodiversity
☐	Clustering and economic cooperation
☐	Coastal management and maritime issues
☐	Community integration and common identity
☐	Construction and renovation
☐	Cooperation between emergency services
☐	Cultural heritage and arts
☐	Demographic change and immigration
☐	Education and training
☐	Energy efficiency
☐	Evaluation systems and results
☐	Governance, partnership
☐	Green technologies
☐	Health and social services
☐	ICT and digital society
☐	Improving transport connections
☐	Infrastructure
☐	Innovation capacity and awareness-raising
☐	Institutional cooperation and cooperation networks
☐	Knowledge and technology transfer
☐	Labour market and employment
☐	Logistics and freight transport
☐	Managing natural and man-made threats, risk management
☐	Multimodal transport
☐	New products and services
☐	Regional planning and development
☐	Renewable energy
☐	Rural and peripheral development
☐	Safety
☐	Scientific cooperation
☐	SME and entrepreneurship
☐	Social inclusion and equal opportunities
☐	Soil and air quality
☐	Sustainable management of natural resources
☐	Tourism
☐	Traditional energy
☐	Transport and mobility
☐	Urban development
☐	Waste and pollution
☐	Water management
☐	Waterways, lakes and rivers

47

3.6 In your opinion, what is the degree of the change introduced by your project within each area mentioned in the previous question: *

Please choose the appropriate response for each item:

Only answer this question for the items you selected in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

Only answer this question for the items you did not select in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

	Very Important	Important	Sligthly Important	Not Important	No change	I don't know
Agriculture and fisheries and forestry	○	○	○	○	○	○
Climate change and biodiversity	○	○	○	○	○	○
Clustering and economic cooperation	○	○	○	○	○	○
Coastal management and maritime issues	○	○	○	○	○	○
Community integration and common identity	○	○	○	○	○	○
Construction and renovation	○	○	○	○	○	○
Cooperation between emergency services	○	○	○	○	○	○
Cultural heritage and arts	○	○	○	○	○	○
Demographic change and immigration	○	○	○	○	○	○
Education and training	○	○	○	○	○	○
Energy efficiency	○	○	○	○	○	○
Evaluation systems and results	○	○	○	○	○	○
Governance, partnership	○	○	○	○	○	○
Green technologies	○	○	○	○	○	○
Health and social services	○	○	○	○	○	○
ICT and digital society	○	○	○	○	○	○
Improving transport connections	○	○	○	○	○	○
Infrastructure	○	○	○	○	○	○
Innovation capacity and awareness-raising	○	○	○	○	○	○
Institutional cooperation and cooperation networks	○	○	○	○	○	○
Knowledge and technology transfer	○	○	○	○	○	○
Labour market and employment	○	○	○	○	○	○
Logistics and freight transport	○	○	○	○	○	○
Managing natural and man-made threats, risk management	○	○	○	○	○	○
Multimodal transport	○	○	○	○	○	○
New products and services	○	○	○	○	○	○
Regional planning and development	○	○	○	○	○	○
Renewable energy	○	○	○	○	○	○
Rural and peripheral development	○	○	○	○	○	○
Safety	○	○	○	○	○	○
Scientific cooperation	○	○	○	○	○	○
SME and entrepreneurship	○	○	○	○	○	○
Social inclusion and equal opportunities	○	○	○	○	○	○
Soil and air quality	○	○	○	○	○	○
Sustainable management of natural resources	○	○	○	○	○	○
Tourism	○	○	○	○	○	○
Traditional energy	○	○	○	○	○	○
Transport and mobility	○	○	○	○	○	○
Urban development	○	○	○	○	○	○
Waste and pollution	○	○	○	○	○	○
Water management	○	○	○	○	○	○
Waterways, lakes and rivers	○	○	○	○	○	○

3.7 In your opinion, what is the level of contribution to observed change by: (i) the project under your responsability (*scale 1*) (ii) the implementation of other projects and programmes in the same field/area (scale 2) *

Please choose the appropriate response for each item:

Only answer this question for the items you selected in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

Only answer this question for the items you did not select in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

	Scale 1 My project						Scale 2 Other programmes or projects					
	1	2	3	4	5	Don't know	1	2	3	4	5	Don't know
Agriculture and fisheries and forestry	○	○	○	○	○	○	○	○	○	○	○	○
Climate change and biodiversity	○	○	○	○	○	○	○	○	○	○	○	○
Clustering and economic cooperation	○	○	○	○	○	○	○	○	○	○	○	○
Coastal management and maritime issues	○	○	○	○	○	○	○	○	○	○	○	○
Community integration and common identity	○	○	○	○	○	○	○	○	○	○	○	○
Construction and renovation	○	○	○	○	○	○	○	○	○	○	○	○
Cooperation between emergency services	○	○	○	○	○	○	○	○	○	○	○	○
Cultural heritage and arts	○	○	○	○	○	○	○	○	○	○	○	○
Demographic change and immigration	○	○	○	○	○	○	○	○	○	○	○	○
Education and training	○	○	○	○	○	○	○	○	○	○	○	○
Energy efficiency	○	○	○	○	○	○	○	○	○	○	○	○
Evaluation systems and results	○	○	○	○	○	○	○	○	○	○	○	○
Governance, partnership	○	○	○	○	○	○	○	○	○	○	○	○
Green technologies	○	○	○	○	○	○	○	○	○	○	○	○
Health and social services	○	○	○	○	○	○	○	○	○	○	○	○
ICT and digital society	○	○	○	○	○	○	○	○	○	○	○	○
Improving transport connections	○	○	○	○	○	○	○	○	○	○	○	○
Infrastructure	○	○	○	○	○	○	○	○	○	○	○	○
Innovation capacity and awareness-raising	○	○	○	○	○	○	○	○	○	○	○	○
Institutional cooperation and cooperation networks	○	○	○	○	○	○	○	○	○	○	○	○
Knowledge and technology transfer	○	○	○	○	○	○	○	○	○	○	○	○
Labour market and employment	○	○	○	○	○	○	○	○	○	○	○	○
Logistics and freight transport	○	○	○	○	○	○	○	○	○	○	○	○
Managing natural and man-made threats, risk management	○	○	○	○	○	○	○	○	○	○	○	○
Multimodal transport	○	○	○	○	○	○	○	○	○	○	○	○
New products and services	○	○	○	○	○	○	○	○	○	○	○	○
Regional planning and development	○	○	○	○	○	○	○	○	○	○	○	○
Renewable energy	○	○	○	○	○	○	○	○	○	○	○	○
Rural and peripheral development	○	○	○	○	○	○	○	○	○	○	○	○
Safety	○	○	○	○	○	○	○	○	○	○	○	○
Scientific cooperation	○	○	○	○	○	○	○	○	○	○	○	○
SME and entrepreneurship	○	○	○	○	○	○	○	○	○	○	○	○
Social inclusion and equal opportunities	○	○	○	○	○	○	○	○	○	○	○	○
Soil and air quality	○	○	○	○	○	○	○	○	○	○	○	○
Sustainable management of natural resources	○	○	○	○	○	○	○	○	○	○	○	○
Tourism	○	○	○	○	○	○	○	○	○	○	○	○
Traditional energy	○	○	○	○	○	○	○	○	○	○	○	○
Transport and mobility	○	○	○	○	○	○	○	○	○	○	○	○
Urban development	○	○	○	○	○	○	○	○	○	○	○	○
Waste and pollution	○	○	○	○	○	○	○	○	○	○	○	○
Water management	○	○	○	○	○	○	○	○	○	○	○	○
Waterways, lakes and rivers	○	○	○	○	○	○	○	○	○	○	○	○

1 = marginal contribution of my project (scale 1) / other programmes or projects (scale 2)

5 = strong contribution of my project (scale 1) / other programmes or projects (scale 2)

3.8 Please indicate for each of the main intervention areas selected, the nature and the importance of project achievements:

Only answer this question for the items you selected in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

Only answer this question for the items you did not select in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

	Critical mass	Political power	Specialised services	Complemen-tarities	Regional identity	Regional branding	Specialised infrastructure	Border challenges - people flows	Border challenges - environment	Border challenges transportatio
Agriculture and fisheries and forestry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Climate change and biodiversity	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Clustering and economic cooperation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Coastal management and maritime issues	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Community integration and common identity	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Construction and renovation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cooperation between emergency services	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cultural heritage and arts	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Demographic change and immigration	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Education and training	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Energy efficiency	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Evaluation systems and results	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Governance, partnership	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Green technologies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Health and social services	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
ICT and digital society	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Improving transport connections	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Infrastructure	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Innovation capacity and awareness-raising	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Institutional cooperation and cooperation networks	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Knowledge and technology transfer	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Labour market and employment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Logistics and freight transport	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Managing natural and man-made threats, risk management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Multimodal transport	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
New products and services	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Regional planning and development	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Renewable energy	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Rural and peripheral development	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Safety	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Scientific cooperation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
SME and entrepreneurship	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Social inclusion and equal opportunities	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Soil and air quality	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Sustainable management of natural resources	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tourism	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Traditional energy	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Transport and mobility	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Urban development	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Waste and pollution	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Water management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Waterways, lakes and rivers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

0 = no achievement
1 = not important
5 = very important

3.9 For each of the three main intervention areas, please describe the main beneficiairies of your project : *

Only answer this question for the items you selected in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

Only answer this question for the items you did not select in question Q34 ('3.4 Please indicate the 3 main intervention areas of your project in which strong results are obtained:')

	Beneficiaries
Agriculture and fisheries and forestry	
Climate change and biodiversity	
Clustering and economic cooperation	
Coastal management and maritime issues	
Community integration and common identity	
Construction and renovation	
Cooperation between emergency services	
Cultural heritage and arts	
Demographic change and immigration	
Education and training	
Energy efficiency	
Evaluation systems and results	
Governance, partnership	
Green technologies	
Health and social services	
ICT and digital society	
Improving transport connections	
Infrastructure	
Innovation capacity and awareness-raising	
Institutional cooperation and cooperation networks	
Knowledge and technology transfer	
Labour market and employment	
Logistics and freight transport	
Managing natural and man-made threats, risk management	
Multimodal transport	
New products and services	
Regional planning and development	
Renewable energy	
Rural and peripheral development	
Safety	
Scientific cooperation	
SME and entrepreneurship	
Social inclusion and equal opportunities	
Soil and air quality	
Sustainable management of natural resources	
Tourism	
Traditional energy	
Transport and mobility	
Urban development	
Waste and pollution	
Water management	
Waterways, lakes and rivers	

3.10 Please subtantiate the impact of your project on cooperation:

(i) mentioning the contribution to possible impacts *(Scale 1 Contribution)*

(ii) indicating level on which impacts could be observed *(Scale 2 Level - please indicate the highest level)*

*

Please choose the appropriate response for each item:

	Scale 1 - Contribution					Scale 2 - Level				
	Yes	Rather yes	Rather no	No	I don't know	Regional	National	Programme scope	EU	I don't know
New networks, partnerships, clusters organisations	O	O	O	O	O	O	O	O	O	O
Enhancement of existing networks, partnerships, clusters organisations	O	O	O	O	O	O	O	O	O	O
Integration of decisions taken in the public authorities targeted by the project	O	O	O	O	O	O	O	O	O	O
Integration of decisions taken in other organisations targeted by the project	O	O	O	O	O	O	O	O	O	O
New interactions with other funding tools/programmes/project	O	O	O	O	O	O	O	O	O	O
New synergies with other funding tools/programmes/project	O	O	O	O	O	O	O	O	O	O

Please provide answers to both scales to validate the question.

3.11 Please subtantiate the impact of your project on cooperation:

(i) mentioning the contribution to possible impacts *(Scale 1 Contribution)*

(ii) indicating level on which impacts could be observed *(Scale 2 Level - please indicate the highest level)*

*

Please choose the appropriate response for each item:

	Scale 1 - Contribution					Scale 2 - Level				
	Yes	Rather yes	Rather no	No	I don't know	Regional	National	Programme scope	EU	I don't know
Policies/legislations developed or contributed	O	O	O	O	O	O	O	O	O	O
Strategies developed or contributed	O	O	O	O	O	O	O	O	O	O
Sector or thematic plans developed or contributed	O	O	O	O	O	O	O	O	O	O

Please provide answers to both scales to validate the question.

3.12 Please subtantiate the impact of your project on cooperation:

(i) mentioning the contribution to possible impacts *(Scale 1 Contribution)*

(ii) indicating level on which impacts could be observed *(Scale 2 Level - please indicate the highest level)*

*

Please choose the appropriate response for each item:

	Scale 1 - Contribution					Scale 2 - Level				
	Yes	Rather yes	Rather no	No	I don't know	Regional	National	Programme scope	EU	I don't know
Products or services developed	O	O	O	O	O	O	O	O	O	O
Products or services put on the market	O	O	O	O	O	O	O	O	O	O
Products or services used by organisations/administrations	O	O	O	O	O	O	O	O	O	O
Significant publications produced	O	O	O	O	O	O	O	O	O	O
Social change generated	O	O	O	O	O	O	O	O	O	O
Awareness raising of specific groups on specific question, themes	O	O	O	O	O	O	O	O	O	O
Unexpected measurable results	O	O	O	O	O	O	O	O	O	O

Please provide answers to both scales to validate the question.

4.1 Please provide a brief summary of any examples of good practice:

Innovative aspects of the project achieved	
Communications	
Publications	
Collaboration	
Other areas that you would like to highlight as good practice	

5. Main problems and barriers encountered during the period

5.1 Please provide a brief summary of any problems or barriers encountered during the implementation of the project:

Please write your answer here:

Submit your survey.
Thank you for completing this survey.