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)

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ANALYSIS FOR ECONOMIC DECISIONS

Case study: Baltic Sea Region 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)

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Executive Summary

This case study report provides an assessment of the Baltic Sea Region programme 2007-2013, its main achievements, and contribution to territorial development and to the implementation of the European Strategy for the Baltic Sea Region. The programme area involves eight EU member states (Denmark, Sweden, Finland, Estonia, Latvia, Lithuania, Poland and northern parts of Germany) as well as three non-EU member states (Norway, Belarus and parts of Russia). The programme´s funding (EUR 208.1 million) is composed of European Regional Development Funds (ERDF), the European Neighbourhood and Partnership Initiative (ENPI) and Norwegian funds (NO).

The East-West divide between countries bordering the Baltic Sea is still noticeable (for instance in terms of GDP per capita). Also, it was the first time EU-12 member states participated fully in the programme. Their integration and active participation is in itself an achievement of this programme period. Partners from EU-12 member states got a better understanding of the benefits of participating in BSR (Baltic Sea Region) programme projects and built up individual and institutional capacity to become a partner but also to act as lead partner. Cooperation in projects developed from meeting and getting to know each other to actual collaboration and joint implementation of actions.

A thorough SWOT analysis and stakeholder consultation process prior to objective setting was an important step towards successful implementation of the programme. Also, the quality and quantity of project applications received under each priority proved the relevance of the priorities chosen. The highest share of the budget was unsurprisingly allocated to Priority 3 (Baltic Sea as a common resource). As a central element in the region and due to its environmental status and importance for economic growth, actions were (and still are) required to improve the status of the Baltic Sea. Projects under this priority focused on water management, trying to bring together all countries bordering the Baltic Sea (including Russia and Belarus). Most projects were approved under Priority 1 (Fostering innovations), which led to a number of successfully implemented projects in which research institutes collaborated with SMEs.

During its course, the programme approved 90 projects for funding in five regular calls and three extension stage calls under the four priorities:

1) Fostering innovations
2) Internal and external accessibility
3) Baltic Sea as a common resource
4) Attractive and competitive cities and regions.

The overall strategic objective of the BSR programme 2007-2013 was "to strengthen the development towards a sustainable, competitive and territorially integrated Baltic Sea Region by connecting potentials over the borders". The programme had a clear focus on transnational cooperation.

The evaluation conducted in this report is based on a combination of sources of information. Information on program indicators is reviewed, but the assessment of the programme and project outcome is primarily based on document studies, interviews with key actors and a survey targeting project leaders.

The work of the Managing Authority/Joint Technical Secretariat in Rostock, Germany and Riga, Latvia has been crucial for the successful implementation of the programme. Pan-Baltic organisations such as for instance VASAB (Vision and Strategies around the Baltic Sea), the Council of the Baltic Sea States and the Union of the Baltic Cities played an important role especially as links between the local/regional and national level and within stakeholder involvement due to their extensive networks and good contacts. Not to forget all organisations that were committed to their projects, often over a three year period, and contributed with capacity and their own funding, especially those organisations that acted as project leaders, responsible for the implementation of project activities and all the administrative work required.

We conclude that the programme priorities, and the way they have been implemented, strongly and directly contribute to two of the EU 2020 Strategy goals: i.e. smart and sustainable growth. Inclusive growth and social issues in general, have not directly been prioritized in the BSR programme 2007-2013. Indeed, at the time when the SWOT analysis was conducted and the programme written, the most important challenges seen in the region were related to economic and environmental questions.

It seems as one important contribution of the program has been the recognition of the need for joint actions (e.g. in relation to the environmental status of the Baltic Sea; Priority 3) and the benefits of addressing common challenges jointly (e.g. demographic change; Priority 1). Learning from each other (i.e. transnational learning) and the exchange of experience was a motivation for many organisations to join projects. We find evidence for instance on that the program has contributed to the development of new solutions, improvements of how environmental work is conducted and how recommendations have been developed for policy makers on the local, regional, national and EU level (e.g. the altAdapt strategy for adaptation to climate change in the Baltic Sea Region).

When it comes to the way the program interacts with other programmes and strategies in the regions it is inevitable to relate to a great extent to the first EU macro regional strategy for the BSR (EUSBSR). It is evident that the BSR programme received a political boost when the European Strategy for the Baltic Sea Region (EUSBSR) was launched in 2009. Despite playing different roles (BSR programme = funding instrument, EUSBSR = policy document), they mutually benefited from one another's activities. While, for instance, the EUSBSR annual forum provided a communication platform for the BSR programme, the programme supported start-up activities towards projects implementing actions outlined in the action plan of the strategy. Objectives defined in the EUSBSR are in line though even broader than objectives outlined in the BSR programme 2007-2013. Since the BSR programme was written and started to be implemented a couple years before the EUSBSR was launched, active alignment has been limited. However, as potentials and challenges faced by the BSR are well-known, both the BSR programme´s objectives and those of the EUSBSR objectives are in line and complement one another. Projects financed by the BSR programme 2007-2013 surely contributed to the implementation of the EUSBSR to great extent.

1. Introduction

This case study is part of the ex-post evaluation of all programmes in the period 2007-2013 aiming at promoting European Territorial Cooperation (ETC), widely known as Interreg. These programmes aim at promoting cooperation across borders with view to creating synergies and European added value by eradicating internal borders and capitalising 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).

The purpose of the case study work in the evaluation is to provide an in-depth analysis of the contribution of transnational programmes to cooperation 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 Managing Authority previously carried out in Task 1 of the evaluation.

The present case study provides an assessment of the Baltic Sea Region (BSR) 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 its objectives and achievements are in line with the strategic objectives defined in the Batic Sea macro-regional strategy.

This report starts in Section 2 with an introduction to the case study area and its policy context. Section 3 describes the methodology and questions 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 EU Strategy of the Baltic Sea Region, its links with the BSR programme and *vice versa* (evaluation question 3).

2. Main policy context for the Baltic Sea Region programme, key features and evolution

Located in the North-Eastern part of Europe, the Baltic Sea is surrounded by nine countries (Denmark, Sweden, Finland, Russia, Estonia, Latvia, Lithuania, Poland and Germany), of which eight are Member States of the European Union.
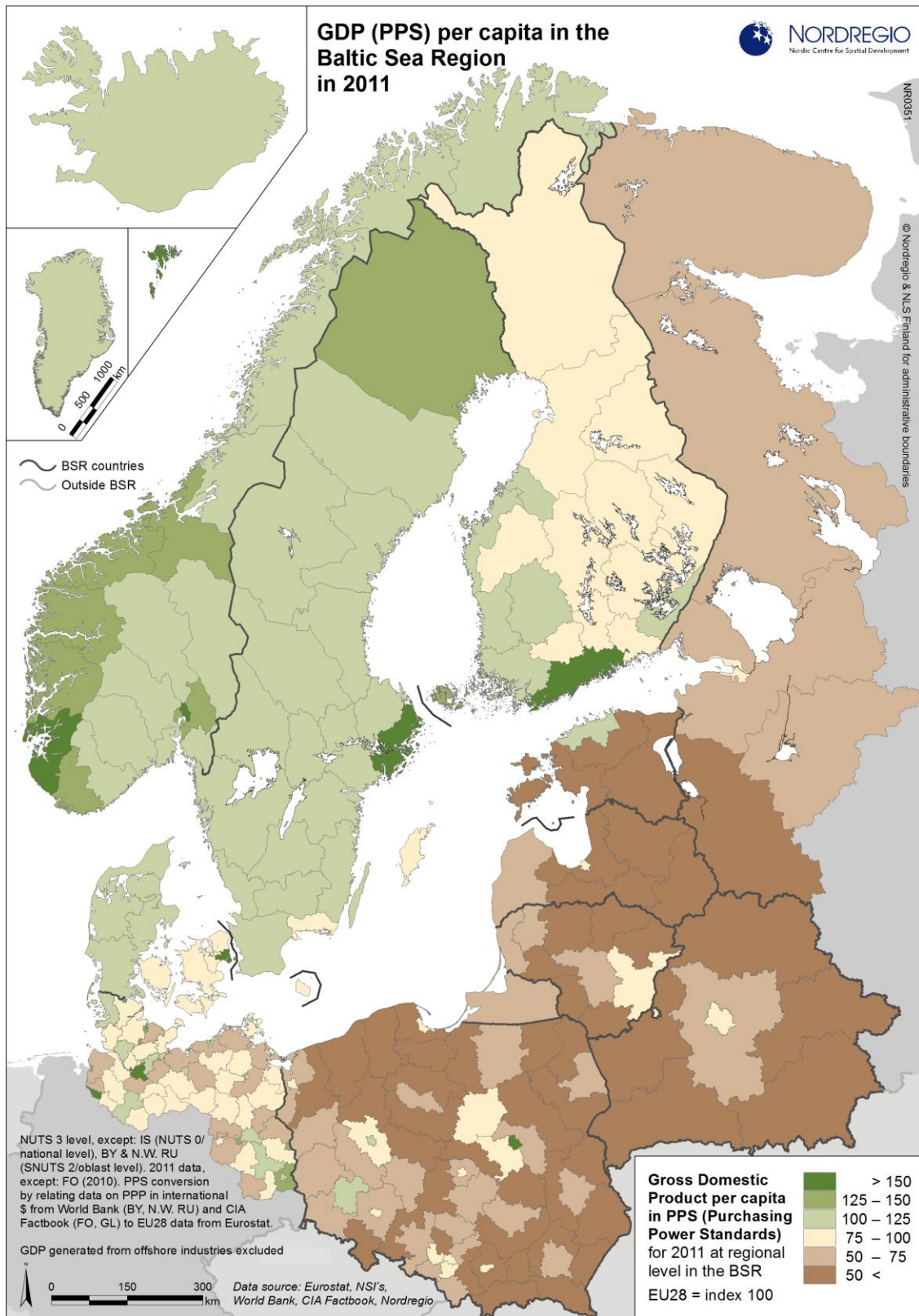
The sea is both a uniting and dividing element. While, for instance, accessibility and transport are issues, the region has a long history of cooperation based on shipping and trade (e.g. the Hanseatic League). Seen from a geographical perspective, cooperation between countries bordering the Baltic Sea seems natural. A number of challenges faced by individual countries in the region are clearly trans-boundary in character, such as the need to protect the ecosystem, transport, accessibility, and energy supply and issues related to climate change. Since the end of the Cold War and the enlargement of the EU, former 'Eastern' and 'Western' countries have grown closer together, while the Baltic's self-perception as 'one region' has increased.

Map 1 shows GDP per capita in purchasing power standards (PPS) for year 2011 of NUTS 3 regions (or comparable regional levels) in Europe. In the Baltic Sea Region (BSR), the highest GDP per capita levels are found in the capital areas and in a few other regions, e.g. Hamburg in Germany. In this report, the BSR is defined as the geographical area covered by the BSR programme (see Map 3). A clear east-west divide is still apparent across the BSR. However, several metropolitan areas in the eastern part of the BSR region have GDP per capita levels close to the EU average.

Population density in the BSR (Map 2) shows a diverse pattern between north and south and urban and rural regions. The European Commission defines sparsely-populated areas as NUTS 3 regions with a population density of fewer than 12.5 inhabitants per km². Based on this definition, large land areas in the northern part of the BSR are sparsely populated.

BSR countries face common challenges concerning, for instance, demographic development, economic growth, unemployment (especially among young people) and rural development.

Map 1: GDP per Capita in the Baltic Sea Region in 2011.

GDP (PPS) per capita in the Baltic Sea Region in 2011

NORDREGIO
Nordic Centre for Spatial Development

NR0351

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BSR countries
Outside BSR

NUTS 3 level, except: IS (NUTS 0/ national level), BY & N.W. RU (SNUTS 2/oblast level). 2011 data, except: FO (2010). PPS conversion by relating data on PPP in international $ from World Bank (BY, N.W. RU) and CIA Factbook (FO, GL) to EU28 data from Eurostat.

GDP generated from offshore industries excluded

Data source: Eurostat, NSI's, World Bank, CIA Factbook, Nordregio

Gross Domestic Product per capita in PPS (Purchasing Power Standards) for 2011 at regional level in the BSR

EU28 = index 100

> 150
125 – 150
100 – 125
75 – 100
50 – 75
50 <

Map design: Linus Rispling, Nordregio.

Map 2: Population density in the Baltic Sea Region in 2011.
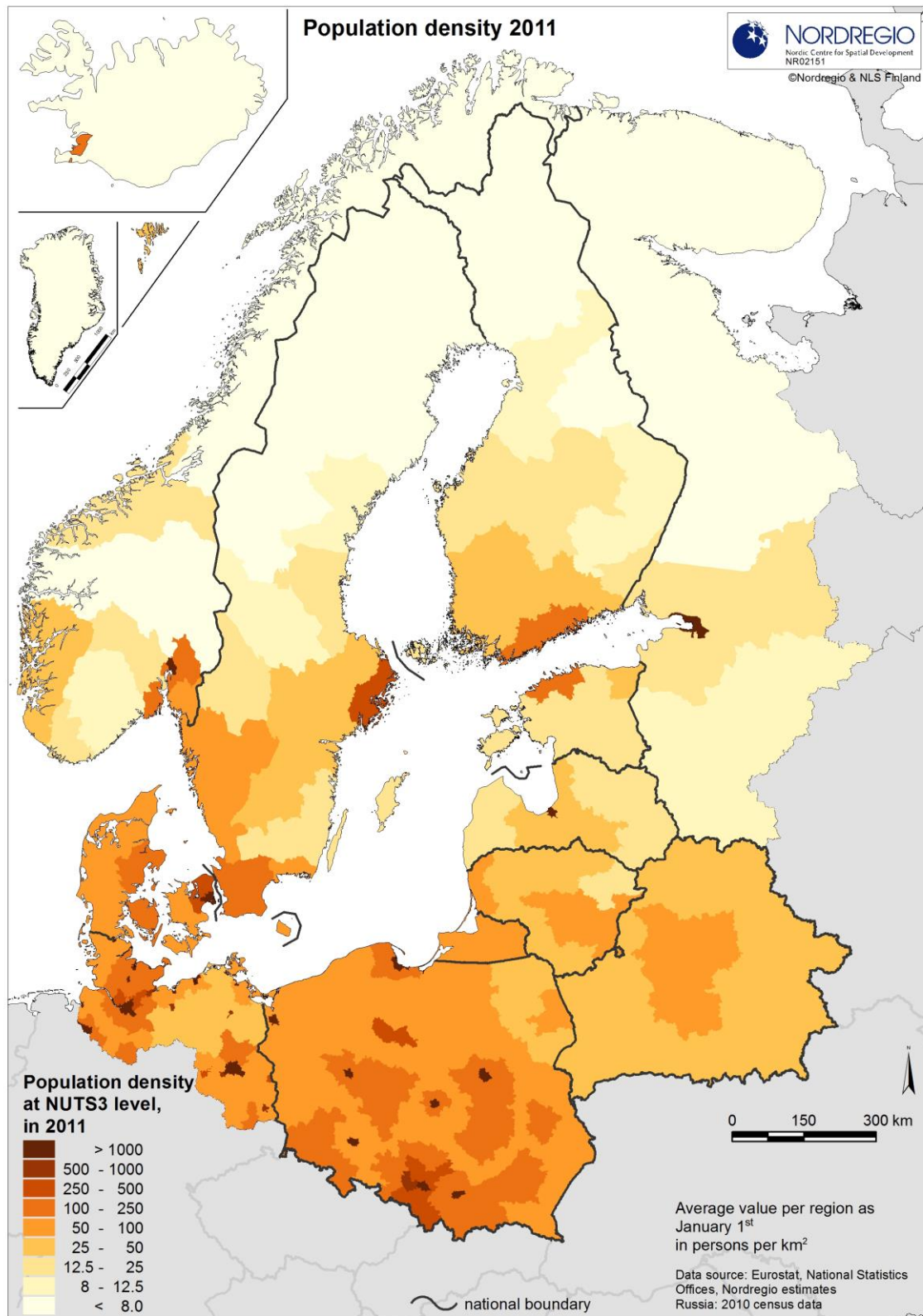
Map design: Johanna Roto, Nordregio.

From the ESPON BSR-TeMo project (monitoring territorial cohesion in the Baltic Sea Region)

What do we know about development in the BSR region?

▪ Recent trends in general territorial development in the BSR point towards increasing spatial polarisation further aggravating the already existing unbalanced regional structures. Certain trends however also point in the opposite direction leading to more balanced development and increasing convergence, not least the rapidly decreasing east-west divide economic divide. Employment growth in the BSR prior to the 2008 crisis acted cohesively, the subsequent reduction in jobs however had a sharply polarising effect, testifying of the periphery's weak resilience in face of external economic shocks. In terms of specific types of BSR territories (rural, sparse, border regions, etc.), the statistical messages are, with certain distortions, fairly clear: these areas are generally lagging behind in most aspects of socioeconomic development. Coastal areas constituting the major exception, as most BSR capitals as well as a majority of its large urban agglomerations are situated in coastal regions.

▪ Territorial divides in the BSR are pronounced in the light of the urban hierarchy. Regarding specific types of territories in the BSR, most appear to be moving in the wrong direction, border areas constituting the primary exception. The east-west border is no longer the most pronounced material welfare gap in the BSR as disparities across national borders have generally reduced. In contrast, disparities in GDP/capita between adjacent regions inside countries have in the past 15 years exploded, particularly in eastern BSR, but most major metropolitan areas also in the west are being segregated from their surroundings. It is evident that the urban hierarchy is a decisive factor across the BSR in dictating the magnitude of on-the-ground territorial disparities. Corresponding disparities in unemployment rates show different patterns: country and economic structure are more important.

▪ In terms of higher education, the BSR shows cohesive development trends. R&D intensity still splits BSR in East and West, as is the case with employment rates.

▪ The east-west gap still exists, but it is changing form. From having been a primarily economic gap sharpest along the former iron curtain, it has now changed into a far more multifaceted divide, where social differences today are possibly the most pronounced ones.

Baltic Sea Region Programme 2007-2013

The Baltic Sea Region programme is one of 13 transnational programmes in the European Union. For the programme 2007-2013, the eligible area included EU member states Denmark, Estonia, Finland, Latvia, Lithuania, Poland, Sweden and the northern parts of Germany,[1] as well as the neighbouring countries of Norway, north-west regions of Russia,[2] and Belarus (see map 3). The Managing Authority/Joint Technical Secretariat of the programme is located in Rostock (Germany) and in Riga

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[1] Germany: the States (Länder) of Berlin, Brandenburg, Bremen, Hamburg, Mecklenburg-Vorpommern, Schleswig-Holstein and Niedersachsen (only NUTS II area Lüneburg).

[2] Russia: St.Petersburg and the surrounding Leningrad Oblast, Republic of Karelia, the Oblasts of Kaliningrad, Murmansk, Novgorod and Pskov. For projects addressing the Barents Region, cooperation with Archangelsk Oblast, Komi Republic and Nenetsky Autonomous Okrug is also envisaged.

(Latvia). Both offices held 25 employees altogether during that time period (director, programme unit, project unit, finance unit and certifying authority).

The programme allocated **EUR 208.1 million** in total (excluding co-funding from project partners at national, regional and local level). Of this total, EUR 195.5 million came from the European Regional Development Fund (ERDF), approx. EUR 7.3 million came from the European Neighbourhood and Partnership Instrument (ENPI), and EUR 5.3 million came from Norwegian national funding.

The programme co-financed up to 75% of costs generated by partners from Denmark, Germany, Sweden and Finland, up to 85% for partners from Estonia, Latvia, Lithuania and Poland, up to 50% for partners from Norway, and up to 90% for partners from Belarus. As the Financing Agreement between Russia and the EU was not signed, partners from Russia were not able to receive funding (BSR Programme 2007-2013, 2015).

Map 3: Baltic Sea Region programme area 2007-2013

Source: http://www.eu.baltic.net

The Baltic Sea Region programme 2007-2013 was the third in a row of joint cooperation undertakings involving the eleven countries around the Baltic Sea. Like its predecessors, the programme was designed to respond to real expectations of stakeholder authorities, institutions and organisations by providing added value to their daily activities. However, in comparison with its predecessors, the programme comfortably integrated the EU funding from two sources – the European Regional

Development Funds (ERDF) and the European Neighbourhood and Partnership Instrument (ENPI) – which would make it possible to include transnational cooperation interests of eligible Belarusian and Russian[3] areas in a sufficient manner.

The overall objective of the Baltic Sea Region programme 2007-2013 was to strengthen the development of a sustainable, competitive and territorially integrated Baltic Sea Region by exploiting potentials across borders. As part of Europe, the Baltic Sea Region is also expected to become a better place for its citizens to invest, work and live in. The SWOT analysis revealed that the BSR is diverse in terms of its territorial and socio-economic context. The region, whilst geographically contingent, contains some of the wealthiest, most dynamic and most innovative cities in Europe, as well as poor areas facing considerable development challenges. Such weaknesses are clearly articulated in the Operational Programme and linked to the need for greater cooperation as a way of overcoming these. Based on the SWOT analysis and other material studied, the programme defined four key priorities:

Priority 1: Fostering innovations (to advance innovation-based regional development of the BSR by supporting innovation sources and their links to SMEs, facilitating the transnational transfer of technology and knowledge, and strengthening the societal foundations for absorption of new knowledge).

Priority 2: Internal and external accessibility (to increase the area's internal and external accessibility through the development of transnational solutions, diminishing the functional barriers to the diffusion of innovation and to traffic flows).

Priority 3: Baltic Sea as a common resource (to improve the management of the Baltic Sea resources in order to achieve a better environmental state).

Priority 4: Attractive and competitive cities and regions (to ensure the cooperation of metropolitan regions, cities and rural areas; to share and make use of common potentials that will enhance the BSR identity and attractiveness for citizens and investors).

The division of funding committed to and number of projects (including strategic projects) within the four priorities are listed in Table 1. The largest portion of the funding was committed to Priority 3 – Baltic Sea as a common resource (EUR 57.9 million). As a central element in Baltic Sea Region cooperation, the Baltic Sea is thus given highest priority. Given its environmental status on the one hand and its importance for the economic development of the region on the other hand (e.g. for the tourism sector), it was an important step to take. Also the high number of ENPI funds allocated to this priority (EUR 4.1 million), underline the need for cooperation with Non-EU Member States such as Belarus and Russia concerning environmental issues such as water quality and management.

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[3] Eventually Russia did not sign and ratify the Financing Agreement in the programme and thus the funding was not available for Russian partners.

Table 1: Funds committeed and projects approved.

	Funds committed for projects (million EUR)			Number of approved projects (of which strategic projects)
	ERDF	**ENPI**	**NO**	
Priority 1 - Fostering innovations	55.9	0.7	For all priorities	**28**(3)
Priority 2 - Internal and external accessibility	39.4	0.8		**18**(2)
Priority 3 - Baltic Sea as a common resource	57.9	4.1		**21**(3)
Priority 4 - Attractive & competitive cities and regions	42.3	1.7		**23**(1)
Total: 208.1	195.5	7.3	5.3	**90**(9)

Source: Baltic Sea Region programme: Fact Sheet (updated 4 September 2015)

Projects

By September 2015,[4] the portfolio of the Baltic Sea Region programme 2007-2013 comprised 90 projects, approved in five regular and three extension stage calls. All 90 projects had been finalised by September 2015 but funds might not have been paid out as of that time. Figure 1 illustrates the number of projects per priority. A list of specific result indicators in the programme can be found in Annex 2. The indicators are termed 'specific result indicators' in the Operational Programme and the Annual Implementation Reports.

Besides individual project outcomes and results, BSR programme projects joined forces in so called thematic clusters in which partners from different projects shared knowledge and experience as well as made stakeholders aware of project achievements and tried to influence the political agenda (see box 1).

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[4]   Source: Baltic Sea Region programme, Fact sheet, (updated 4 September 2015)

Figure 1: Baltic Sea Region programme 2007-2013

Source: Presentation by the Joint Technical Secretariat, 2 July 2014.

Box 1: Project clusters

Project clusters were established for the following topics: energy, water, innovation and transport and covered all four priorities. The aim of the clusters was primarily to join forces in order to reach key stakeholders and decision-makers and to increase the impact of results. However, it is difficult to measure to what extent clusters have achieved this aim.

Cluster: Energy efficiency and renewable energy sources includes the following eight projects: Longlife, REMOWE, Urb.Energy, Bioenergy Promotion, Bioenergy Promotion 2, Baltic Biogas Bus, PEA - Public Energy Alternatives, SPIN COOL. These partners bring together expertise in renewable energies, sustainable technologies, resource saving in buildings and energy efficiency in urban contexts and aim to introduce technologies and energy saving procedures to politicians and stakeholders.

Cluster: Baltic Impulse - saving the Baltic Sea waters fights against nutrient pollution by reducing nitrogen and phosphorous leaching in rural and urban environments and supporting the development of nutrient recycling. Nine projects (WATERPRAXIS, COHIBA, PURE, PRESTO, SMOCS, Baltic COMPASS, BERAS IMPLEMENTATION, Baltic Deal, Baltic Manure) identify environmentally sound management of nutrients and hazardous substances by improving the current regulations and finding obstacles and opportunities.

In the Cluster: Innovation in SMEs, partners build upon the developed tools to identify future needs and demands and to draw recommendations for innovation support in SMEs and communicate them to the relevant stakeholders. The following projects joined together: BalticSupply, BaSIC, BONITA, BSHR HealthPort, BSR InnoReg, BSR QUICK, IBI Net, JOSEFIN, StarDust, QUICK IGA, PlasTEP+, SCIENCE LINK.

The Cluster: Sustainable, multimodal and green transport corridors is a platform scaling the whole Baltic Sea Region and connecting all modes. The cluster cooperation lays out the formula for a green BSR transport network. The cluster (consisting of projects SCANDRIA, TransBaltic, EWTC II, RBGC, Baltic.AirCargo.Net, BSR, BGLC, ACL) takes a joint standpoint on future EU and

macro-regional transport and regional growth policies.

Policy context

Besides key EU policies such as the Europe 2020 Strategy, Lisbon and Gothenburg strategies and the EU Strategy for the Baltic Sea Region, the BSR programme also relates to the National Strategic Reference Framework 2007–2013 presented by the EU Member States in the Baltic Sea Region. The BSR programme is also related to other pan-Baltic strategies, such as those of the Baltic Development Forum, CBSS/Baltic 21, HELCOM and VASAB 2010. Furthermore, the programme's priorities (especially Priority 2 and 3) contribute to the creation of the physical infrastructure necessary for economic development, which is a common denominator for all regarded pan-Baltic strategies.

In 2009, the Baltic Sea Region became EU´s first macro-region. In line with the Europe 2020 Strategy, the EU Baltic Sea Region Strategy (EUSBSR, see box 2) provides the overall policy framework for the eight EU Member States. The strategy is accompanied by an Action Plan in which priorities are defined and actions proposed. The Action Plan is updated regularly. The current EUSBSR focuses on three overall objectives: Save the Sea, Connect the Region and Increase Prosperity (COM 2013).

By the end of the programme period in 2013, a total of 49 projects approved by the programme showed a clear link to the EUSBSR. The ERDF funding committed to these projects amounts to EUR 124 million, which is 63% of the ERDF funds available for projects in the programme. The programme also supported the start of the EUSBSR Seed Money Facility, funded by the European Parliament and managed by the Investitionsbank Schleswig-Holstein. With the intention to include seed money funding for developing flagship projects of the EUSBSR in the future programme, the MA/JTS supported the development of Seed Money Facility procedures and forms.

Through the chosen priorities, the programme also corresponds to relevant EU sector policies, such as the White Paper on European Transport Policy for 2010, TEN-T guidelines, documents on rail transport and interoperability, documents on more competitive public transport, eEurope 2005, and i2010. The BSR programme partly operates in the same sectors as the rural development programmes financed under the European Agricultural Fund for Rural Development (EAFRD), particularly axis 3 (The quality of life in rural areas and diversification of the rural economy) and axis 4 (Local Action Groups).

There is a strong intention in the programme to take other EU-funded programmes operating in the same geographical area into account. This includes a large number of programmes under the Structural Funds Convergence objective, Regional competitiveness and employment objective, and the different strands of the European territorial cooperation objective along with ENPI cross-border programmes. On a general level, the BSR programme demonstrates clear features which make it distinct from other integrated development programmes existing in the same BSR space. By nature of the transnational cooperation involved, the programme is positioned over regional socio-economic development and cross-border actions. It operates at the BSR level and features actions having pan-Baltic impact - contrary to the Convergence, Competitiveness and cross-border programmes, which are confined to administrative borders of respectively one region or a few regions adjacent to the state boundary.

Box 2: European Union Strategy for the Baltic Sea Region

In 2009, the Baltic Sea Region was introduced by the European Parliament as the first macro-region in the European Union, to give the region a status that would make it easier to address development issues in the area. At the same time, the European Union Strategy for the Baltic Sea Region (EUSBSR) was approved by the European Council to function as a framework for all the development work the EU is involved in within the Baltic Sea Region. The strategy includes eight countries - Sweden, Denmark, Estonia, Finland, Germany, Latvia, Lithuania and Poland – and above that welcomes cooperation with Russia, Belarus, Norway and Iceland. It highlights the heterogeneous nature of the area and intends through cohesion to increase the levels of environmental sustainability, prosperity, accessibility and attractiveness, and safety and security (EUSBSR, 2015).

The strategy was the first of three macro-regional strategies in the EU area and is considered to be a pioneer document in the work towards greater territorial cohesion by the European Commission. These macro-regional strategies aim to address the common challenges and strengthen the cooperation and cohesion in a defined macro-regional area. The Baltic Sea Region strategy is also a part of the common development goal "Europe 2020", which covers the whole Union. The strategy aims, at its core, to coordinate the implementation of the EU policies and initiatives that are considered to be of great significance for the area. These include Environmental Policy, Neighbourhood Policy (Northern dimension), Fishery Policy, Maritime Affairs, Common Agricultural Policy, Single Market policies, and transport and energy (TEN-T and TEN-E). Above this, the EUSBSR focuses on concrete cooperation measures. To reach these, the strategy includes an Action Plan that makes it possible for stakeholders on the regional, national and transnational level to participate in the implementation of the programme.

In the 2013 Action Plan, the three objectives (Save the Sea, Connect the Region and Increase Prosperity) were divided into 17 priority areas (PA Agri, PA Bio, PA Crime, PA Culture, PA Education, PA Energy, PA Hazards, PA Health, PA Innovation, PA Internal Market, PA Nutri, PA Safe, PA Secure, PA Ship, PA SME, PA Tourism and PA Transport) and five horizontal actions (HA Involve, HA Neighbours, HA Promo, HA Spatial Planning, HA Sustainable development and bio-economy) (COM 2013).

In 2015, an updated version of the Action Plan aims at the same three objectives, however, it outlines a reduced number of and partially different *policy* areas (13: PA Bioeconomy, PA Culture, PA Education, PA Energy, PA Hazards, PA Health, PA Innovation, PA Nutri, PA Safe, PA Secure, PA Ship, PA Tourism and PA Transport) and horizontal actions (4: HA Capacity, HA Climate, HA Neighbours and HA Spatial Planning) (COM 2015).

Since the EUSBSR has no government or secretary of its own, all the work is divided between the countries in the region. The priority areas are also given to a certain country that has responsibility as the coordinator. The strategy itself has no funds or money, but works as an "umbrella" for different development projects and gets its funding from different financing tools to bring together all the relevant programmes and political actors, initiatives, and plans both on commission and state levels (EUSBSR, 2015).

Figure 2 illustrates the complex management structure of the programme. The implementation of the EUSBSR is supported by INTERACT Point Turku, which works as a bridging organisation between the different coordinators and authorities.

Figure 2: Governance system of the EUSBSR
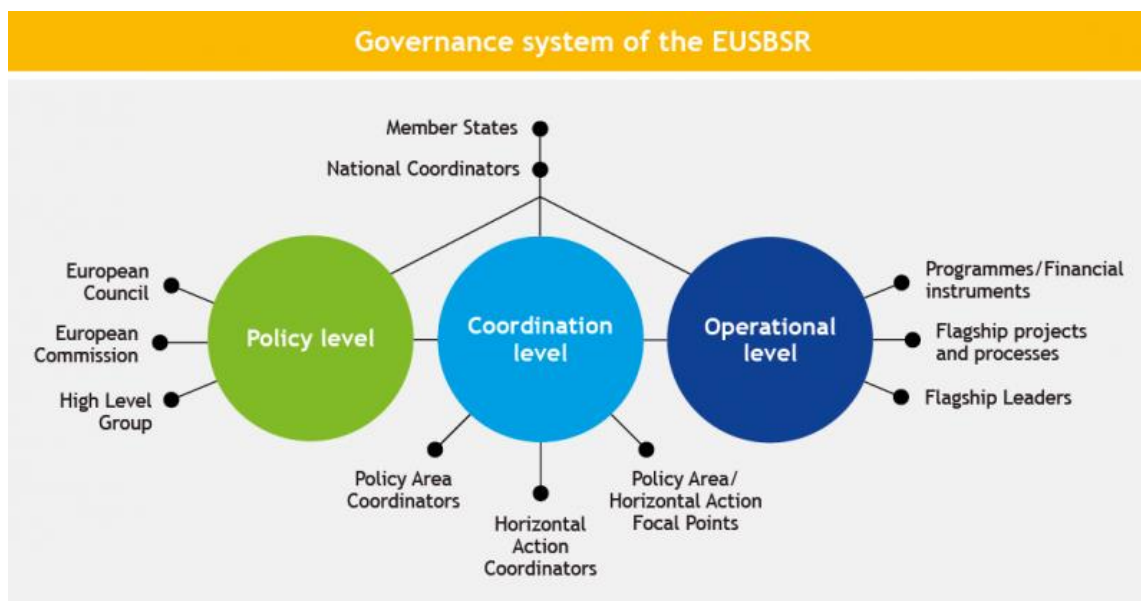
Source: http://www.balticsea-region-strategy.eu/governance

Other funding schemes

In addition to the Baltic Sea Region programme, there are 13 cross-border cooperation (CBC) programmes operating in the BSR programme area under the European territorial cooperation objective (see map 4). Most of them are bilateral and focus on the development of their particular cross-border region. However, in the 2007-2013 programme period, there were also a number of larger multilateral cross-border programmes, such as the Central Baltic programme and the South Baltic Area programme (the latter is subject to another case study in the present ex post evaluation). The Central Baltic programme comprises regions in Southern Finland, Central-Eastern Sweden, Estonia and Latvia. The programme priorities were "Safe and healthy environment", "Economically competitive and innovative region" and "Good living conditions". The programme financed, for example, cooperation between several of the bigger cities in the programme region. The South Baltic Area programme comprises coastal regions in Poland, Lithuania, Denmark, Germany and Sweden. The envisaged programme priorities are 'Economic competitiveness' and 'Attractiveness and common identity'. Other programmes were: the Nord programme, covering the northern parts of Finland, Sweden and Norway (also covered by a case study in the present evaluation); Botnia-Atlantica, building on the work carried out in the Kvarken Mittskandia programme; and the Öresund-Kattegatt-Skagerrak programme, comprising regions from Denmark, Sweden and Norway.

Besides territorial cooperation programmes there are a variety of other funding sources available in the region such as the national and regional ERDF programmes and research funds like BONUS and HORIZON 2020. Also, national and pan-Baltic organisations offer financial support for transnational and cross-border cooperation, for instance, the Council of the Baltic Sea States, the Swedish Institute and the Nordic Council of Ministers.

Map 4: Cross-Border Programmes in the Baltic Sea Region 2007-2013.
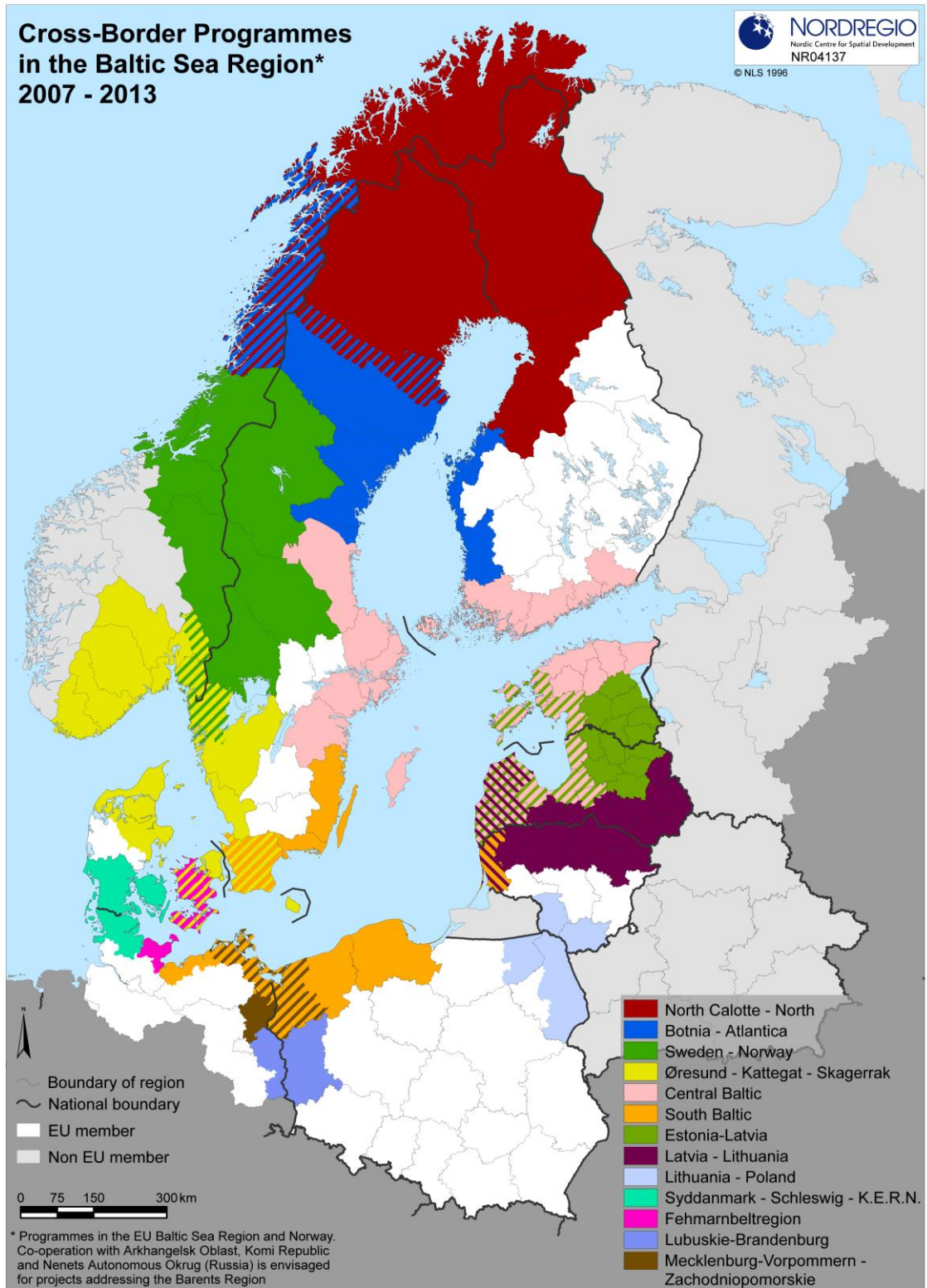
Map design: Johanna Roto, Nordregio.

3. Methodology and evaluation questions

The methodology has been developed based on the hypothesis that the quality of indicators in the Operational Programmes and Annual Implementation Reports will be insufficient to assess the achievements of the BSR programme. The main way to tackle this challenge is by collecting additional qualitative information both from the Managing Authority/Joint Technical Secretariat, from stakeholders involved in projects and from national authorities and pan-Baltic actors. This will help to create a qualitative picture of results achieved by the projects in the form of a narrative in addition to verified indicators.

Ten interviews have been conducted between September and October 2015 with the Managing Authority/Joint Technical Secretariat, national authorities in Sweden, Finland, Latvia and Poland, regional authorities/project lead partners in Sweden and Finland and pan-Baltic organisations (see list of interviewees, Annex 1). About half of the interviews were performed by telephone, the other half in person during visits to Stockholm and Riga.

The system of programme indicators is based on a set of expected results. These were predefined by the programme and accompanied by respective outputs (i.e. number of projects). The expected results are of two types: common and specific. Common results are stipulated for all priorities and accumulated at programme level. Specific results are defined for each priority separately. Programme targets are expressed as number of projects contributing to the given result. Programme impacts have not been defined (AIR 2013). Annex 2 summarises specific result indicators under each priority and provides both targets and values that have been included in the quantitative part of the analysis.

In addition, a survey was carried out targeting lead partners in all 90 BSR projects. The survey questions are listed in Annex 3. The response rate was relatively low, only 20% (18 of 90 projects). The projects where the lead partners have answered the survey are listed in table 2 below:

Table 2: List of projects where the lead partners answered the survey

Priority	Project
1	Baltic Supply BSR Quick BONITA FM – First Motion QUICK-IGA
2	BALTRAD+ CleanShip Baltic.AirCargo.Net
3	BaltSeaPlan BaltCICA SUBMARINER CHEMSEA Baltic Compact AQUAFIMA
4	RB21T Ecovillages PrimCare IT PartiSEApate

The table shows that there is a quite even spread of projects between the different priorities.

The relatively low response rate raises questions about the representativeness of the responses received. When making surveys, the ambition is of course always to get as high a response rate as possible but there are also limits to how many responses that are possible to collect. Given the low response rate, the possibility to generalise based on the survey results is of course limited. Despite this, the survey provides valuable additional information on the projects which will feed into the assessment of the programme.

The assessments presented in this report are based on the above mentioned data sources, interviews with stakeholders, the programme targets expressed as number of projects contributing to the given results and the responses of stakeholders in the survey. This methodology provides a triangulation which strengthens the reliability and validity of the study.

The evaluation questions are presented in the following sub sections 3.1-3.3.

3.1. Main achievements of the programme

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EVALUATION QUESTIONS

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?

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?

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3.2. Impacts of the programme on territorial development

EVALUATION QUESTIONS

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 cooperation basis for the various priorities materialize?

Are key priorities and related objectives targeted to 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 with the design of the programme with view to ensuring complementarity?

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

3.3. Link to EUSBSR

EVALUATION QUESTION

To what extent are objectives and achievements in line with the strategic objectives defined in the relevant macro-regional strategy?

4. Assessment of the Baltic Sea Region programme 2007-2013

4.1 Achievements and priorities of the BSR programme 2007-2013

4.1.1 Main achievements

EVALUATION QUESTION
What are the main achievements produced by the programme?

The BSR programme 2007-2013 displays two overall achievements. First, critical mass and political power, as most of the achievements contributed to institutional capacity building on a macro-regional level which is the distinguishing factor from the mainstream ERDF programmes. Second, the programme itself enhanced the regional branding of the BSR on a transnational level.

Both **critical mass and political power are related to institutional capacity building** in terms of getting involved and working together on projects. Also, the awareness and understanding of how things are being done in other countries and regions increased (source: interview). Priority 1, *Fostering innovations*, was rather new; however, the projects under this priority managed to establish links and improved international cooperation between SMEs and research organisations. SMEs increased their transnational cooperation (source: interview). Under Priority 2, *Internal and external accessibility*, cooperation of national and regional transport policy makers on interconnecting transport networks improved, and knowledge of measures to make transport corridors "greener" increased. Moreover, it affected the awareness of regions concerning how they could take part in EU networks such as TEN-T (source: interview). Under Priority 3, *Baltic Sea as a common resource*, projects contributed to strengthening institutional capacity in dealing with nutrient flows and hazardous substances in the Baltic Sea. A number of relevant actors from around the BSR became involved in order to decrease pollution from agriculture, which led to a better understanding of the problem and the establishment of networks that will continue even after the end of the projects (source: interview). Within the theme of water management there were 10 projects (the target value was 3) which contributed to improved institutional capacity. The intentions of these projects can indeed have been something else (more environmental focus) but they have in parallel contributed to improved capacity. In the thematic field of hazards and risk in onshore and offshore areas 10 projects (the target value was set to 7 projects) have contributed to building up institutional capacity.

The programme **enhanced the regional branding** of the BSR within the transnational field both in terms of common identity within the region and making the BSR programme more visible abroad. The fact that EU-12 countries for the first time fully participated in the Baltic Sea Region programme 2007-2013 has in itself been described as an achievement of this period. Their full participation led to a better understanding of what the programme is actually about and provided opportunities to get to know each other and the benefits of participation. EU-12 countries, especially, became more engaged in the programme, i.e. in transnational cooperation, during this period (source: interview). Through projects, the programme reached a number of stakeholders and an even broader audience in the region.

A large majority (95%) of the respondents to the survey agreed or strongly agreed that their project contributed fully to the transnational cooperation goals of the programme (figure 3). There is no lead partner who has answered that they disagree. When it comes to the question of whether their project is likely to lead to sustainable results that will strengthen territorial development, the majority have answered that they agree or strongly agree. There are however 6% who responded that they disagree. Lead partners were also asked if they thought that their projects demonstrated synergies with other programmes under the Structural Funds. Here, there are 12% who answered "I don't know". 6% answered that they disagree whereas the reimaining 82% 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% answered that it could not have been funded otherwise, whereas 12% state that it could have been funded in another way and 12% answered "I don't know".

Figure 3: Survey results: Concerning your project's achievements, do you agree with the following statements (n=17):
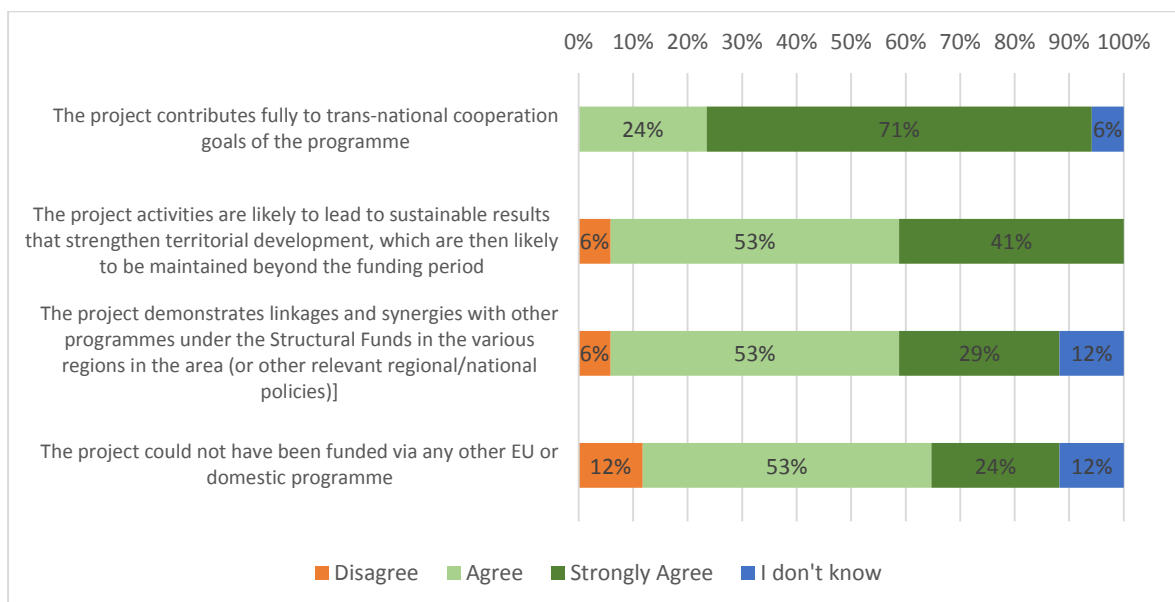
Table 3 below shows a list of the 5 top areas where respondents perceive their projects to have had the strongest results. According to the perception of the respondents, the most important area where their projects have achieved strong results is *Institutional cooperation and cooperation networks*. This result underlines what has been stated above: that one of the main achievements of the programme was institutional capacity-building and establishing and improving transnational links between actors in the Baltic Sea Region.

Table 3: Survey results: Please indicate the 3 main intervention areas of your project in which strong results are obtained (n=17)

Top 5 areas
1. **Institutional cooperation and cooperation networks** 2. **SME and entrepreneurship** 3. **Sustainable management of natural resources** 4. **Waste and pollution** 5. **Clustering and economic cooperation**

Respondents were also asked to substantiate the impact of their project on cooperation (figure 4). A majority of respondents answered that their projects have contributed to enhancing existing or establishing new networks, partnerships and cluster organisations. Most respondents also answered that their projects have raised awareness of specific groups on specific themes. A relatively small portion of the respondents answered that their projects have developed new products or services or that they have generated any social change.

Figure 4: Survey results: Please substantiate the impact of your project on cooperation (n=17):
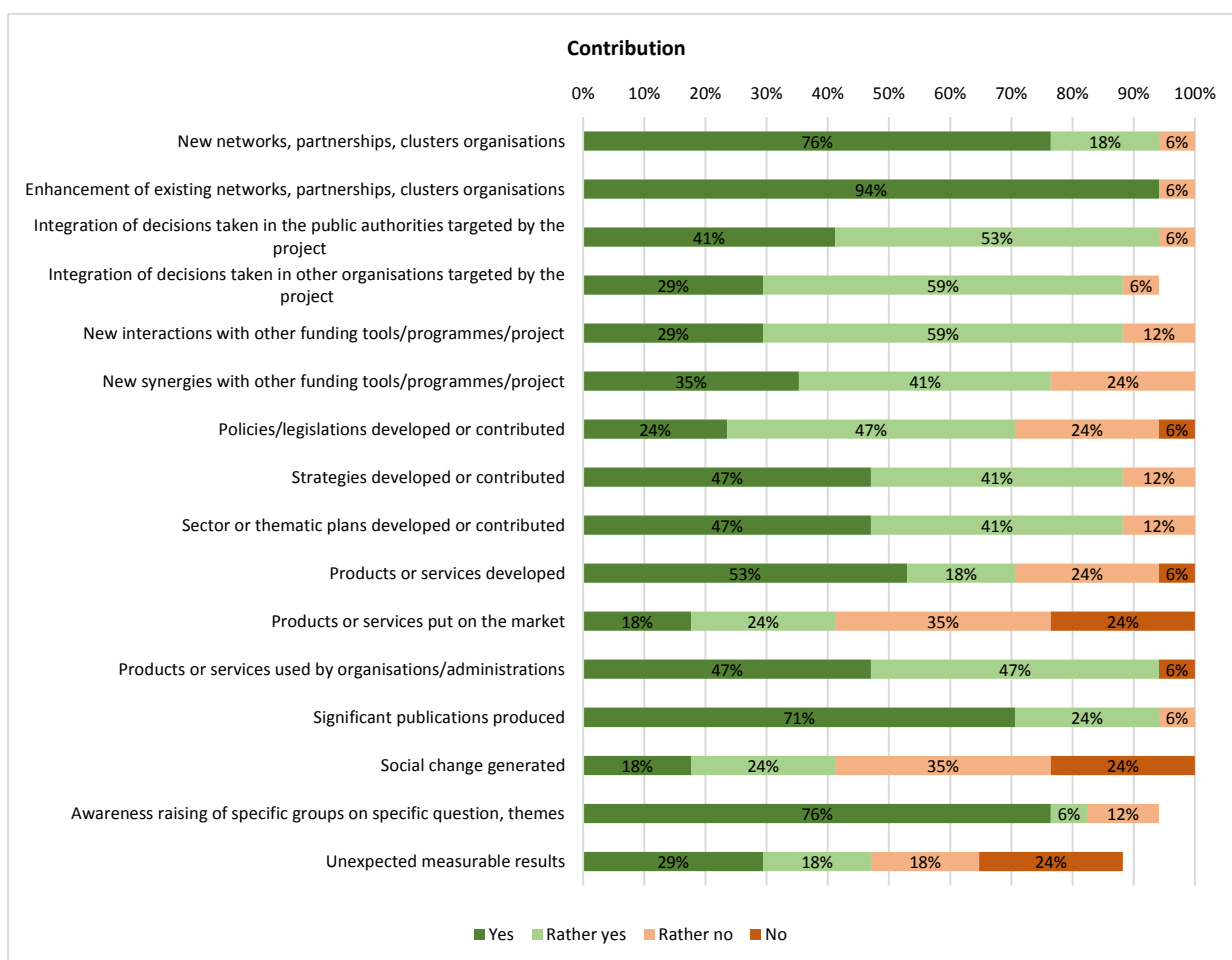
4.1.2 Differences in achievements between priorities?

EVALUATION QUESTION
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?

There are no significant differences in achievements between the four priorities but achievements can be of different types. Under Priority 3, for example, there have been concrete achievements such as investments made to reduce nutrient discharges in to the Baltic Sea, whereas under the other three priorities achievements are more of a "soft" character, such as the creation of pan-Baltic networks, links between SMEs and research and higher education institutions (Priority 1 and Priority 2) and capacities of public authorities to implement strategies (Priority 4).

It is also worth mentioning that the programme budget was initially distributed comparatively evenly between the priorities. While EUR 57.9 million was allocated to Priority 3 (highest amount), Priority 2 received EUR 39.4 million (lowest amount) (see table 1). In other words, the programme do not considerably prioritise any of the four priorities financially.

Under Priority 1, examples of project output include the creation of a pan-Baltic network of higher education organisations and chambers of commerce and crafts to facilitate technology transfer. The BSR also supported the involvement of a number of SMEs in testing technological solutions (e.g. plasma-based cleaning technologies) developed by research and higher education institutions.

Under Priority 2, the major achievements relate to managing and interconnecting transport corridors and networks while coordinating the transport policy among the BSR states.

Under Priority 3, the main achievement of the projects was the strengthening of regional institutional capacity in water and nutrient management. This is a major contribution to two priority areas outlined in the EU Strategy for the Baltic Sea Region, namely Priority Areas Agri and Nutri. Investments amounting to more than EUR 1.7 million were implemented to reduce nutrient discharges into the Baltic Sea.

In Priority 4, the main achievement was the improved capacity of public authorities to prepare and to implement regional and local development strategies.

In the following section, the achievements under each priority will be further assessed and examples of projects that have contributed to the achievement will be presented in text boxes.

Priority 1: Fostering innovations

Projects under Priority 1 have improved the transnational performance of innovation sources (such as higher education organisations and SMEs) and built links between SMEs and research organisations. These were steps towards establishing a common Baltic Sea Region innovation strategy under the EUSBSR Priority Area Innovation.

As one example, the Baltic Sea Academy (BSA) - a pan-Baltic network of higher education organisations - was established in the BSR QUICK project (see box 3). The aim of the network was to facilitate technology transfer. The BSA includes 15 universitites from 9 BSR countries. The universities share the tasks in the following way: single universities take certain topics and safeguard the promotion of innovations for these topics in the whole Baltic Sea Region. In addition, a SME support network, European Business Support Network (EUBIZZ), was set up, offering a number of online and offline services. The BSR Quick project also supported the involvement of a number of SMEs in testing technological solutions (e.g. plasma based cleaning technologies) developed by research and higher education institutions. Moreover, the performance of innovation sources was strengthened within the creative and cultural industries.

Box 3: BSR QUICK (Qualification, Innovation, Cooperation and Keybusiness for Small and Medium Enterprises in the Baltic Sea Region)

SMEs represent 99% of all enterprises in the BSR and provide up to 70% of all jobs, being an important economic but also socio-cultural factor. The aim of the BSR QUICK project was to offer a structured and coordinated approach in order to increase the innovation potential of SMEs in the Baltic Sea Region. Cooperation between the SME promoters and universities in the BSR was established and enhanced. Cluster based cooperation was used to facilitate the development and implementation of R&D solutions in SMEs, as well as to upgrade the existing vocational and academic training programmes. Cooperation of SME promoters, universities, decision makers and public administrations was used to develop comprehensive SME support strategies and put them into action on local, regional, national, BSR and EU levels.

More information : http://www.bsr-quick.eu; http://eu.baltic.net/Project_Database; www.european-business-support-network.net

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The Priority 1 projects also showed achievements under the EUSBSR Priority Area Education, developing new methods for training entrepreneurs and encouraging innovation activities, as well as tackling the challenges of demographic change. Some projects focused on opening up entrepreneurship opportunities to specific target groups, e.g. to people aged 55 and older (see the Best Agers project described in box 4). As a result, a number of targeted individuals were involved in training and mentorship activities, and business proposals and plans were developed. Furthermore, the programme's innovation cluster projects (see box 1) forecasted the main needs for SME support in developing innovation and attracting talent. It was concluded that the generation of non-technological innovation and attraction of talent would be one of the biggest challenges in the BSR. The conclusions were summarised in a policy paper and presented to the stakeholders in the region, including EUSBSR Priority Area Coordinators for innovation, education and SMEs.

Box 4: Best Agers (Using the knowledge and experience of professionals in their prime to foster buisness and skills development in the Baltic Sea Region)

The Best Agers project created a cross-generational innovation environment in which "best agers" (55+) work together with different age groups in the fields of business and skills development to generate new ideas and share their expertise and experience.

The project resulted in –among other things- fourteen pilot initiatives with the aim of raising the economic activity of the "best agers". For instance, senior advisor networks were established in Latvia and Lithuania that will continue their work even after the end of the project. Older business experts teamed up with young innovation teams in business competitions and passed on their know-how in three webinar series on business planning. Experienced mentors assisted family businesses in succession planning.

A web platform (www.biiugi.eu) was build to provides a meeting, matching and cooperation place for professionals, experts and idea owners who can thus work in a cross-generational innovation environment to help shape the future of a competitive Baltic Sea Region.

More information: http://www.best-agers-project.eu

The numerous activities building links between SMEs and research organisations, as well as the actions taken to improve the transnational performance of the innovation sources, led to the programme exceeding the targets of the specific result indicators (see above and Annex 2). This is not in itself an achievement of the programme. However, the activities in specific projects (such as BSR QUICK and Best Agers) facilitated and thus increased the involvement of SMEs and higher education. Thus, the main beneficiaries of the programme's activities and results were SMEs and their support organisations (e.g. chambers of commerce and crafts), research and higher education organisations, and decision-makers on the national and Baltic Sea macro-regional levels.

Priority 2: Internal and external accessibility

Major achievements to date can be reported in managing and interconnecting transport corridors and networks and coordinating the transport policy among the BSR states. Thus the programme facilitates the cooperation of national transport policy makers and the coordination of infrastructure investments under the EUSBSR Priority Area Transport. The focus of the projects on the macro-regional dimension of transport development led to the Macro-regional Transport Action Plan, which included green scenario and policy actions. Furthermore, concrete actions, including investment proposals, for the development of the East-West and North-South transport corridors were devised, some of them tested, and all of them communicated to the transport policy decision-makers in the region.

In addition, the programme influenced the "greening" of transport within the EUSBSR Priority Area Transport (see Box 5). The transport projects of the programme were positively perceived as providing solutions helping to make transport more green and also as testers of green transport solutions in the BSR by the European Commission (DG Move) and the European Parliament (e.g. at the political conference in Brussels arranged by the projects in the Baltic cluster for sustainable, multimodal and green transport corridors). This cluster provided a bridging platform for the projects' partners to "speak with one voice" in their strategic communication with the EU transport administration (see box 1). The main beneficiaries of the projects' and the

cluster's results were the decision-makers in the BSR countries on the national and regional levels, as well as the business community in the transport sector.

An additional achievement of Priority 2 was a contribution to the aim of reducing emissions from ships and treating emissions in ports under the EUSBSR Priority Area Ship. The new knowledge created by the projects concerning technical solutions and their economic implications reached both the maritime industry and the political decision makers.

Box 5: TransBaltic (Towards an integrated transport system in the Baltic Sea Region)

TransBaltic is very much focused on creating networks between relevant stakeholders on a political level. Since the project works on a high strategic level, project end-users include national ministries and authorities, regional public actors, the private transport sector, and the European Commission. The project has seen the need to cooperate with other relevant projects by attracting 12-15 organisations, including the Commission, Priority Area Coordinator, and the northern dimension transport partnership, to its meetings through a network approach. This is to be viewed as a success factor for distinguishing the project at hand in a wider context, and in so doing involving the most relevant stakeholder group(s) in project activities (Ramböll, 2015).

The TransBaltic project also illustrates the importance of the BSR programme to cooperation within infrastructure and transports. Large geographical areas are covered by projects within infrastructure and transports, and therefore a transnational focus was needed to implement the TransBaltic project (source: interview).

More information : http://www.transbaltic.eu

Priority 3: Baltic Sea as a common resource

The main achievement of the programme in Priority 3 is the strengthened regional institutional capacity in water and nutrient management. This is a major contribution to two EUSBSR priority areas, namely Priority Areas Agri and Nutri. New knowledge created by the projects allowed experts and decision-makers to conclude that the nutrient resources should be looked at in a holistic way. This will ensure sustainable and efficient management and use of nutrients and prevent the increasing eutrophication of the Baltic Sea. In addition to knowledge boosting, investments amounting to more than EUR 1.7 million were implemented to reduce nutrient discharges to the Baltic Sea. These comprised, for instance, improvements to waste water treatment plants in Belarus and Latvia, manure handling in Belarus, and drainage technologies in Denmark and Germany. The programme's aim was to support pilot solutions that could be later be multiplied using means other than the programme co-financing. As an example, the blue prints developed by the projects triggered further investments in Denmark in the field of on-farm technologies (private business funds) and in Belarus in the field of waste water treatment (international loans). Sustainable results in terms of networks that stay alive even after the end of the projects, as for instance in the case of the SubMariner network (see box 6), have been mentioned as essentially important for the continuous use of the knowledge and contacts obtained during the project (source: interview).

Box 6: The SubMariner network (Innovative approaches to the sustainable use of

marine resources)
The SubMariner network is an umbrella for various actions and initiatives within the field of sustainable use of Baltic marine resources. The network derives from the Submariner project implemented between 2010 and 2013.
SubMariner is highlighted as a good example of a network established as part of a BSR project that has been formalised and even institutionalised (source: interview). In 2013, SubMariner gained status as a flagship project for the priority area Innovation within the revised plan of the EUSBSR. In May 2014, the network was registered as a European Economic Interest Grouping (EEIG).
More information: http://www.submariner-network.eu/

Further, the cluster of water management projects "Saving the Baltic Sea Waters" (see box 1) contributed to joint communication of the projects' results towards the decision-makers, in particular to HELCOM. Thus, it triggered policy changes in BSR countries, for instance through the HELCOM Ministerial Meeting in Copenhagen in 2013, on new measures for reducing nutrient discharges from waste water treatment facilities and agriculture. In addition, a Priority 3 project provided the basis for sustainable blue growth in the Baltic Sea Region by drawing up a compendium providing recommendations for the future sustainable management of Baltic marine resources and advice for their new uses. The compendium has been taken up by the EUSBSR Priority Area Innovation in order to give value to the commercial appeal of the resources as well as their potential to solve environmental problems. This should lead to a roadmap for the Baltic Sea Region on how to contribute to the maritime pillar of the Europe 2020 Strategy.

The projects in Priority 3 involved more than 400 decision-makers, both at national (e.g. relevant ministries) and at macro-regional level (e.g. Priority Area Coordinators (PAC) of the EUSBSR's Action Plan, 2013), which ensured that the projects' results would stay operational and also be used beyond the projects' end. The beneficiaries of the programme results were decision-makers at national and Baltic Sea macro-regional levels on the one hand, and practitioners in the fields of water planning, waste water management, agriculture, etc. on the other hand.

Priority 4: Attractive and competitive cities and regions

The main achievement of the programme under priority 4 was the improved capacity of public authorities to prepare and to implement regional and local development strategies, e.g. in the fields of energy planning, climate change adaptation and regional development (see box 7). Some of these achievements were done under the framework of the EUSBSR Horizontal Actions Sustainable Development and Bio-economy and Spatial Planning initiatives. In particular, projects under this priority increased knowledge in the field of energy planning by developing and introducing regional plans. Projects also developed concepts to increase the use of renewable energy and to improve energy efficiency in public buildings and housing stock. The cluster of the projects "Energy efficiency and renewable energy sources" (see box 1) concluded that an integrated approach towards regional energy planning should be applied in the BSR.

The projects implemented under this priority involved approximately 2,300 politicians, mainly from the regional and local levels, as they appear to be the main driving force

for change in the fields of energy issues, climate change adaptation, and health care. To implement the solutions developed by the projects, more than EUR 20 million was attracted as investments from sources other than the programme co-financing.

Box 7: NEW BRIDGES (Strengthening Quality of Life through the Improved Management of Urban Rural Interaction)

The NEW BRIDGES project addressed the need for new management approaches and partnerships in urban-rural settings in order to maintain, improve, and secure quality of life in city-regions across the Baltic Sea Region. The project evaluated the potential for more sustainable urban-rural interactions in seven city-regions across the Baltic Sea Region. From here, new management approaches were developed and eight Pilot Actions were partially implemented in order to improve the management of quality of life. Particular attention was paid to the needs, values and lifestyles of the people living in these city-regions.

The project became an eye-opener at the local level as cities and regions became aware of the fact that others face similar challenges in other parts of the Baltic Sea Region (source: interview).

More information: http://www.urbanrural.net

4.1.3 Contribution of the programme to strengthening and enhancing cooperation in the area?

EVALUATION QUESTIONS

How do you measure trans-national value-added? Do you think that the programme really contributed to trans-national cooperation and in what ways? What are the achievements of the programme in terms of strengthening and enhancing the quality and intensity of the cooperation in the area? Which of the achievements reveal the real added value of the programme and allow it to be distinguished form the mainstream ERDF programmes?

Added-value which may result from transnational cooperation projects can be grouped into the following four types: 1) Organisational and policy learning, 2) Solutions to, or progress towards, solving common problems, 3) Building structures for further territorial cooperation and 4) Mobilisation of critical mass. When it comes to the first type of added value, the BSR programme has – as noted above –contributed to exchange and learning, for instance between local and regional planning authorities regarding the management of urban-rural interaction and quality of life in the NEW BRIDGES project (see box 7). The BSR programme has also contributed to the second type of added-value, finding solutions to common problems. One example is the achievement of the PURE project (see box 9), where investments have been made to jointly reduce nutrient discharges into the Baltic Sea. Examples of projects that have resulted in the third type of added value, building structures for further territorial cooperation, are TransBaltic (see box 5) and SubMariner (see box 6). The fourth type of added value, mobilisation of critical mass, involves the pooling of resources in order to create common potential in a specific area. For instance a holistic, pan-Baltic way of thinking in which the whole Baltic Sea is considered as one ecosystem was the starting point for a transnational governance model in the project PartiSEApate. The project mobilised stakeholders in order to tackle cross-border as well as cross-sectoral

challenges in maritime spatial planning through, for example, stakeholder workshops (see box 8). Also, the establishment of project clusters (see box 1) in order to increase the possibility of influencing policy and decision-making is an example of how the programme generates critical mass on a transnational level.

Box 8: PartiSEApate (Multi-level governance in Maritime Spatial Planning throughout the Baltic Sea Region)

While interests most often tend to be expressed from the perspective of one sector or one nation or region, PartiSEApate focused on engaging transnational, national and regional bodies, as well as sectors and researchers, in a series of dialogues on a pan-Baltic level concerning Maritime Spatial Planning (MSP). Besides pilot projects, stakeholder workshops are an important achievement of the project as they brought representatives from different sectors together in order to discuss MSP-related issues relevant to their sector. In two additional cross-sectoral workshops, different stakeholders discussed potential conflicts/synergies between sea uses as well as the special relationship between aquaculture and nature protection. The resulting MSP governance model includes recommendations on cross-border consultation for Maritime Spatial Plans as well as pan-Baltic cooperation on MSP processes. It serves as a series of recommendations for the HELCOM-VASAB Working Group on MSP.

More information: http://www.partiseapate.eu/

More generally speaking, as a *transnational* programme, the BSR programme ensured joint project development, management, financing and implementation to address topics of importance for or having impact on the development of the BSR. Moreover, the programme developed transferable results in a transnational context (i.e. through a common process of actors in various countries), and provided development proposals (e.g. investment strategies, action plans, feasibility studies) for a contiguous transnational territory (e.g. speeding up the creation of transport links and corridors and related development zones).

The BSR programme is described as the most accessible platform for transnational cooperation and a pan-Baltic approach is often the starting point for transnational cooperation in projects.

There have been attempts to integrate the transnational aspects into other European Structural Funds programmes (this has also been further strengthened in the new European Structural and Investments Funds period 2014-2020), but in practice it is very difficult to achieve due to varying structures in the countries and different types of monitoring systems. The threshold for transnational cooperation on other platforms and through other channels is too high, since it takes time to get to know each other and to understand each other's systems. Therefore, the BSR programme plays a decisive role in enabling transnational cooperation (source: interview).

As mentioned earlier, the BSR programme plays a decisive role in transnational cooperation in the BSR area, but to some extent it might even be *too* decisive (source: interview). There should also be other channels or platforms for transnational cooperation. There should be a greater possibility of integrating the transnational perspective into other ESIF programmes (and this possiblity has actually increased in the 2014-2020 programming period) (source: interview).

4.1.4 Experiences from previous programme periods

EVALUATION QUESTIONS

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

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

The programme authorities have made an active work to develop the program in relation to previous evaluations and also strategic assessments caries out during the program periods. For the period 2007-2013 for instance a strategic evaluation report was conducted in 2011, focusing on aspects such as the relation to the EUSBSR, the mix of projects, the impact of eligibility, complementarity to other instruments in the region, as well as communication strategies. There was also a report conducted in 2008 to feed into future program period with the focus of "use of outcomes produced in the Baltic Sea Region INTERREG III B program". Our assessment is that such evaluations and recommendations have been integrated to a large extent in the later programmes (as the 2007-2013 program) and it is evident that these exercises are continuous as a new report was produced for the new period with a focus of strategic evaluation and analysis of the project portfolio with regard to achieved results and produced outputs (projects funded 2007-2014) as well as setting baselines for the qualitative indicators for the 2014-2020 period.

There was also a discussion between the ex-ante evaluators (taking into consideration strategic reports and previous evaluations of the program area) on how to develop the program. Besides some recommendations about how to structure the actual description of the program area and the program documents some concrete aspects of learning was incorporated in the program design. A main discussion between the ex-ante evaluator and the Programmers was on the Programme focus and the targeting of the priorities. The Programme ambition to address a number of issues in the Baltic Sea Region was reviewed by the evaluators as bearing a risk of being unfocused and thereby not reaching the intended targets. The evaluators recommended narrowing and strengthening the priorities through a use of respective objectives in order to target the activities. The advice was taken into account regarding the objectives and to some extent regarding focusing of the priorities. In the view of the ex-ante evaluators the Programme has developed a comprehensive strategy focusing, in particular, on the Baltic Sea Region Programme 2007-2013 118 transnational aspects of socio-economic development in the large and diverse area of the Baltic Sea Region. In an effort to reach a good profile of envisaged actions, the JPC decided on their geographic and thematic focus. The Committee also elaborated on the principle of transnationality by specifying quality requirements to be observed by projects. At the same time, information on activities not welcome by the Programme (falling beyond its scope) was inserted correspondent to each thematic priority. The JPC followed the advice of ex-ante evaluation concerning a better consistency between the different Programme parts and between the Programme priorities. The formulated hierarchy of Programme and priority objectives helped develop a comprehensive and quantifiable system of indicators. Other recommendations were also made and taken on-board in the program work for 2007-2013 as presented in the operational program. Some of these relate to the coordination of the program.

Generally, seen over a period of 10-15 years, the quality of coordination within the programme has improved through better communication between the programme (MA/JTS) and the different projects (see for example the PURE project described in box 9). The programme has been important for regions with fewer resources, as it has enabled them to participate in transnational cooperations (source: interview). For instance, the programme has given local authorities access to knowledge that they would not have had access to without the programme (source: interview). Also, their level of ambition has increased. There were fewer projects that aimed at closer cooperation and networking and more projects in which partners actually cooperated with each other and reached a common goal. Projects established networks that continued to exist even after the end of the project (source: interview) (see the SubMariner network, box 6).

The BSR programme has also become increasingly well-known to beneficiaries and potential applicants- and not only those in regions that neighbour the Baltic Sea. It is also highlighted that the BSR programme is very open and accessible to new institutions and partners and not only to those who have already participated in projects (source: interview).

Box 9: PURE (Project on Urban Reduction of Eutrophication)

Project PURE (Project on Urban Reduction of Eutrophication) implemented one of the most cost-effective and quickest ways to tackle eutrophication: it enhanced phosphorus removal at selected municipal waste water treatment plants in the Baltic Sea Region.

The main achievement of the PURE project was to actually be able to invest in facilities for waste water management in, for instance, Belarus and to build trust between partners in the Baltic States, Poland and Belarus. Another important achievement was to contribute to closer cooperation between Belarus and the EU.

The project also showed the importance of dialogue and not only one-way communication between project partners and the Joint Technical Secretariat (JTS). It was very much thanks to a genuine dialogue with the JTS that the project could be implemented in a successful way (source: interview).

More information: http://www.purebalticsea.eu/

4.1.5 Barriers to the implementation of the programme?

EVALUATION QUESTIONS

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?

One important barrier was that the programme did not approve some relevant partners. Public profit making companies (owned by local authorities or the state) were not approved[5] as partners and this caused problems for certain projects, e.g. the

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[5] Profit making companies are accepted in the 2014-2020 period.

PURE project where municipal waste water companies in Estonia were considered as companies and thus not eligible as partners (source: interview).

There have been other challenges regarding to the extent to which project partners could get involved. Since Russia did not sign the financial agreement, Russian partners could not get involved as intended.

Generally, finding the right partners and establishing a project consortium was difficult for less experienced institutions in the beginning. Thus, it was good to have more experienced partners on board due to their established network, experience and capacities. Due to differing levels of economic development and education, some institutions were only able to respond to invitations rather than to be active themselves. But this changed over time through learning and the gaining of experience (source: interview).

Also, the impact of the financial crises in Estonia, Latvia, Lithuania and Finland led to a limited capacity of partners to enter into this kind of cooperation, and surely some opportunities to catch up were lost (source: interview). The programme as such counts about 1200 active actors/stakeholders. However, the extent to which actors can get involved depends very much on the capacity and ability of the institution (source: interview).

4.2 Contribution to strengthening territorial development linked to EU priorities

4.2.1 Fulfilment of expected benefits from working on a transnational cooperation basis?

EVALUATION QUESTIONS

Did the expected benefits from working on a transnational cooperation basis for the various priorities materialize? Does the programme demonstrate an intention to fund actions and projects that demonstrate a clear "transnational" character (joint design, joint management, joint funding etc)? How is the trans-national effect appraised? 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?

All 90 projects in the programme contributed to some extent to institutional capacity-building among actors in the Baltic Sea Region. The main contribution has been achieved in enhancing institutional knowledge and competences in the projects' target groups. In many of the thematic fields of the projects, formal and informal transnational networks have been established, continuing work with the core issue after project completion. Furthermore, all projects have, to some degree, increased the partners' capability to work in a transnational environment. This has been described, among other things, as improved personal contacts between institutions and individuals across member states within a relevant thematic field and as increased knowledge of the institutional landscape in other countries. This has been achieved in projects under all priorities. Getting SME´s actively involved in transnational cooperation under Priority 1 is worth mentioning specifically.

All projects contributed to the three thematic priorities of the Europe 2020 Strategy (smart growth, sustainable growth and inclusive growth). However, the majority of projects contributed to a greater extent to smart and sustainable growth priorities. Inclusive growth has only been addressed by a few projects (Ramböll 2014). Environmental issues and economic development were highly prioritised on the Baltic Sea Region level when formulating priorities for the BSR Programme 2007-2013. Social challenges have been tackled in a number of projects (e.g. Best Agers), however this has not been formulated specifically as a priority or goal.

4.2.2 Key priorities and objectives targeting key challenges and opportunities in the BSR region?

EVALUATION QUESTIONS

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

The four priorities of the BSR programme 2007-2013 reflected both challenges and opportunities seen in the region and identified in the SWOT analysis prior to objective setting.

As for innovation, the programme dealt with that topic mainly through its Priority 1, "Fostering Innovation". This priority is focused on the need in the region to provide support to innovation sources, facilitating knowledge transfer, the diffusion of knowledge within the BSR region, and the absorption of new knowledge in order to improve the overall innovation capacity of the region. Elements of innovation are also present in the projects of Priorities 3 and 4. The expected results of specific projects were to (a) strengthen international performance of innovation sources and improve links to SMEs, (b) to encourage public generation and use of innovation, and (c) to improve transnational transfer of knowledge and technology (DeaBaltika, June 2011). In relation to innovation, it was expressed in one of the interviews that innovation should be considered more as a process than as a goal in itself. Innovation should also be seen more as an element in all priorities of the programme and not only as a priority in itself (source: interview). As mentioned in section 4.1, the target values for Priority 1 have been widely achieved (See Table of Indicators in Annex 2), especially the targets to strengthen the international performance of innovation sources and improve links with SMEs and to improve transnational transfer of technology and knowledge. Based on the assessment of specific projects under Priority 1 (Section 4.1) and the fact that all targets have been achieved, our assessment is that the programme has contributed to strengthening innovation activities and knowledge transfer in the BSR.

When it comes to transport and intermodality, and area in which there are many opportunities for improvement in the BSR, the topic is addressed in Priority 2 of the programme "Internal and External Accessibility". This priority is focused on handling imbalances in transport to reduce barriers to the transportation of passengers and goods.

The expected results of specific projects related to the topic of intermodality are to

- (a) further improve the capacity and to increase the interoperability between the different transport and ICT networks,
- (b) to speed up the integration of territories with low accessibility,
- (c) to work to influence policies and regulations and
- (d) to increase the role of sustainable transport.

The projects in the programme have contributed to increasing the capacity of different transport networks and they have also influenced policies, strategies and regulations, although they have not completely achieved the targets of speeding up the integration of areas with low accessibility and increasing the role of sustainable transport. Our assessment is that the programme has to some extent contributed to strengthening transport networks in the BSR but the most important contribution of the programme has been to influence transport strategies and to build networks between different actors in the field of transport.

The theme of eutrophication – a major challenge in the BSR- is addressed by Priority 3 of the programme "The Baltic Sea as a Common Resource". Based on the background analysis of this sector, several problems affect eutrophication in the BSR and require attention by the programme. The expected results of specific projects identified was to improve institutional capacity and effectiveness in water management of the Baltic Sea, to improve capacity to deal with risks and hazards and to influence policies and

regulations in the field of management of the Baltic Sea as a common resource (DeaBaltika, June 2011). Our assessment is that the programme has to some extent contributed to improving capacity in the area of dealing with eutrophication, especially through the building of networks between actors in the BSR countries.

4.2.3 Linkages and synergies with other programmes and funding schemes in the BSR area?

EVALUATION QUESTIONS

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? 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?

Coordination and synergy with other EU-funded programmes was to the largest extent ensured through the members of the Monitoring Committee and national sub-committees. They were often involved in several other Interreg programmes and/or EU funded national or regional programmes. The MA/JTS also analysed other EU programmes in the region to identify overlaps. Among these programmes are the 7th Framework Programme, the Competiveness and Innovation Programme, and Intelligent Energy Europe, as well as other Interreg programmes.

The MA/JTS has regular exchange with other territorial cooperation programmes (between the secretariats) and close cooperation with the BONUS and energy topics under HORIZON 2020 programmes. However, the various schemes, with their different timelines and conditions, can be rather overwhelming and confusing (source: interview). The MA/JTS have also had good contact and exchange of information with other transnational programmes (source: interview). Interact is an important link here too. There have also been other efforts to strengthen the link with other TNC programmes, e.g. the BSR programme, in cooperation with the Polish EU Presidency and Interact, organised a conference in 2011, gathering representatives from all of the TNC programmes in order to exchange knowledge and share experiences (source: interview).

In the future, MA/JTS will make efforts to (for instance) include projects from other funding sources in the future project clusters of the programme. Another example of coordination efforts is the planned cooperation with the Swedish Institute, allowing the participation of organisations from neighbouring countries in the Interreg Baltic Sea Region projects without access to ENPI funding (Annual Implementation Report, 2014).

The overall strategy of the BSR programme is well in line with the priorities of all NSRFs presented by the EU Member States in the Baltic Sea Region. In these documents, the development of infrastructure in a sustainable manner and actions to raise the competitiveness of the region stand as key topics. Furthermore, a balanced settlement system, employability and competitiveness of human resources, economic and social cohesion, connecting potentials and competencies, and reduction of administrative barriers are focus areas for a number of the frameworks.

The BSR programme adheres to the Norwegian National Framework for Rural and Regional Policy (White paper no. 21 (2005-2006)), where the objective of the rural and regional policy of Norway is outlined as to sustain the current pattern of urban and rural settlements while facilitating economic development in all parts of the country.

The BSR programme is compatible with the national strategies of Russia, namely: 'The concept for Regional Development of the Russian Federation' elaborated by the RF Ministry for Regional Development, and the main provisions for the 'Strategy of socio-economic development of the North West Federal Okrug up to 2015', elaborated by the Office of the Plenipotentiary of the RF President in the North-West Federal Region. These two documents, in general, emphasise balanced, sustainable economic development and the formation of modern economic growth in the northwestern part of the Russian Federation based on innovation transfer, cooperation on transport and energy networks, and a high quality of human resources.

The BSR programme also corresponds with the 'Socio-economic development programme of the Republic of Belarus for 2006–2010', the goal of which is to achieve continued improvements in the standard of living and quality of life for all Belarusians, to strengthen the competitiveness of the national economy, and to build a state fit for its citizens. The programme's prioritised themes include, *inter alia*: the health care system, innovation-driven economic development, increased energy and resource efficiency, social infrastructure in rural areas, and the development of small and medium-sized cities.

Linking the BSR programme to national contexts was described as challenging. The programme and national policies are not always coordinated well. National institutions became partners in projects rather randomly sometimes (source: interview). Existing national programmes are not easily accessible and responsible contact persons difficult to find. For instance, Mecklenburg Western Pomerania (Germany) and Sweden have tried to make the BSR programme more visible within their national settings, but it is rather complex (source: interview).

4.3 Contribution to the macro-regional strategy

EVALUATION QUESTION

To what extent are objectives and achievements in line with the strategic objectives defined in the relevant macro-regional strategy?

In 2009, i.e. in the middle of the programme´s period, the EU Strategy for the Baltic Sea Region (EUSBSR) was launched. The strategy is perceived positively by the interviewees and described as beneficial and fruitful for the programme. Through the strategy, the programme has become more visible and recognized to a greater extent in political discussions in the BSR. The Annual Forum of the EUSBSR (see box 10) creates a platform for exchange, especially for BSR Programme projects to present activities and disseminate results. Also, the strategy has had a positive impact on the policy debate within the region, which will lead to better informed applicants and project applications that discuss their policy context more thoroughly (source: interview).

Box 10: EUSBSR Annual Forum 2010-2015

1st Annual Forum, 14-15 October 2010 in Tallinn, Estonia

The first Annual Forum for the EUSBSR had a clear agenda of looking closer at the strategy itself. The conference consisted of five workshops with the goal of addressing each of the pillars of the strategy and the horizontal actions. The pillars included developing an environmentally sustainable, prosperous, accessible and attractive, and safe and secure Baltic Sea Region. Other topics covered included knowledge management, maritime policy, promoting contacts between partners in the region, green growth and inclusion of the private sector.

2nd Annual Forum, 24-26 October 2011 in Gdansk, Poland

The second Annual Forum was organised jointly with the 13th Baltic Development Forum.[6] The main focus was on evaluating and reviewing the EUSBSR and its implementation, especially in relation to the EU 2020 Strategy and the headline 'Smart, Sustainable and Inclusive Growth'. The business perspective was brought in and the need for wider inclusion and engagement of companies and enterprises was acknowledged.

3rd Annual Forum, 17-19 June 2012 in Copenhagen, Denmark

The third Annual Forum had its main focus on discussing the role of Public-Private Partnerships in smart and green infrastructure development in the region. The conference had a total of over 800 participants. Deepening regional cohesion and integration in terms of better transport corridors and supporting trade and business through PPPs in the area received attention.

4th Annual Forum, 11-12 November 2013 in Vilnius, Lithuania

The 4th Annual Forum, 'Baltic Sea, Baltic Growth, Baltic Environment', was directed at discussing the environmental state of the Baltic Sea and the possibility of turning the challenges into success stories of green and blue growth. The discussions and workshops focused on sharing experiences and knowledge of green business and sustainable growth, and how these can create jobs. Support for and keeping in track with the Europe 2020 Strategy also received attention.

5th Annual Forum, 3-4 June 2014 in Turku, Finland

The 5th Annual Forum 'Growing Together - For a Prosperous, Inclusive and Connected Baltic Sea Region' was organised jointly with the 16th Baltic Development Forum Summit and as a part of Turku Baltic Sea Days. The conference was the biggest Baltic Sea Region event so far, with over 1400 participants. The topics included the political and economic status of the region, sustainability in growth, digitalisation, gender and culture, the role of regions and cities, and implementation of the EUSBSR.

6th Annual Forum, 15-16 June 2015 in Jurmala, Latvia

In the 6th Annual Forum 'Achieving e-Quality by Connecting the Region' the topics had a special focus on equality and digitalisation in the development of the region. The discussions focused on the role of ICT development in the future of the region and its citizens. The forum served as a gathering and networking place for professionals, officials, NGOs, researchers, stakeholders and other interested parties.

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[6] Baltic Development Forum is the leading think-tank and network for high level decision-makers from business, politics, academia and media in the Baltic Sea Region. More information : http://www.bdforum.org/

It has been made very clear that the strategy is a policy document and the programme a funding instrument. However, the BSR programme cannot and is not meant to finance the implementation of the EUSBSR, as the strategy is much broader than the priorities outlined in the programme (source: interview). This was also confirmed in the interviews with the National Contact Point in Sweden and the MA/JTS: the BSR programme is not and cannot be the only source of financing for the implementation of the EUSBSR.

The strategy rather supports the BSR programme by raising awareness at higher political levels (national level), while the programme can finance start-up activities (source: interview) and selected/strategic projects matching the BSR programme criteria (see box 11). The programme has its own quality criteria; i.e. a project entitled to flagship project status by the strategy does not necessarily receive funding from the programme (source: interview).

Box 11: Baltadapt (Baltic Sea Region Climate Change Adaptation Strategy)

The Baltadapt project had the clear goal of developing and preparing a Climate Change Adaptation Strategy for the Baltic Sea Region, including an Action Plan with its focus on the marine and coastal environments. This goal was specifically outlined in the Action Plan of the EUSBSR and Baltadapt consequently became a flagship project.

The project was rather unique due to its very specific and well-defined objective as well as the clear link to the EUSBSR. Baltadapt directly contributed to fulfilling one of the outlined actions and indicators (Macro-regional Climate Change Adaptation Strategy (CCAS) and its Action Plan developed and endorsed by BSR countries) of the EUSBSR Action Plan.

More information: http://www.baltadapt.eu.

The EUSBSR addresses EU Member States in the first place, however, other neighbouring countries have been invited to join activities. The BSR programme is open to applicants from Norway, Russia and Belarus.

In Sweden and Latvia (and probably other BSR countries too), National Contact Points for the EUSBSR are situated at the Prime Minister's Office, resp. Ministry for Foreign Affairs, while the Baltic Sea Region programme belongs to the Ministry of Enterprise and Innovation, resp. Ministry of Environmental Protection and Regional Development.

In Latvia, both ministries work closely together and communicate with each other concerning strategy and programme on a regular basis (source: interview). This reflects the fact that the strategy is the responsibility of the national level while the programme primarily addresses institutions and stakeholders at local/regional levels (this does not mean that national level actors are excluded from project participation). If well-coordinated, this set-up can be mutually beneficial.

It is also mentioned in interviews that the BSR programme plays an important role in the implementation of the EUSBSR, since different activities, such as the annual forums, strategic meetings and communication activities, are financed by the programme (source: interview).

The EUSBSR was perceived as a new incentive for cooperation in the BSR (source: interview). It is also perceived as an important umbrella for many different cooperations within the BSR. There is a great commitment to the strategy among pan-baltic organisations and among EU institutions. The support and commitment from the

member states has been varying, which is one of the biggest challenges for implementation of the EUSBSR. However, the EUSBSR can be expected to contribute to the implementation of the BSR programme by providing the programme with strategic political goals and political commitment (source: interview).

In the final report of the strategic evaluation of the BSR programme (Ramböll, 2015), it is concluded that the BSR programme has contributed to the implementation of the EUSBSR through engagement of stakeholders in the region, the creation of a platform for long-term actions and the provision of analysis and evidence to be used in policy-making and through the enhancement of transfer of knowledge. The BSR programme also contributes to the implementation of the strategy through strategic cooperation between the BSR programme secretariat and the Priority Area Coordinators and the Horizontal Action Leaders. The availability of seed money in the programme is also underlined as contributing to the implementation of the EUSBSR. However, there are also aspects that put obstacles before the contribution of the programme with the strategy: limited project time frames, administrative requirements by the programme in order to receive funding and inability of non-EU member states to commit to the strategy and its objectives.

5. Conclusions and recommendations for the programme and for Interreg

The Baltic Sea Region programme is a strong transnational programme which contains a real depth of clarity from objective formulation through to delivery. The programme contains excellent intervention logic and a clear articulation of objectives, priorities, results and outputs (see specific result indicators in Annex 2). There is well-executed implementation, delivering a range of concrete results across all main priorities. The BSR programme is, in fact, a very good example of how to carry out a transnational programme.

The Baltic Sea Region programme 2007-2013 has been successful in increasing territorial cooperation on a transnational level and it has strengthened territorial development through projects. The priorities reflected the challenges seen in the region and all four priorities received strong project applications. Through the projects, the programme can report good achievements ranging from practical/technical joint solutions, networks and tools supporting an increased regional identity.

The programme would surely benefit from more national level involvement, both in terms of national stakeholders and links to national policies and funding schemes. Better information on how the programme supports national policies/funding schemes and *vice versa* would help to make the best use out of all instruments. This may require a moderator/info point on the pan-Baltic and/or national level and maybe even better communication between different actors (e.g. relevant ministries).

Project leaders could benefit from help concerning match-making; i.e. finding the 'right' partner and the 'right' level and getting familiar with rules and regulations regarding ERDF funding in each partner country.

Communication and raising awareness of the programme should continue and remain a high priority. Different target groups should be better defined, and there is a need to involve more decision- and policy-makers working at regional and national levels. Here, the role of pan-Baltic organisations could be further expanded.

Especially when it comes to the projects related to the reduction of pollution of the Baltic Sea and eutrophication, it is absolutely crucial to involve partners from all countries in the BSR region, including Russia and Belarus. There are projects in the BSR programme 2007-2013 which have shown good achievements when it comes to involving partners from Russia and Belarus, but this possibility will also have to be further improved in the BSR programme 2014-2020.

As the EUSBSR was adopted 2009, i.e. after the BSR programme 2007-2013 was launched, project applications aimed at addressing the programme´s priorities in the first place. The EU Strategy for the Baltic Sea Region had a very positive effect on the BSR programme 2007-2013 in terms of providing a political arena for exchange, communication and raising awareness. Also, stakeholders at the national level became more aware of the programme through the strategy. During the period 2007-2013, the programme supported individual activities outlined in the strategy. The BSR programme as a funding instrument and the EUSBSR as a policy document do work towards finding synergies and mutual benefit for the best of the Baltic Sea Region.

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BSR Programme 2007-2013: http://eu.baltic.net/Funding.113.html, accessed 3 September 2015

EUSBSR: http://www.balticsea-region-strategy.eu, accessed 1 October 2015.

Annexes

ANNEX 1: List of interviews

Harry Ekestam	Finnish Ministry of Employment and the Economy, National Contact Point Finland	2015-09-17
Erik Kiesow	Swedish Ministry of Foreign Affairs, National Contact Point Sweden	2015-09-22
Susanne Scherrer and Eeva Rantama	Managing Authority/Joint Technical Secretariat	2015-09-24
Jerker Bjurnemark	Region Skåne, Sweden	2015-09-28
Talis Linkaits	VASAB	2015-09-29
Björn Grönholm	Union of the Baltic Cities, Sustainable Cities Commission	2015-09-29
Jan Lundin	Council of the Baltic Sea States (CBSS)	2015-09-30
Johannes Klein	Geological Survey of Finland	2015-09-30
Renate Bula	Latvian Ministry of Foreign Affairs	2015-09-30
Teresa Marcinow	Polish Ministry of Infrastructure and Development	2015-10-08

ANNEX 2: List of specific result indicators in the programme

(according to Annual Implementation Report 2014)

Specific result indicators, targets and values achieved			
Priorities	**Indicator**	**Target[7]**	**Value[8]**
Priority 1 Fostering innovations	Strengthened international performance of innovation sources and improved links to SMEs	5	21
	Improved transnational transfer of technology and knowledge	5	21
	Broadened public basis for generation and utilisation of innovation	5	13
Priority 2 Internal and external accessibility	Accelerated increase of capacity and/or interoperability of different transport and ICT networks	6	12
	Speeded up integration of areas with low accessibility	6	6(7)
	Influenced policies, strategies and regulations in the field of transport and ICT	3	13(14)
	Increased role of sustainable transport	5	11(12)
Priority 3 Baltic Sea as a common resource	Improved institutional capacity and effectiveness in water management in the Baltic Sea	3	10(12)
	Increased sustainable economic potential of marine resources	4	8
	Improved institutional capacity in dealing with hazards and risks at onshore and offshore areas	7	10
	Influenced policies, strategies, action plans and/or regulations in the field of management of Baltic Sea resources	5	15(16)
Priority 4 Attractive and competitive cities and regions	Pooled resources of metropolitan regions, cities and rural areas to enhance the BSR competitiveness and cohesion	4	9(10)
	Improved preconditions for increase of BSR competitiveness in Europe and worldwide	4	14(17)
	Increased BSR identity and its recognition outside the formal borders	4	8(10)
	Strengthened social conditions and impacts of regional and city development	4	8(11)

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[7] The targeted number of projects finalised in 2015 contributing to the result.
[8] The achieved number of projects finalised in 2015 contributing to the result.

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 <u>key activities</u> and <u>main outputs</u> 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

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	Slightly 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	○	○	○	○	○	○	○	○	○	○
Enhancement of existing networks, partnerships, clusters organisations	○	○	○	○	○	○	○	○	○	○
Integration of decisions taken in the public authorities targeted by the project	○	○	○	○	○	○	○	○	○	○
Integration of decisions taken in other organisations targeted by the project	○	○	○	○	○	○	○	○	○	○
New interactions with other funding tools/programmes/project	○	○	○	○	○	○	○	○	○	○
New synergies with other funding tools/programmes/project	○	○	○	○	○	○	○	○	○	○

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	○	○	○	○	○	○	○	○	○	○
Strategies developed or contributed	○	○	○	○	○	○	○	○	○	○
Sector or thematic plans developed or contributed	○	○	○	○	○	○	○	○	○	○

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	○	○	○	○	○	○	○	○	○	○
Products or services put on the market	○	○	○	○	○	○	○	○	○	○
Products or services used by organisations/administrations	○	○	○	○	○	○	○	○	○	○
Significant publications produced	○	○	○	○	○	○	○	○	○	○
Social change generated	○	○	○	○	○	○	○	○	○	○
Awareness raising of specific groups on specific question, themes	○	○	○	○	○	○	○	○	○	○
Unexpected measurable results	○	○	○	○	○	○	○	○	○	○

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.