

European Regional Development Fund
(2007 - 2013)



INTERREG IVC

Commission Decision
C(2007) 4222 of 11 September 2007

ANNUAL IMPLEMENTATION REPORT

2010



15 June 2011

Table of contents

1	Identification and executive summary	3
2	Overview of the implementation of the operational programme.....	4
2.1	Achievement and analysis of the progress	4
2.1.1	Information on the physical progress of the operational programme:.....	4
2.1.2	Financial information (in EUR).....	5
2.1.3	Information about the breakdown of use of the funds	6
2.1.4	Assistance by target groups	6
2.1.5	Assistance repaid or re-used.....	7
2.1.6	Qualitative analysis	7
2.2	Information about compliance with community law	9
2.3	Significant problems encountered and measures taken to overcome them	9
2.4	Changes in the context of the operational programme implementation.....	9
2.5	Substantial modification pursuant to Article 57 of Regulation (EC) No 1083/2006	9
2.6	Complementarity with other instruments.....	9
2.7	Monitoring and evaluation	10
2.7.1	Meetings and decision of the Monitoring Committee (MC).....	11
2.7.2	Monitoring procedures.....	12
2.7.3	Programme documents, tools and Group of Auditors meetings.....	14
2.7.4	Thematic programme capitalisation	20
2.7.5	Programme evaluation	22
3	Implementation by priority.....	30
3.1	Priority 1 and 2	30
3.1.1	Information on the physical progress	30
3.1.2	Qualitative analysis	32
3.2	Priority 3.....	64
4	Technical assistance	65
5	Information and publicity.....	66
5.1	Events.....	66
5.1.1	Partner search/dissemination event	66
5.1.2	Events organised	66
5.1.3	Participation in events	71
5.2	Project consultations	73
5.3	Printed and promotional material.....	73
5.3.1	Promotional objects.....	73
5.3.2	Printed material.....	73
5.3.3	Website and news alerts	74
5.4	Media & institutional relations.....	75
5.5	Evaluation of communication activities 2007-2010	75
5.5.1	Communication strategy – impact on target groups.....	76
5.5.2	Adequacy of communication indicators	83
5.5.3	Conclusion	84

Annexes

Ax 1 – Performance table.....	85
Ax 2 – Approved projects 2010.....	93
Ax 3 – Programme evaluation plan.....	95
Ax 4 – Programme evaluation TOR.....	98
Ax 5 – Changes in running projects.....	113
Ax 6 – Communication strategy 2007-2013.....	117

1 Identification and executive summary

OPERATIONAL PROGRAMME	PRO-	Objective concerned	Territorial cooperation
		Eligible area concerned	Whole EU plus Norway and Switzerland
		Programming period	2007-2013
		Programme number (CCI No)	CCI 20007 CB 163 PO 046
		Programme title	INTERREG IVC
ANNUAL IMPLEMENTATION REPORT		Reporting year	2010
		Date of approval of the annual report by the monitoring committee	15 June 2011

Besides a call limited only to capitalisation projects and the monitoring of the first and second round projects, in the year 2010 the programme focused on the programme evaluation, the thematic programme capitalisation and the preparation of the probably last call for proposals.

In the restricted call for proposal for capitalisation projects, the programme received only 29 applications out of which 7 were approved by the monitoring committee requesting EUR 10 million ERDF funding.

The programme evaluation carried out during the summer period confirmed that the programme implementation is in line with the initial objectives of the programme. The evaluators recommended to implement a thematic programme capitalisation progress, to add further staff capacity to the JTS and gave ideas for a future interregional cooperation programme.

INTERREG IVC was one of the first territorial cooperation programmes to introduce a flat rate for the calculation and reporting of administration costs. As all EU Member States plus Norway and Switzerland agreed to our method, many other cooperation programmes are likely to follow our good practice example.

156 project reports were checked and 53 projects requests for changes implemented. Still in the start up of most projects, in 2010 the JTS identified already 44 regional/local policies improved, 19 good practices successfully transferred and EUR 574 million mainstream funds dedicated to the implementation of good practices related to capitalisation projects.

The communication activities were focused around events and seminars for running projects and the production of documents to promote the programme and document the results so far.

2 Overview of the implementation of the operational programme

2.1 *Achievement and analysis of the progress*

2.1.1 Information on the physical progress of the operational programme:

Based on the indicator system approved by the Member States of the INTERREG IVC Programme and outlined in section 4.5 of the operational programme (OP), the table in annex 1 shows the achievement in the relevant sections until the year 2010. The baseline value for all indicators is zero.

2.1.2 Financial information (in EUR)

Table 1: Financial information on the priority axes by source of funding (2007 to 2010)

	Expenditure paid out the beneficiaries included in payment claims sent to the managing authority	Corresponding public contribution	For information		Private expenditure (1)	Expenditure paid by the body responsible for making payments to the beneficiaries	Total payments received from the Commission
			Norwegian contribution	Swiss contribution			
<i>Priority 1:</i> Innovation and the Knowledge Economy ERDF, Public Funding	14,252,782.79	14,252,782.79	59,102.01	0.00	0.00	11,101,836.36	8,475,132.26
<i>Priority 2:</i> Environment and Risk Prevention ERDF, Public Funding	8,207,438.41	8,207,438.41	0.00	0.00	0.00	6,332,151.44	4,206,350.32
<i>Priority 3</i> Technical Assistance ERDF, Public Funding	6,922,062.54	6,922,062.54	90,478.35	45,239.17	0.00	4,845,443.72	4,078,748.89
Grand total:	29,382,283.74	29,382,283.74	149,580.36	45,239.17	0.00	22,279,431.52	16,760,231.47
Total in transitional regions in the grand total	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total in non-transitional regions in the grand total	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ESF type expenditure in the grand total where the operational programme is co-financed by ERDF (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Only applicable for operational programmes expressed in total cost							
(2) This field shall be completed where the operational programme is co-financed by the ERDF or the ESF where use is made of the option under Article 34(2) of Regulation (EC) No 1083/2006							

2.1.3 Information about the breakdown of use of the funds

Table 2: Information about the breakdown of the use of funds 2007 to 2010

Code (*) Dimension 1 <i>Priority theme</i>	Code (*) Dimension 2 <i>Form of finance</i>	Code (*) Dimension 3 <i>Territory</i>	Code (*) Dimension 4 <i>Economic activity</i>	Code (*) Dimension 5 <i>Location</i>	<i>Amount (**)</i>
09 Priority 1: <i>Innovation and the Knowledge Economy</i>	01	10	00	inter-regional	11,101,836.36
54 Priority 2 <i>Environment and Risk Prevention</i>	01	10	00	inter-regional	6,332,151.44
85 Priority 3 <i>Technical Assistance</i>	01	10	00	inter-regional	3,278,047.59***
86 Priority 3 <i>Technical Assistance</i>	01	10	00	inter-regional	1,567,396.13***
Total:					22,279,431.52
(*) The categories should be coded for each dimension using the standard classification (**) Allocated amount of the Community contribution for each combination of categories. (***) The figures include technical assistance paid by the managing authority but not yet co-financed with ERDF by payments from the certifying authority (body responsible for making payments to the beneficiaries). They differ therefore from the amount indicated in table 2 under priority 3.					

2.1.4 Assistance by target groups

The assistance of the programme is targeted only to public bodies and bodies governed by public law. The table below shows the amounts paid by the end of 2010 to the target groups mentioned above:

Table 3: Assistance to target groups in ERDF 2007 to 2010

Target Group	ERDF in EUR
Public bodies	8,454,523.78
Bodies governed by public law	8,979,464.02
Total	17,433,987.80

2.1.5 Assistance repaid or re-used

No assistance was repaid or re-used during the implementation of the programme in 2010.

2.1.6 Qualitative analysis

The Member States agreed in 2009 that there should first be an intermediate programme evaluation before opening the next call for all types of interventions. Consequently the next call could only be expected to open in the second half of 2010. This would however be too late for capitalisation projects to implement their action plans in the related mainstream programmes. Therefore agreement was reached that a call only for capitalisation proposals should be launched.

On 9 December 2009 the third call for proposals was launched during the Capitalisation Conference in Gothenburg. About 150 representatives from Managing Authorities, intermediate bodies and bodies governed by public law from eighteen countries across Europe participated in this event.

Due to the nature of the call and the limited funds provided, the MC agreed on very strict requirements, like balanced geographical coverage, involvement of partners of the newest EU Member States and on top of the co-financing statement, this time also a letter of support from the respective partner's Managing Authority was required. A significant reduction of the number of applications submitted was therefore expected.

The call closed on 5 March 2010 and indeed only 29 applications were submitted. The requested ERDF funding was about EUR 38 million. In the eligibility assessment 15, or 52 %, of the applications submitted were declared not eligible due to missing or incorrectly filled letters of support from the Managing Authority. After the quality assessment, carried out by the JTS from March to June 2010, seven out of the remaining 14 eligible applications were recommended for approval.

During the Monitoring Committee meeting in Madrid, Spain, on 28 and 29 June 2010, the Member States followed the recommendation and committed EUR 10 million to the seven recommended capitalisation projects. The European Commission labelled two proposals as fast track projects. They will benefit from additional expertise by the European Commission in

order to contribute to the Regions for Economic Change initiative. A list of all third call approved projects is attached in annex 2.

On 1 December 2010 the fourth call for proposals was launched. Capitalisation projects and proposals for mini programmes could not be submitted as the time for a full implementation of these types of projects was no longer available. The respective partner search event took place in Budapest, Hungary, on 3 and 4 February 2011. The call closed on 1 April 2011.

Besides the activities of the JTS to evaluate the applications of the third call and to promote the launch of the fourth call, the progress reports of the first round approved projects had to be monitored and the first progress reports of the 74 approved projects from the second application round arrived. In total 156 progress reports were received, giving an overview of the project implementation from the approval of the projects in 2008 till mid 2010. Most of the reports were received on time or with a short approved delay. Despite the underspending of about 40 %, most projects report that the implementation of activities are either in line with the initial plan or with justified delays, that would not endanger the timely finalisation of the project. It is rather common, especially in the start-up phase that the project implementation lags behind. However, almost all projects are able to catch up within two or three reporting periods. An overview of the first call reports received in 2010 confirmed that most projects were able to reduce their underspending significantly.

Concerning the promotion of equal opportunities for men and women and the protection of the environment, the applicants are requested in several fields of the application form to indicate and to describe the effects of the project on these horizontal policies, but also how the day-to-day implementation affects these themes. The evaluation of these responses was taken into account when approving projects. The Monitoring Committee as the decision-making body of the programme is obliged to ensure that the requirements of equal opportunities for men and women and the protection of the environment are fulfilled, in accordance with chapter 8.3 of the programme.

62 % of all approved projects focus on, or are regarded to be positive in terms of equal opportunities. More than 80 % of all projects have their main focus on or are regarded to be positive in terms of environmental sustainability.

The programme identified five projects during the assessment of applications in 2008 and another 16 projects in 2009 that worked in similar fields and requested respective capitalisa-

tion activities. Within the seven capitalisation projects approved in 2010 no overlap in the fields of activities were identified.

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

2.2 Information about compliance with community law

No problems relating to the compliance with community law have been encountered in the implementation of the operational programme and the measures taken to deal with them.

2.3 Significant problems encountered and measures taken to overcome them

The programme did not encounter any significant problem. This has been confirmed by the programme evaluation. However certain recommendations were given to improve the implementation for the remaining programme period. Further information is provided in section 2.7.5 below.

2.4 Changes in the context of the operational programme implementation

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

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

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

2.6 Complementarity with other instruments

During various information events and the consultations with potential partners, the staff always underlined the specific criteria of the INTERREG IVC programme. It was made clear

that INTERREG IVC cannot be a substitute programme for proposals to be co-financed by ESF or other programmes.

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

In the quality assessment, it was checked that the partnership covers a wide EU area beyond the cross-border and transnational programmes areas. In case of a limited geographical coverage, justification had to be provided. The assessment of this partnership criterion allows the identification of applications that could also be submitted in a related transnational or cross-border INTERREG programmes.

For the third and fourth call, the rules for the geographical coverage were further amended. It was for example required that in an application form, a partnership includes at least one partner from each of the four information point areas and at least one (for the fourth call) or two (for the third call) of the twelve most recent EU Member States. While the purpose of these stricter requirements was to increase the quality of the applications submitted, it further avoided double applications in different INTERREG programmes and thus reduced the risks of double financing.

During the project implementation the first level controller had to check and confirm that no expenditure had been supported by any other funding (EU, regional, local or other) and also had to ensure that there were mechanisms in place to avoid double-financing.

2.7 *Monitoring and evaluation*

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

2.7.1 Meetings and decision of the Monitoring Committee (MC)

In 2010 the MC held two meetings in which information on the programme implementation was given and decisions were made. The Task Force, set-up in accordance with § 5 of the Monitoring Committee rules of procedure met two times to prepare proposals for the MC. Further decisions were made in five written procedures. An overview of the meetings and the decisions in written procedure is provided in table 4 below.

Table 4: Monitoring Committee meetings and decisions in written procedure

Meetings/ Written procedures	Date & Location/ Approval date	Main issues
Written procedure	2 March 2010	<ul style="list-style-type: none"> ▪ Technical assistance: Approval of the expenditure report 2009 and of the budget 2010
Task Force Meeting	2 March 2010, Brussels, Belgium	<p>Concerning the intermediate programme evaluation, agreement was reached to propose the MC</p> <ul style="list-style-type: none"> ▪ Time plan ▪ Evaluation plan ▪ Amendment on the content
Written procedure	26 March 2010	<ul style="list-style-type: none"> ▪ Approval of evaluation time schedule and evaluation plan
Written procedure	13 April 2010	<ul style="list-style-type: none"> ▪ Approval of updated evaluation plan and terms of reference
Written procedure	24 June 2010	<ul style="list-style-type: none"> ▪ Approval of annual report 2009
Monitoring Committee Meeting	28/29 June 2010 Madrid, Spain	<ul style="list-style-type: none"> ▪ Information on state of play of the programme implementation ▪ Project presentation and update on running projects ▪ Decision on third call proposals ▪ Interim report of the intermediate programme evaluation ▪ Presentation of final report of the thematic programme capitalisation experimentation in the subtheme 'Innovation, Research and technology development' ▪ Agreement on time schedule for fourth call for proposals

Meetings/ Written procedures	Date & Location/ Approval date	Main issues
		<ul style="list-style-type: none"> ▪ First reflection on future cohesion policy 2014-2020
Monitoring Committee Meeting	25/26 October 2010, Bern, Switzerland	<ul style="list-style-type: none"> ▪ Update on programme related issues ▪ Agreement of updated programme manual ▪ Project presentation and update on running projects ▪ Agreement on the precision of the mandate of the JTS to approve changes ▪ Agreement on final draft report of the intermediate programme evaluation ▪ Agreement on the terms of reference on the fourth call ▪ Presentation of proposal for the simplification of administration cost reporting
Written procedure	12 November 2010	<ul style="list-style-type: none"> ▪ Approval of simplification of administration cost reporting
Task Force Meeting	25 November 2010, Brussels, Belgium	<ul style="list-style-type: none"> ▪ Proposal for the MC on the generalisation of the thematic programme capitalisation

2.7.2 Monitoring procedures

The monitoring procedures as described in the Annual Report 2008 were successfully implemented. As already mentioned in the table above, the MC approved on 12 November 2010 the simplification of the administration cost reporting.

So far all expenditure reported to the INTERREG IVC programme had to have been based on real costs and extensive evidence had to be provided during first level control and audits. A simplification for the programming period 2007-2013 was introduced by the Commission, allowing beneficiaries to claim certain costs on the basis of flat rates, standard unit costs and lump sums. The programme also reflected on these proposals and as an outcome the following proposal was submitted to the Monitoring Committee for decision:

- A flat rate is applied for administration costs. The fixed rate is automatically applied to the project partner's actual staff costs.

- The flat rate is the same for partners from all Member States. There is no choice of rate. There is also no choice between the real cost option and the use of flat rate.
- The flat rate for administration cost is fixed to 12 % of the partner's staff budget (and the actually reported staff costs later on). The ratio of 12 % is based on available all-zones statistics from INTERREG IIIC projects (12.7 %).
- Using a flat rate for administration costs means (by definition) that these costs do not need to be backed up anymore by supporting evidence during first level control and audits.
- The flat rate will be used for projects from the fourth call proposals onwards. It will not be applied retrospectively to already approved and running projects to avoid major budget modifications, changes of application forms and subsidy contracts.

The advantages of the use of a flat rate for the calculation of administration costs were considered to be the following:

- A flat rate reduces the administrative burden for the management and control bodies of both projects and the programme. It will simplify first level control and audits of administration costs. In the current practice, even if only a small share of the institution's administration costs was allocated to the project, controllers and auditors had to trace back this calculation to the overall administration costs of the institution to be sure that the costs are real and linked to the project. The means spent on controlling/auditing administration costs are sometimes not proportional to the amount in question.
- Many project partners thus decide not to include any administration costs, since their institution's accounting systems are not compatible with the requirements of the programme as they cannot provide the necessary proofs (or only with an important administrative effort). A flat rate allows for those institutions to recover administration costs that arise due to their participation in the project.
- The use of a flat rate will contribute to a more correct use of funding and can thus help to lower the programme's error rate. Several second level audit findings under IIIC were related to a wrong calculation of administration cost. Usually this was due to a lack of knowledge of the applicable rules, differences in interpretation of what kind of costs are directly linked to a project and which are not, and confusion of rules applying to other national and EU funding programmes (e.g. EU Framework Research Programme) where flat rates are already allowed under certain circumstances.

- It allows the programme to gather first experiences on flat rates with a limited number of projects already in this programming period. The results of this ‘trial’ can give important guidance for the use of flat rates in a potential new programming period.

The Audit Authority also expressed a favourable opinion. After the approval of the MC the proposal was submitted to the EC for ex-ante assessment on 29 November 2010. The EC’s gave a positive answer in May 2011.

Furthermore a template for a final report was developed and successfully tested with the first six closing capitalisation projects. This final report consists of two parts:

- a) In the first part, Lead Partners are asked to provide information on the project’s achievements, the durability of the results as well as on the challenges faced during the implementation of the project. Finally, this part is an opportunity for the projects to give feedback on the programme’s implementation.
- b) The second part of the final report has been developed by the INTERACT programme, which is responsible for providing technical support to cooperation programmes across Europe. Through a pilot scheme, INTERACT intends to measure the benefits and provide an overview of the achievements of the European Territorial Cooperation programmes.

2.7.3 Programme documents, tools and Group of Auditors meetings

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

2.7.3.1 Operational programme

The operational programme remained unchanged.

2.7.3.2 Rules of Procedure

The rules of procedures remained unchanged.

2.7.3.3 Management and Control System Description

The 'Management and Control System Description' was updated in the context of the annual control report 2009/2010. These updates concerned changes in the first level control system communicated by two Member States, changes concerning Member State representatives in the Group of Auditors and organisational changes in the Certifying Authority. For further details please refer to the Annual Control Report, Chapter 2.1.

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

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

2.7.3.5 Group of Auditors meeting

The 2010 INTERREG IVC Group of Auditors meeting was held on 22 and 23 November 2010 in Paris. It was again a joint meeting with the representatives of the ESPON and URBACT programmes to create synergies, to avoid overlaps and save time to the Group of Auditors members, who are mostly the same for each programme.

The meeting covered the following points:

- The state of play concerning the follow-up of the system audit findings was presented.
- The audit findings from the first round of audits on projects and the state of play of the follow-up were presented.
- The annual control report 2009/2010 was presented by the external audit firm and discussed among the Audit Authority and Group of Auditors members.
- The Group of Auditors discussed the minimum threshold of partner expenditure declared to the EU (EUR 5,000) below which audits of projects should not be carried for reasons of cost and benefit. (NB. However, this threshold does not preclude partners in the sampling whose expenditure has not reached that threshold from being selected and audited if the Audit Authority sees fit.)

- A theoretical overview of mini-programme projects was given with a view to understanding their management and control system better and to identify a method for random sampling of sub-projects and their participants.
- The sampling size for audits of projects to be carried out in 2011 has been set at 10 % (compared to 15 % last year).
- The common plenary session of the GoA meeting focused on the IVC proposal for simplification in the application of a programme flat rate for administration costs and on errors of all programmes uncovered in the audit of projects and recommendations how to avoid these in the future.

The next INTERREG IVC Group of Auditors meeting will take place in Luxembourg on 14 and 15 November 2011. It will again be a joint meeting with the representatives of the ESPON and URBACT programmes.

2.7.3.6 Annual control report and annual opinion

According to Article 62(1)(d)(i) of Regulation (EC) No1083/2006, the Audit Authority shall submit “to the Commission an annual control report setting out the findings of the audits carried out during the previous 12-month period ending on 30 June of the year concerned in accordance with the audit strategy of the operational programme and reporting any shortcomings found in the systems for the management and control of the programme”. According to this article, the third report had to be submitted by 31 December 2010 and cover the period from 1 July 2009 to 30 June 2010. The annual control report was submitted to the EC on 29 December 2010.

Similarly, the Audit Authority also delivered with the annual control report the annual opinion in compliance with Article 62(1)(d)(ii). The opinion expressed by the Audit Authority for the period concerned (1 July 2009 to 30 June 2010) was an unqualified one without any limitations.

2.7.3.7 Audit methodology

During the Group of Auditors meeting in Paris on 22 and 23 November 2010 the audit methodology was not changed. The Group of Auditors took note of the specificities of the man-

agement and control system of a mini-programme. The audit methodology will be further defined once a mini-programme will have been selected in the sample. However, this has not yet been the case in 2010, the mini-programmes only starting to report the first sub-project expenditure.

2.7.3.8 Audit strategy

The Audit Authority modified the Audit Strategy of the programme by implementing a threshold of 5 000 Euros for the selection of partners (Lead Partner or Project Partner) in the framework of audits of projects. However, the Audit Authority keeps the possibility to select partners which have declared less than 5 000 Euros in the reference year.

2.7.3.9 System audit

The first system audit began on 6 July 2009. The final report was approved by the French representative at the Group of Auditors Meeting on 4 November 2009, presented and discussed on 18 November 2009 during the GoA meeting in Lille 2009. The follow up of findings was carried out between November 2009 and June 2010 in order to put into practice auditors' recommendations and revise the rating of the system.

Following the GoA meeting in Paris on 22 and 23 November 2010, all system audit findings have now been closed. In particular, implementation of further improved procedures for payments/certification at the CA has been verified and findings relating to the MA/JTS have been closed after the relevant proofs were submitted.

The system audit rating at programme level is now category 1 (= "Works well; only minor improvements needed. There are no deficiencies or only minor deficiencies found. These deficiencies do not have any significant impact on the functioning of the key requirements / authorities / system."). The level of confidence in the system is thus high.

2.7.3.10 Audits on projects

Concerning the audit on projects carried out in 2010, they took place in the first semester 2010. The audits revealed a total ineligible expenditure of EUR 10,151.54, representing an

error rate of 2.61 %. It thus slightly exceeds the error rate of 2 % tolerated by the EC. However, following the Group of Auditors meeting in Paris, an action plan would be put into place with the aim of eradicating the possibility of future findings related to the inclusion of Dutch recoverable VAT in certified expenditure. This action plan necessarily includes retroactive verification on the part of the JTS of expenditure for Dutch partners already certified to ensure that no such other errors exist. This would enable the error rate to be dropped to 1.74 % which is below the 2 % limit.

All findings resulting from the 2010 audits on projects are now closed and the related deduction from the certification to the EC has been made.

Concerning the sampling method for the audit of projects taking place in 2011 it was decided that a 10 % sample would be drawn for audits of projects as opposed to 15 % sample that was drawn in the previous year. Due to a high level of confidence in the system, it should have been possible to check even less than 10 %. Nevertheless, in order to guarantee a sufficient geographical coverage and a sufficient amount of expenditure to be checked, it was decided to audit at least 10 %. Each LP of the selected projects will be audited as well as another partner randomly chosen. A complementary sample would also be drawn with the focus being on a mini-programme project if one were not included in the random sample, but reported significant sub-project expenditure and/or on addressing a geographical imbalance in the random sample.

Data which forms the basis for drawing the sample was forwarded to the Audit Authority on 17 December 2010. The sample was also sent to the Group of Auditors for agreement. Audits will be carried out from February 2011 onwards. Results of the audit of projects (incl. contradictory phase) will be finalised by 30 June 2011.

According to the sampling data submitted to the Audit Authority by the JTS, 55 projects had their cost certified in 2010. A minimum of 6 projects will thus be audited (=10 %). In total, at least 6 Lead Partners + 6 project partners will be checked. Furthermore, in order to improve the geographical coverage as well as the coverage of certified 2010 expenditure another project with two of its partners was selected for a complementary sample.

2.7.3.11 Application Pack

In preparation of the fourth and probably last open call, the application pack, which includes the terms of reference, the programme manual, the application form, the co-financing statement was updated. The changes are summarised below.

Terms of reference:

- Update of the terms of reference in order to improve the quality of the applications and announce simplification measures:
 - Proposals for capitalisation projects and mini programmes were no longer eligible.
 - The geographical coverage must include at least one partner from each of the four information point areas and at least one new EU Member state has to be presented in the partnership.
 - Requirement for an additional output to produce for each participating region an implementation plan. This plan should describe the future actions planned to ensure that the benefits of the exchange of experience are not lost after the project ends.
 - Simplified method for the calculation and reporting of administration costs.

Programme manual:

- Reference made to the requirements for the fourth call
- Amendments in the financial sections to reflect updates on legislation and requirements of the audit authority
- Amendments in the project related section to respond to several requests made by running projects.

Application form

- Updates to take into account requirements of the fourth call

2.7.3.12 Subsidy contract

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

2.7.3.13 Partnership Agreement

The partnership agreement template as developed during 2008 remained unchanged.

2.7.3.14 Database System

From the start of the INTERREG IVC programme the MA/JTS had developed an efficient database system, which has become the core tool for the management of project applications and running projects. A general description of the functions was given in the Annual Report 2009. No major change in the system can be reported for the year 2010, however, many improvements of functions and new exportable data are made available.

2.7.4 Thematic programme capitalisation

Already during the year 2009 the Member States realised that there was a need for further reflection on the state of play of the programme before rushing into the next calls. Besides the decision to carry out a programme evaluation (see section 2.7.5 below) it was also decided to have a deeper thematic analysis of the running projects. Based on a proposal made by the JTS during MC meeting in Stockholm, Sweden, on 4 and 5 November 2009, the MC agreed to carry out an experiment on thematic capitalisation in the subtheme 'Innovation, Research & Technology Development'.

The basis for the decision was the recognition that the programme focuses mainly on the approval and monitoring of projects. The programme implementation is regarded as positive if it allows a smooth and successful exchange on experience and a transfer of good practice among the participating local and regional actors. However, the treasure of the good practices identified in about 200 projects that will be approved by the end of the programme is not systematically analysed and taken stock of. The staff members of the JTS and the IPs however are generalists with a limited thematic expertise to carry out a substantial analysis on the content of the running projects.

The Member States agreed on the following core objectives of a capitalisation process at programme level:

- to create the conditions of an optimal exploitation of the knowledge resulting from the projects;

- to help the programme strengthen its own internal coherence, with the clustering of projects dealing with similar issues;
- to provide in return relevant thematic information to the running projects and therefore contribute to increasing the quality of their exchange of experience and knowledge.
- to make the programme's achievements more visible and to be able to draw some policy recommendations at the European level based on the projects' results.

Apart from the URBACT II Programme, very little experience on thematic programme capitalisation was available for the INTERREG IVC programme to rely on. This is the reason why the MC agreed at the MC meeting in Stockholm, Sweden, on 4 and 5 November 2009, to start first with an experimentation for the capitalisation process in the subtheme 'Innovation, Research & Technology Development', before considering a generalisation of the process.

The terms of reference were published on 15 February 2010 and finally EURADA (The European Association of Development Agencies) in Brussels was selected to carry out the task during the period between March and June 2010.

In the frame of the experiment a deeper analysis of all participating projects, plus face-to-face meetings with Lead Partners of 5 projects were carried out in order to enhance the clustering of the projects and to discover the synergies. Furthermore, a thematic seminar and a feedback seminar were also organised, which gave the opportunity for the participants to open a discussion on regional innovation policies, to start the exchange process and later to react on the first findings of the expert team and to further exchange on content and process related issues.

The outcome of the analysis revealed that there are indeed lots of common issues tackled by the projects (i.e. commercialisation of new ideas, enhancing relations between universities and enterprises, supporting start-ups and involving key stakeholders) which could be the building blocks of further mutual learning and capitalisation. Project representatives involved have also expressed their interest to participate in future capitalisation activities. The final report of the experiment (including further recommendations) and the fact sheets of the 21 involved projects can be downloaded from our website http://i4c.eu/focus_capitalisation_sept10.html.

The Monitoring Committee in its meeting on 28 and 29 June 2010 agreed that the generalisation of the capitalisation experiment i.e. expansion to other sub-themes (thematic sub-objectives under a given programme priority) should be carried out and gave the JTS the

mandate to elaborate a further detailed proposal on the future steps of the capitalisation. This proposal was presented during the MC meeting in Budapest, Hungary, on 2 February 2011.

2.7.5 Programme evaluation

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

The evaluation plan outlines that an intermediate programme evaluation should be carried out during 2010 with a budget of EUR 114,000. An additional evaluation is foreseen during 2012 with a maximum budget of EUR 57,000. The evaluation plan is attached as annex 3.

The terms of reference were drafted in close cooperation with the MC who was asked for comments on the draft before they were again forwarded to the MC for the approval in written procedure. The Member States endorsed the terms of reference on 13 April 2010 (see annex 4) which laid down the overall aim of the general intermediate evaluation as follows:

- to consider the possible impacts for the programme of changes in the global context since the programme approval;
- to provide an overall assessment of the state of the programme implementation compared with the programme objectives and to identify possible deviations or shortcomings;
- to elaborate proposals for improvements in the future programme implementation, including recommendations on where to focus of the next call(s) for proposals;
- to elaborate recommendations for future interregional cooperation after 2013.

The terms of reference were published on 14 April 2010 with deadline for the submission of offers fixed for 29 April 2010. Three proposals were received, but only the offer of PANTEIA, Bredewater 26, 2700 MG Zoetermeer, The Netherlands, fulfilled the administrative and qualitative requirements.

The MC gave the mandate to the troika, composed of the former, the current and the future chair, to decide on the selection of the evaluation based on the analysis of the JTS. Following this analysis the troika proposed to the MA to contract PANTEIA to carry out the programme evaluation.

The inception report of the programme evaluation was delivered on 26 May 2010 and the draft interim report on 18 June 2010. The interim report was presented and discussed during the MC meeting in Madrid, Spain, on 28 and 29 June 2010. Based on the feedback of the programme stakeholders, the projects and the programme bodies, European Commission, the Committee of the Regions and European Parliament, further analysis was carried out during summer 2010.

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

Summarising the evaluators came to the following conclusions:

- *The strategic-level objectives (overall, thematic & horizontal objectives) and the operational objectives for the sub-themes remain in general valid in a medium-term perspective despite the major changes which occurred since 2008 in the wider socio-economic context. Due to this, there is no need for revising the current main programme orientations.*
- *The delivery of the programme management and implementation tasks is well under way and most of the initial targets will be achieved or even over-achieved by the end of the programming period.*
- *The “Communication Strategy” touches all aspects which are important for the INTERREG IVC programme.*
- *The recently initiated experimentation on programme-level capitalisation can be assessed as successful, although not all of the initial objectives were fully met by the final outcome.*

- *Seen as a whole, we consider the overall volume of resources for Technical Assistance (TA) as being sufficient for an effective implementation of the INTERREG IVC programme. However, for the TA-heading “staff”, more funding is needed at the JTS-level.*
- *Our horizontal analysis of the current project portfolio revealed imbalances*
 - *in the coverage of the ten priority-level sub-themes,*
 - *in the geographical representation of countries,*
 - *between the main types of operations supported (i.e. regional initiative & capitalisation projects) as well as between the specific sub-types of operations (i.e. normal regional initiative projects / mini-programmes & simple capitalisation / fast track capitalisation projects).*
- *As regards the “expected” outputs/results achieved by the currently approved projects, one can observe a positive performance under the Priorities 1 and 2 of the INTERREG IVC programme by the end of 2009.*
- *Most projects also generate “additional and unexpected outcomes” which originate in general from synergy effects and creative processes.*
- *The currently approved projects are coherent with the wider objectives of the INTERREG IVC programme.*
- *A new interregional co-operation programme should actively contribute - within the limits of its future means and possibilities - to achieve the Treaty’s new territorial cohesion objective. It should also be focused on the three mutually reinforcing priorities of the “Europe 2020 Strategy” (i.e. smart, sustainable and inclusive growth) and maintain the current high level of EU-support for interregional co-operation projects (i.e. 75 % & 85 %).*

Furthermore the evaluators presented 18 recommendations as outlined in the table 5 below. The MC will discuss in detail and make decisions on these proposals during the year 2011.

Table 5: Recommendation of the intermediate programme evolution for the further programme implementation

Nr	Recommendation
1	<p>An “accompanying note” should be issued for the 4th call for applications in order to achieve that future projects ...</p> <ul style="list-style-type: none"> • ... address more adequately the observed context changes (for “innovation, research & technology development”; “entrepreneurship & SMEs”; “employment, human capital & education”); • ... tackle policy-relevant issues which are better in line with the respective programme objectives (for “cultural heritage & landscape”); • ... explore more intensively issues in a cross-cutting perspective.
2	<p>If a reference to the new Treaty objective on territorial cohesion is introduced in the INTERREG IVC programme, only the overall objective should be modified as follows: To improve, by means of interregional cooperation, the effectiveness of regional development policies in the areas of innovation, the knowledge economy, the environment and risk prevention as well as to contribute to economic modernisation, increased competitiveness, sustainable development and the territorial cohesion of Europe.</p>
3	<p>The INTERREG IVC Monitoring Committee should already now start a discussion which critically examines the current separation of EU-support for inter-regional co-operation (i.e. between the current Interregional Co-operation Programme & the regional Convergence/Competitiveness programmes) and which leads to the adoption of an own position regarding the future of inter-regional co-operation (i.e. continuation or end of this approach; level of funding required for a future inter-regional co-operation programme).</p>
4	<p>During the remaining time of the period 2007-2013, the INTERREG IVC programme should</p> <ul style="list-style-type: none"> • ... further strengthen the staff-capacity of the JTS for delivering project assessment tasks in a time-efficient manner after a closure of the 4th call and for ensuring a more adequate performance under a number of other tasks (i.e. financial management, programme-level capitalisation, communication & dissemination, coordination/guidance of IPs & animation of NCPs); • ... further improve the performance of the individual IPs in delivering tasks related to project development. project assessment appraisal and project monitoring (esp. by providing further training & guidance to IP-staff by the JTS) and carry out a comprehensive IP-performance assessment towards the end of the current programming period; • ... allocate to the NCPs – where possible and desired - a more important role in communicating and disseminating the programme towards the respective target groups; • ... further intensify the interaction between the four IPs, one the one hand, and the JTS and the NCPs, on the other hand, in order to fully benefit from possible efficiency gains in the overall management and implementation process.
5	<p>The INTERREG IVC programme should revise the Communication Strategy (where necessary) in order to include a wider range of new actions which need to be carried</p>

Nr	Recommendation
	<p>out during the remaining time of programming period. For delivering more adequately and effectively the current work programme as well as the new activities, also the JTS-staff in charge of communication & dissemination activities should be further increased.</p>
6	<p>During the remaining time of the programming period, the INTERREG IVC programme should ...</p> <ul style="list-style-type: none"> • ... continue to respond to the strong need for further exploring and developing the capitalisation process at programme level and take the lessons on board from the experiment; • ... create an adequate framework in order to secure that the knowledge resulting from the projects is most optimally exploited (e.g. by thematically clustering projects & by creating a pool of thematic experts assisting the process); • ... create a new Priority 4 on programme-level capitalisation, to which appropriate funding for this process is allocated.
7	<p>During the remaining time of the INTERREG IVC programming period, pragmatic solutions should be explored and tested in order to better cope with the continuing size-related challenges of the Monitoring Committee. The main objective of this “organisational learning process” would be to achieve a more efficient organisation and realisation of MC meetings taking place during the rest of the period 2007-2013.</p>
8	<p>For further improving the connection between INTERREG IVC and other European programmes during the remaining time of the programming period, targeted communication & dissemination measures should be implemented which make widely known the programme results to regional/local political decision-makers, to administrations implementing the Convergence and Competitiveness programmes and to important “programme-external multipliers” such as EU-level institutions or European associations and networks established by territorial authorities.</p>
9	<p>To ensure an effective management and implementation of the INTERREG IVC programme should during the remaining time of the period 2007-2013 ...</p> <ul style="list-style-type: none"> • ... more funding should be made available for the JTS (i.e. TA-budget line “staff for project assessment, financial management, programme-level capitalisation, communication & dissemination, co-ordination/guidance of IPs & animation of NCPs) and for a continuation of the programme-level capitalisation process, through shifting funds from other TA-budget lines currently registering underspending (“external expertise”, “office costs”, “Information Points”); • ... use left-over funding under other under-spending TA-headings (esp. “travel costs of JTS staff” & “programme studies”) for improving the effectiveness of the current programme monitoring process (e.g. more “on-the-spot visits” to projects) and for preparing a more adequate future monitoring process (e.g. specific studies & evaluations).
10	<p>In view of the future 4th call for applications, the INTERREG IVC programme should...</p> <ul style="list-style-type: none"> • ... in principle leave open all of the current sub-themes, but also particularly emphasise those sub-themes which are up to now weakly covered by the approved projects (Priority 2) or show a medium level of coverage (Priority 1 & 2); • ... make an attempt to indirectly achieve a better geographical balance as regards the involvement of partners in the approved operations (i.e. specific mobilisa-

Nr	Recommendation
	<p>tion effort to be made by IPs & NCPs which cover countries showing a still weak representation);</p> <ul style="list-style-type: none"> • ... apply a number of “soft” direct steering tools (e.g. increased quality requirements & thematic orientations; mandatory notification of upcoming ideas & pre-screening, pre-assessment on ground of meta-level criteria) in order to reduce at a certain extent the number of future applications and the associated assessment workload at the level of the JTS/the IPs. <p>After the closure of the call and the final approval of projects, still left-over funding should be dedicated to a limited number of running and finalised operations for initiating specific activities which are of an added value for them and for the programme as a whole (e.g. cross-thematic exchange & work processes; in-depth assessment of effects & impacts).</p>
11	<p>During the remaining time of the period 2007-2013, the INTERREG IVC programme should...</p> <ul style="list-style-type: none"> • ... take care that the gaps observed in terms of result achievement are eliminated for those indicators where this is still possible; • ... make further efforts for better explaining the project-level capitalisation concept and its practical benefits (but also its current weaknesses) to regional/local authorities and also launch a discussion within the Monitoring Committee on the experiences made with this approach in order to identify future implications; • ... carefully monitor that a successful transfer of good practices actually unfolds its expected full range; • ... more pro-actively encourage the currently operating and future projects (i.e. 4th call projects) to become durable in nature if the wider policy impact of the INTERREG IVC programme is expected to further increase.
12	<p>The INTERREG IVC programme should already now launch the following initiatives for further improving the current monitoring and reporting procedure (2007-2013) and for preparing a more appropriate monitoring approach for the future of interregional co-operation programme:</p> <ul style="list-style-type: none"> • The current INTERREG IVC programme and the involved Member States should “push” the European Commission (i.e. DG REGIO) to initiate a comprehensive and also methodologically sound discussion on a more appropriate monitoring of the outcomes achieved by future territorial co-operation programmes, which also leads to an identification / suggestion of feasible approaches (quantitative & qualitative) for achieving this. • In the current INTERREG IVC form for a six-monthly progress reporting, additional/larger and also more adequate reporting boxes should be created under all content-related Components which allow to better describe/explain the qualitative dimension of the expected results (e.g. a new space under the result indicators) as well as the additional or unexpected outputs/results achieved by a project (e.g. a new open space for “unforeseen outputs/results”). • The INTERREG IVC programme should launch two own-initiatives for exploring (1) how the monitoring and reporting of qualitative/intangible outcomes associated to inter-regional co-operation can be further improved and (2) how an evaluation of the policy impacts achieved by projects could be carried out in practice. On each issue, a specific study should be commissioned which identifies innovative and also future-oriented practical solutions for addressing the respective

Nr	Recommendation
	<i>issue at stake.</i>
13	<p><i>For contributing in a pro-active manner to an achievement of the Treaty's territorial cohesion objective during the programming period 2013-2020, future inter-regional cooperation should be allocated a complementary and transversal role within the wider context of territorial co-operation. This role should involve a joint development/identification and a testing/implementation of innovative territorial development actions as well as a Europe-wide dissemination of these experiences through a systematic programme-level capitalisation process. In addition, a future inter-regional co-operation programme should also be endowed with more ERDF-funding in order to adequately "fill out" its further widened role.</i></p>
14	<p><i>The future inter-regional co-operation programme should be focussed on the three mutually reinforcing priorities of the "Europe 2020 Strategy" (i.e. smart, sustainable and inclusive growth) and identify seven main co-operation themes which are clearly related to the seven "flagship initiatives". Also a number of indicative sub-topics should be selected among the wide range of issues mentioned under these "flagship initiatives", which illustrate the kind of actions that should be implemented in the context of regional and local territorial development policies. Also inter-regional co-operation over common priority themes or subtopics of the two other types of European Territorial Co-operation (transnational & crossborder co-operation) should be made possible in order to initiate an "ETC-mainstreaming process".</i></p>
15	<p><i>To provide a direct stimulus for achieving qualitatively more demanding and also tangible co-operation outcomes, the future ERDF co-financing rates should only be linked to the envisaged co-operation intensity of future operations (and not to the country-origin of partners):</i></p> <ul style="list-style-type: none"> <i>• Partners involved in operations with high co-operation intensity should in general be supported at a level of 85 %.</i> <i>• Partners involved in operations with co-operation intensity below the level of high should in general be supported at a level of 75 %.</i>
16	<p><i>For establishing a mature and also qualitatively more demanding inter-regional cooperation approach after 2013 which helps making the effects and the impact of projects visible, a future programme should ...</i></p> <ul style="list-style-type: none"> <i>• ... maintain the current two main types of interventions due to the different rationale and purpose of capitalisation and regional initiative projects (i.e. no single type of intervention merging both approaches);</i> <i>• ... further develop these two main types of intervention in operational terms so that only operations with a medium- or high co-operation intensity will be supported;</i> <i>• ... be open for public administrations from various government levels, semi-public organisations, private actors and organisations representing the civil society;</i> <i>• ... enable and verify that only "purpose-oriented partnerships" are established (i.e. the most adequate & policy-specific constellation of stakeholders) in order to make future project-level co-operation more efficient and result-oriented;</i> <i>• ... motivate future operations to continue inter-regional co-operation among their partners beyond the existence of EU-funding (i.e. promoting the establishment of durable networks).</i>

Nr	Recommendation
17	<p>The provision of stronger evidence on the achievements and on the added value of interregional co-operation requires the establishment of a fundamentally revised monitoring and evaluation approach (at the programme & project levels) and of a more systematic and ongoing capitalisation process at programme level, which are closely and also vertically/horizontally linked to each other.</p>
18	<p>The system for strategic decision-making, management and implementation of a future inter-regional co-operation programme should be drawn up in a way which carefully considers the experiences (and especially the shortcomings) made during the period 2007-2013, the current stakeholder demand for future improvements (esp. further simplifications at programme & at the project level) and also the additional needs stemming from our above made recommendations on the future of inter-regional co-operation after 2013.</p>

3 Implementation by priority

3.1 Priority 1 and 2

3.1.1 Information on the physical progress

It should be noted that certain figures reported in the programme and project performance table in annex 1 in the 2010 column reflect only the **first semester of 2010** as they are extracted from the progress report submitted in October 2010 by the 115 first and second call projects.

Table 6: Commitment of funds to projects (as of 20 May 2011)

Priority/Sub theme	ERDF committed to projects (in EUR)	Programme Budget (in EUR)	% of programme budget
1. Innovation and the knowledge economy:	114,190,611.82	176,726,969	64.6 %
• <i>Employment, human capital and education</i>			
• <i>Entrepreneurship and SMEs</i>			
• <i>Information society</i>			
• <i>Innovation, research and technology development</i>			
2. Environment and risk prevention:	87,757,976.07	125,315,487	70.0 %
• <i>Biodiversity and preservation of natural heritage (including air quality)</i>			
• <i>Cultural heritage and landscape</i>			
• <i>Energy and sustainable transport</i>			
• <i>Natural and technological risks (including climate change)</i>			
• <i>Waste management</i>			
• <i>Water management</i>			
Total	201,948,587.89	302,042,456	66.9 %

- Commitment of funds

In 2010, the Monitoring Committee decided to organise a call for proposals only dedicated to Capitalisation Projects. This second type of intervention aims to influence the current Structural Funds programming period 2007-2013. It was therefore the last year where it was still

possible to support this kind of project. The Monitoring Committee also agreed to wait for the results of the programme interim evaluation before opening a new call for Regional Initiative Projects.

This third call was closed on 5 March 2010. Out of the 29 applications submitted during that call, 14 (48.3 %) were eligible and 7 were finally approved by the Monitoring Committee during its meeting on 28 June 2010 in Madrid. All these projects were approved under conditions and the signature of all subsidy contracts was finalised by September 2010.

The 7 projects approved were in priority 2 'Environment and Risk Prevention' for a total ERDF budget of 9,874,374 EUR. The overall commitment totals MEUR 202 or 67 % of the budget provided for projects.

The percentages indicated in the table 6 above show that the shares of programme funds allocated to the two priorities almost perfectly match the shares of funds committed after the three first calls.

- Changes in running projects

In 2010, the number of requests for changes approved by the JTS has significantly increased. Compared with 18 requests treated in 2009, 52 requests (related to 59 changes as one request can cover more than one change) were approved from 48 different projects (see full overview in annex 5). This increase is due to the fact that the changes are now requested not only from the 41 first call projects but also from the 74 second call projects.

86 % of these requests (45 out of 52) were still purely related to partnership change. The reasons for these changes are varied and include:

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

However and compared with the previous years, new types of changes occur. Three first call Capitalisation Projects (i.e. ICHNOS PLUS, PIKE and RAPIDE) required an extension of duration. Four projects (B3 Regions, ERIK ACTION, PIKE and NEEBOR) required budget

changes in compliance with the 20 % flexibility rule stipulated in the subsidy contract. This evolution in the nature of changes is logical considering the stage of implementation of the projects. In particular, the first call Capitalisation Projects which were finalising their activities in 2010 were those who required duration and budget modifications.

Finally, a change in the activities was exceptionally approved for the FLOOD-WISE project. In the vast majority of cases, this kind of change is tackled through the deviation section of the progress reports. However, in the case of FLOOD-WISE, a systemic mistake was made in the timing of certain activities in the work plan of the application form. In order to facilitate the monitoring of the project, it was therefore exceptionally agreed that the work plan could be modified through an official request for changes procedure.

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

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

As all changes were within the limits mentioned above, they were approved by the JTS. Each MC meeting was an opportunity to keep the MC informed about these changes (i.e. meetings in Madrid, Spain on 29 June 2010 and in Bern Switzerland on 25 October 2010).

3.1.2 Qualitative analysis

Details of all running projects including information on the sub-theme tackled, the partnership, budget committed and a brief description of the projects activities is available on the project approved database on the programme website.

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

- The figures on which this qualitative analysis is based are a mix between 'static' figures taken from the original 122 application forms (e.g. 'number of regional/local policies addressed', 'number of public authorities involved') and more 'dynamic' figures reported in the progress reports received from the first and second call projects (e.g. 'number of interregional events organised', 'number of good practices identified'). But **most of the reported results come from the 41 first call approved projects**. In order to avoid any 'statistical bias', when a figure reported by a project was very far from the average figure reported by all other projects (also taking into consideration the project characteristics such as mini-programme and although this figure was carefully checked by the officers in charge of the project), this specific figure was often removed and is not included in the total figure reported as 2010 achievements. Last but not least, this analysis takes into consideration the reports submitted by October 2010 (i.e. 4th progress report of first call projects and 1st progress report of second call projects). In other words due to the time gap of the reporting procedures, **the activities carried out and results achieved in the second semester of 2010 are not covered in this analysis**.
- Due to its broad and strategic objective of improving regional policies and instruments, the INTERREG IVC programme differs from most other European programmes. Despite its simple structure into two thematic priorities, the programme still supports a wide diversity of projects even under the same sub-theme. All the running projects have in common their strategic approach and objective to improve regional/local policies and instruments but often they remain very diverse, not only in terms of themes (most of the sub-themes are still broadly defined in the Operational programme), but also in terms of approach. For instance in the sub-theme 'Innovation, Research and Technology Development', and even if all running projects are related to regional innovation policies, certain projects have a purely sectoral focus (e.g. NANO4M on nanotechnology, I4W on health and safety, ChemClust on chemical industry); others have a particular focus on a certain aspect of innovation policies (e.g. POOLING4CLUSTERS focusing on cluster policies, CLIQ on the participation of civil society in the framework of the Quadruple Helix system); finally, some others like PERIA which exchanges experience on the interrelation between Regional Innovation Agencies and their respective regional authorities have a more process-oriented approach.

Even if this openness contributes to the programme's richness, it also makes the consolidation of results much more complex. This has to be taken into consideration

when analysing the results achieved by the programme through the available quantitative data.

In order to face this challenge of consolidation, the programme has carried out an experiment on capitalisation at programme level during the first half of 2010. Further details of this can be found in section 2.7.4 of the current report.

- The indicators on which the projects have to report every six months can sometimes be subject to different interpretations. The notion of 'good practice' for instance is rather broad and projects have sometimes different understanding of this notion. Similarly, a policy document or a regional instrument can be interpreted slightly differently according to the project. It is obviously the role of the JTS to ensure that a common understanding is shared on these core notions. This is also the aim of Annex 3 of the programme manual which provides a definition for each indicator. A lot of attention is also paid by the JTS to check the justification provided by projects in their progress reports: figures reported without clear and precise justification are not accepted. Nevertheless, the above challenge of harmonisation means that the consolidated figures have to be analysed with a lot of care.

- The current qualitative analysis is based on the evaluation system as described in Annex 2 of the Operational programme. Even if it is well developed, this system only partly reflects the results of networking activities. In particular and apart from a few indicators (e.g. number of staff members with increased capacity), this system does not allow to properly report on the 'social capital' generated from cooperation activities (see chapter 4 of the INTERACT 'study on indicators for monitoring transnational and interregional cooperation programmes', March 2006¹). This issue relates more generally to the complexity of monitoring intangible but real achievements resulting from networking activities. These intangible outcomes should nevertheless not be underestimated and can take different aspects such as:
 - o changes in way of thinking on local problems through European awareness,
 - o contribution to creativity and innovation,
 - o better international visibility of actors and regions,
 - o new cooperation between actors who would normally compete.

In this regards, it is interesting to note that certain projects (e.g. CLIQ) were thinking about developing measures to validate more officially the increased capacity of the staff involved in the cooperation.

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

3.1.2.1 Programme Objective: Improvement of regional and local policies

This objective is at the heart of the INTERREG IVC programme. This is the core objective that all 122 running projects are supposed to achieve. As highlighted below and in comparison with last year's annual report, the achievement of this objective is well under way.

A total of 1,254 regional and local policies are addressed by all 122 running projects. This represents an average of 10 regional or local policies addressed per project. It can be noted that this total figure of policies addressed is closely related to the total number of regions represented in these projects. This is in fact logical since by essence projects address the policy of each of partners' area in the field they are involved in (e.g. innovation capacity of SMEs, broadband connection in rural areas, sustainable transport, waste management). In other words, at project level, the number of policies addressed corresponds in most cases to the number of regions represented in this project (taking into consideration that a single region can be represented by more than one partner). What is more important to highlight is that the total figure of policies addressed already exceeds by far the initial target figure indicated in the operational programme (i.e. 750). This can be explained on the one hand by an underestimation of this initial figure and on the other hand by the fact that the average number of partners per project is higher than initially expected.

In terms of results, the first call projects have already demonstrated that they contributed to the **improvement of 50 regional or local policies** in the following area of regional development:

- 42 policies improved in Priority 1: Innovation and the knowledge economy
 - 18 under 'innovation, research and technology development'
 - 9 under 'entrepreneurship and SMEs'
 - 11 under 'information society'
 - 4 under 'employment, human capital and education'

- 8 policies improved in Priority 2: Environment and risk prevention
 - 3 under 'natural and technology risks; climate change'
 - 5 under 'energy and sustainable transport'.

The 6 first call Capitalisation Projects which are now closed have reported very good results in terms of policy improvement (see also below). The fact that all these projects were ap-

proved under priority 1 can partly explain why more than 80 % of the regional policies already improved belong to priority 1.

Considering that 423 policies are addressed by these 41 projects, this figure represents almost 12 % of the policies addressed. It is a significant evolution compared with the 2009 annual report where 6 policies improved were reported (representing less than 2 % of the policies addressed).

The above figure is very encouraging considering that the 35 first call Regional Initiative Projects have still more than one year of implementation and that it is towards the end of the cooperation that most of the results are achieved.

In fact, this achievement is even more impressive when considering only the 6 first call Capitalisation Projects that are now closed (or under closure for B3 Regions and RAPIDE). But it should first be highlighted that, within Capitalisation Projects, the successful elaboration and signature of the Action Plan is not sufficient to consider the policy of a region improved. The first call Capitalisation Projects had a tendency to mix the successful elaboration of the Action Plan with the improvement of policy. The policy of the region was considered as improved only in the two following cases:

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

Despite this restrictive approach, these 6 projects have demonstrated 34 policies improved out of the 56 addressed. In other words, more than 60 % of the policies tackled by the first call Capitalisation Projects were finally improved thanks to the two-year cooperation. This can already be considered as remarkable achievement of the programme.

Even if the programme monitors closely how many policies were influenced (e.g. how many policy instruments were modified) as a direct result from the exchange of experience, the final impact of these policy changes on the territory of the concerned partners (e.g. number of new patents created; number of new firms created; number of new jobs created; amount of greenhouse gas emissions reduced; number of tons of freight traffic withdrawn from road, etc.) is not known since these impacts occur only when the policies are later on concretely

implemented. The fact that a policy was modified is nevertheless regarded as a success within the programme considering that the concerned policy makers would not have decided it without any clear benefits expected from it.

Some examples of policy improvement are provided below.

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

MINI EUROPE aims to improve services to SME development and in particular the infrastructure for innovation support. **Out of the 8 policies addressed by the project, 1 has already been improved through interregional cooperation.**

In 2009, the preparation to update the regional policy of Flevoland (NL) on entrepreneurship started. Since this coincided with the exchange process on 'Summer entrepreneur', this instrument to stimulate young entrepreneurship was selected to be integrated immediately into the new policy. In June 2010, the provincial board approved the new policy for the period 2010 - 2013, including "Zomerondernemer" as one of the instruments to promote young entrepreneurship. This policy impact can fully be attributed to MINI EUROPE, since it is through the project that the Province of Flevoland heard for the first time about Summer Entrepreneur initiative developed in Mid Sweden.

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

RAPIDE (Capitalisation Project) aims to transfer good practices helping businesses (primarily SMEs) to bring innovative products and services to market more quickly. **Out of 12 policies addressed, 11 were improved through interregional cooperation.**

For instance, the region of Saxony-Anhalt in Germany directly profited from the interregional trainings on Innovation Vouchers. International experts shared with all interested RAPIDE regions their experience on Innovation Vouchers and their experience of using ERDF funds for such a scheme. Directly deriving from that exchange, Saxony-Anhalt decided to adopt a new funding guideline (reference 'MW-03-10') on grant support to projects in the field of innovation and R&D.

Another interesting example of policy improvement is provided by the Prešov Self-Governing Region (SK). Further to the lessons learnt within RAPIDE, this region

requested funding for the regional Innovation Voucher Scheme from the operational programme on Competitiveness and Economic Growth, Priority 1.1, Axis 1 'Innovation and Growth Competitiveness', Measure 1.3 'Support for innovation activities in enterprises'. The responsible body, the Ministry for Economy in Bratislava, agreed in principle but there was the need for a slight change in the national legislation on public funding to enable the Innovation Voucher scheme to be supported in Slovakia.

Concerning the Galician (ES) partner, the regional innovation law dated from 1993 and included several elements such as the law for the Galician Innovation Public Agency, the regional framework on Technological Parks and the regional regulation on Technological Centres Approach: The Galician Ministry of Economy and Industry had a vague idea of how to reform this regional innovation strategy. The RAPIDE interregional exchange of experience was used to identify the best examples for this frame coming from the different partner regions. In that way, they succeeded in integrating the best ideas identified in other regions into their own new Innovation Strategy.

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

CLIQ aims to improve the innovation policies of medium-sized cities in particular by developing local quadruple helix partnerships (i.e. universities, business, civil society and local authorities). **Out of the 14 policies addressed by the project, 1 has already been improved through interregional cooperation.**

The strategy for innovation ecosystem in Central Catalonia (ES) now integrates new measures for stakeholder involvement deriving directly from the approach developed in the Finnish innovation system and more precisely by the city of Jyvaskyla. First, activities to better involve universities, research centres, administrations, companies and trade unions in the innovation process have already taken place in Catalonia. The policy of the Government of Catalonia (partner 12) was also influenced by the way by the Pau Chamber of Commerce (FR) was developing a quadruple helix model.

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

NEEBOR aims to improve SME development policies in the external border regions. **Out of the 10 policies addressed by the project, 1 has already been directly improved through interregional cooperation** The board of the Regional Council of

North Karelia (FI) has approved the Regional Development Plan 2030, which is the long term development plan of North Karelia. The basic idea behind this regional strategy is to combine the regional strengths and expertise to foster competitiveness and well-being. The plan includes a part on the development of the tourism industry on its external border which has been directly influenced by NEEBOR. The NEEBOR project gave input to this Regional Strategic Programme when it was prepared during 2008-2010 for all issues related to the development of cross-border tourism. More precisely, the programme was influenced by a good practice introduced by Rovaniemi University of Applied Sciences ('LapKola' good practice) and by another practice presented by the Agency for Regional Development and Innovation in Burgas (BG) ('Strandzha Nature Park' good practice). These practices relate to cross-border tourism destination concepts between EU and non-EU regions.

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

SEE aims to influence regional policies for design. **Out of the 11 policies addressed by the project, 3 have already been improved.**

As of 2010, the Estonian 'Entrepreneurship Award' has a new category for the 'best use of design'. The competition is organised by Enterprise Estonia (government body), the Estonian Chamber of Commerce and the Estonian Employers Confederation. The Estonian SEE partner (Estonian Design Centre) successfully lobbied these organisations to include this new category by using the SEE Policy Booklets to (1) arrange an audience with these officials and (2) to use the research to demonstrate the contribution of design to entrepreneurship and competitiveness. SEE Policy Booklets have been a very important tool for the partners to arrange meetings with policy-makers and demonstrate the tangible benefits of design to economic growth. As a direct consequence of using SEE publications and research to gain access to these officials, enabling them to demonstrate the value of design to business, the Estonian SEE partner was able to successfully lobby for the inclusion of this category in this prestigious national award, which will raise the importance of design across the nation.

The two following examples of policy improvements show that it can be sometimes difficult to attribute the results of policy change to interregional cooperation alone. With regards to Denmark specifically mentioning now design in their government innovation programme and Poland approving the Design Cieszyn, these achievements can be only partly attributed to SEE. Although in the same way as with the Estonian

Entrepreneurship Award, the Policy Booklets and workshops have been an important tool for engaging policy-makers and demonstrating the value of design to business, in both cases, the meetings organised by SEE only formed part of a number of other lobbying efforts. For example, the Danish Design Centre (DDC) cannot say that 'design being part of the innovation programme' is the only consequence of SEE acting alone. SEE definitely helped raise the profile of DDC within the government but lobbying efforts within DDC were not only by the staff involved in the SEE project. Similarly, SEE contributed to the Regional Government in Poland approving the Design Cieszyn programme by raising the profile of the Polish SEE partner as a strategic organisation within the region but other organisations were also involved in the lobbying process.

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

PIKE (Capitalisation Project) aims to improve regional and local Knowledge Economy policies through the exchange, sharing and transfer of e-Government and Wireless Broadband good practices coming from different regions. **8 out of the 9 regional policies addressed by the project were directly improved thanks to INTERREG IVC.**

In particular, PIKE has been very successful in the fact that 6 out of the 9 partners have already managed to secure funding for the implementation of their Action Plan:

- The association of Local Authorities in Västernorrland County (SE) obtained in December 2010 a grant of EU 2.3 million from the Mellersta Norrland ROP Priority 3.3.
- The municipality of Burgas (BG) has started the implementation of the Action Plan with its own funds (within the Management Programme 2007-2011) and EUR 100,000 has already been invested.
- Derry City Council (UK) secured EUR 340,000 to implement its Action Plan from the EU sustainable Competitiveness Programme, Priority 2 (Local Enterprise and Entrepreneurship) managed by Northern Ireland Department of Enterprise, Trade and Investment.
- The Cantabrian Enterprise for the Development of New Technologies in the Administration (ES) has managed to get the eLocal phase II included in the 'shaft 11' of the Governance Plan aimed to Improve the quality and efficiency in delivering public services (EUR 280,000 secured).
- Galway County Council (IE) secured EUR 30,000 from the BMW Gateways and Hubs Fund and from the Library Council of Ireland.

- Donegal County Council (IE) implemented parts of its Action Plan through an INTERREG IVB Atlantic Area programme focusing on e-services.

As far as the Italian partner is concerned (Bologna Municipality), the main achievement of the PIKE project was the integration of the 'Guidelines for Local Wireless communities in the new Telematic Plan 2011-2013 for the Emilia Romagna region.

- **Priority 1 - Sub-theme 'Employment, Human Capital and Education'**

ESF6 CIA (Capitalisation Project) aims to transfer demographic change good practices that were developed under projects funded by the European Social Fund Article 6 programme. **Half of the 8 policies addressed by the project were directly improved thanks to INTERREG IVC.**

Concerning the Catalonia (ES) region (represented in the project by the Roses City Hall), the Action Plan was prepared in cooperation with the Employment Service of Catalonia (SOC; ESF Managing Authority), Consell Comarcal de l'Alt Empordà (county administration), Fundació per a la Promoció dels Oficis (representing 20 regional companies), Espiral, EdS (consultants), University of Girona and Figueres municipality. It focusses on measures to bring unemployed elderly persons back to work by promoting their employability. It is based on good practices from the FILES and FIT4WORK projects (financed under ESF Article 6). An agreement was finally signed between Roses City Hall, Salt City Hall and Formación Virtual to execute the implementation plan in two stages (pilot stage followed by main implementation phase). The agreement is backed by a number of public authorities and private stakeholders. The pilot stage has already begun on 29 June 2010 (60 participants). The application for funding for the action's main implementation stage has been submitted to the ESF Managing Authority.

The Action Plan for Bulgaria (represented by the Ministry of Labour and Social Policy) includes two main actions that are based on good practices put forward by the FILES and CAWA projects. Each action will be implemented by an additional grant scheme within the existing operational programme. The actions focus on specialised training offers to secure employment for people in pre-retirement age, and support to lifelong learning.

Concerning the Region of Western Greece, the good practices that have been incorporated in the Action Plan resulted from the feasibility study, which ranked all alternative good practices and finally identified two of them as the most appropriate ones

(based on a set of variables and criteria). Both are from the FIT 4 WORK project: Sensitisation of Employers (Abruzzo) and Expo 50+ (Girona). The Region of Western Greece is currently negotiating with the Greek national government on whether funding is made available and its terms. Furthermore, the action shall be integrated in the planned revision of the operational programme for Peloponnese, Western Greece and the Ionian Islands.

Working with the Flemish Managing Authority (BE), RESOC Mechelen has chosen to transfer the good practices from the CAWA project (UK). These were combined in a toolbox (“BA[L]JANS”) that can be used by intermediaries to raise the awareness and support their clients (employees, job-seekers, employers) with regards to a skills-based, age-aware career policy. It links to three different priorities defined by the Flemish ESF operational programme and focuses on maintaining the employability of older workers. RESOC has already submitted a project application for the Flemish ESF funds.

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

GRaBS aims to improve the policy-making process in relation to the planning and development of urban areas in the context of climate change. **Out of the 12 policies addressed by the project, 3 have been directly improved through interregional cooperation** (see also the 2009 Annual Report).

Through their membership of a network of environmental organisations and using the expertise gained from the GRaBS project, the Regional Environment Centre for Eastern Europe, Country Office Slovakia (partner 7) succeeded in improving Bratislava’s Strategic Development Plan 2010-2020 by integrating climate change mitigation and adaptation issues in the priority entitled ‘Quality of the Environment and of Urban Spaces’, especially Policy D.IX on creating an Adaptation Plan for the city. The Strategy was submitted and adopted by the local government during the official meeting on 1 July 2010.

- **Priority 2 – Sub-theme ‘Energy and sustainable transport’**

MORE4NRG aims to improve the effectiveness of renewable energies and energy efficiency regional policies. **Out of the 11 policies addressed by the project, 2 have been directly improved through interregional cooperation** (see also the 2009 Annual Report).

Noord-Brabant (NL) region has adopted their regional "Energy agenda 2010-2020". The MORE4NRG project contributed to raising awareness in the region in particular on the international context of many energy issues. As a direct result, a section with an international profile was added to the Energy Agenda. This result can be attributed to MORE4NRG and be considered an improvement in the Noord-Brabant policy.

- **Priority 2 – Sub-theme ‘Energy and sustainable transport’**

PIMMS TRANSFER aims to stimulate modal shift towards more sustainable forms of transport by increasing the implementation of high quality mobility management techniques mainly at city but also at regional levels. **Out of the 15 policies addressed by the project, 2 have been directly improved through interregional cooperation.**

The mobility management policy of Maribor in Slovenia (partner 11) was improved thanks to the project. The city has changed its legislative framework concerning parking in city centre, by adopting a new city ordinance. This concerned the expansion of payable parking zones designed for short-term parking. The price of parking permits for city centre inhabitants was newly defined to reduce car use. This change of policy was inspired by the measures carried out in the Graz's tariff system for parking permits (partner 2).

Apart from the above examples, a majority of projects have reported interesting policy developments but these developments cannot yet be regarded as policy improvements. Most of these developments take place at the local and regional levels but, as reflected in the example below, they can also sometimes take place at the EU level:

Priority 2 – ‘Biodiversity and preservation of natural heritage (including air quality)’

CITEAIR II aims to improve regional policies in the domain of air quality protection, sustainable transport and reduction of greenhouse gas emissions. CITEAIR II is continuously cooperating with the European Environment Agency (EEA). This cooperation is developed first within the framework of the PAQ project. This initiative, financed by EEA, aimed at providing an air quality platform where air quality indices are calculated from the European database AIRBASE. Second, the cooperation is also ongoing within the ‘AirWatch’ system. EEA has established a strategic partnership with Microsoft and developed Airwatch as part of their Eye-on-earth initiative. This system <http://eyeonearth.cloudapp.net> was officially launched during the COP15 Summit in November 2009 in Copenhagen. When developing this system, **EEA decided to adopt the CITEAIR Air Quality Index (CAQI) to present Air Quality in-**

formation to the public in Europe. In January 2010, a meeting with EEA took place in Rome where EEA presented AirWatch (on which CITEAIR II gave its feedback). In June 2010, EEA also took part in a CITEAIR II workshop. The fact that EEA adopted the CAQI as the European standard to inform the public about air quality is an excellent way to ensure the use and durability of the CITEAIR II results.

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

As demonstrated by the consolidated figures, this objective can be considered to a large extent as achieved by all the projects approved under the first call. This is not surprising as the achievement of this objective is the minimum requirement expected from the projects.

A total of 1,332 partners are currently involved in the 122 approved projects. The average number of partners per project (10.9) is therefore slightly higher than initially anticipated.

Within the 41 first call running projects, an average number of 11 interregional events to exchange experiences were organised per project (449 interregional events in total for first call). This figure covers a wide variety of activities, from workshops to study trips, from staff exchange to thematic seminars. The figure is in line with the normal development of activities after almost two years of project implementation. In total, there were 10,529 participants in these interregional events.

More interestingly, **99 % of all approved projects have a partnership composed of members coming from both ‘Objective Convergence’ regions and ‘Objective Competitiveness’ regions.** This can already be considered as noticeable achievement for the programme, one of the aims of which is to match more experienced with less experienced partners. This figure also exceeds the initial target value indicated in the Operational Programme. In fact, only one approved project (i.e. PADIMA approved in the second call) has a partnership composed of regions from the same objective (i.e. ‘Objective competitiveness’). It should also be noted that a few other projects have inversely a majority of ‘convergence regions’ involved in the cooperation. This is in particular the case of NEEBOR and of ICHNOS PLUS.

As highlighted in the communication strategy, **all EU Member States are represented in the 122 approved projects**. More precisely, 84 % of the NUTS II levels in Europe are represented (i.e. 228 out of 271 NUTS II). Norway is represented by 11 partners and Switzerland by 2 partners. Finally, 6 third countries (i.e. Belarus, Croatia, Iceland, Serbia, Russia, Ukraine) are also represented, each one through one partner:

As far as results are concerned, the programme did not reach yet its initial objective in terms of percentage of public authorities involved. Instead of 70 %, the participation of public authorities represents 54 % of all partners (i.e. 721 out of 1332) although applications with direct participation of public authorities were better considered in the assessment process (as stipulated in the operational programme and programme manual). Despite this ratio, still only 2 out of the 122 approved projects have no public authorities directly represented in their partnership. This is the case of SEE (where the policy relevance of the partners was very well demonstrated) and of POOLING4CLUSTERS.

The high percentage of bodies governed by public law can be explained by the following three reasons:

- The definition of a body governed by public law reflects different realities according to the situation and the country. It is clear that, although they are both considered as bodies governed by public law, an association of local authorities would be more relevant in INTERREG IVC than a local research institute without any policy relevance. It can also happen that bodies governed by public law are in fact the relevant policy-makers in the region. For instance, a significant number of regional development agencies (around 90) are approved in the projects (e.g. from Belgium and from several newer Member States). Although these agencies are considered as bodies governed by public law, they are the policy-makers often directly in charge of the development of new policies and instruments as well as the management of Structural Funds programmes. If these agencies were to be considered as public authorities, the ratio would increase to 62 % and would almost meet the initial programme's target. The same remark applies in France to the public establishments for cooperation between local authorities (e.g. 'urban communities'). Although these organisations have policy power, they are considered as bodies governed by public law according to the Directive 2001/18/EC.
- In a significant number of projects (e.g. NANO4M, ORGANZA), the same region is represented directly by its public authorities but also by some other organisations relevant to the theme tackled (e.g. chambers of commerce, universities, research institutes). This kind of partnership arrangement explains why the number of bodies

governed by public law is high although the core requirement of INTERREG IVC in relation to the direct participation of policy-makers is met.

- Finally, there are cases where a body governed by public law is involved in a cooperation not to address a specific policy but to bring its specific knowledge and competences which are required for the success of the project (e.g. thematic expertise dissemination skills). This is for instance the case of the ERRIN network in the MKW Capitalisation Projects.

Within the 41 first call projects, the exchange of experience has already contributed to increase the capacity (competence) of the staff members involved in the projects. **An average of 40 people per project have increased their skills thanks to their involvement in interregional activities** (1 639 people in total).

The following extract coming from the PROMPT project is a good example on how this result indicator can be justified: *“Within the 1st Workshop/2nd Steering Committee Meeting in Macerata (Italy), the following key staff members from Civil Protection and the Fire Brigade attended the event: 1 Civil Protection Officer from partner 4 (Province of Macerata, IT), 1 Civil Protection Officer from the Lead Partner (region of Western Greece, EL) and 3 Fire Brigade Officers from partner 5 (Bielsko-Biala District Officer, PL) and Italy (Macerata). Therefore, the project can already demonstrate that 5 staff members have increased their skills and knowledge on forest fire management capacities as a direct result of their involvement in the experience exchanged at interregional events.”*

The fact that 10 projects were already able to demonstrate that **23 new projects / activities / approaches have resulted from the interregional exchange of experiences** is another noticeable result. As reflected in the examples provided in the 2009 Annual Report, these spin-offs can take very diverse forms such as:

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

A few more precise examples are provided below from the first call Capitalisation Projects:

- In ERIK ACTION, the 'Fabbrica Ethica' transfer group dedicated to Corporate Social Responsibility (CSR) worked together to prepare a project proposal on raising awareness on CSR among SMEs and supporting them in communicating CSR activities. A further 7 regions have been involved in the consortium.
- During the Open Days in October 2010 several RAPIDE partners met to discuss the possibility to follow up activities on Pre-Commercial Procurement and the pitching tool. Both activities were very promising and it is envisaged to submit a project on these themes under the FP7 call in autumn 2011 and INTERREG IVC in spring 2011.
- In B3 Regions and further to intense exchange carried out within the project, Piedmont Region (IT), Catalunya Region (ES) and Sardinia Region (IT) decided to sign an agreement related to ICT observatories and radio mapping.

The monitoring of these spin-offs is a first attempt to assess the intangible but real achievements resulting from networking activities as highlighted above. Unfortunately and as highlighted in the programme interim evaluation, it only reflects very partially the richness of the 'indirect outcomes' deriving from interregional cooperation. The progress reports submitted by project often include very interesting information which cannot be reflected in any of the current programme predefined indicators. The extract below from the progress report submitted by the MiSRaR project is a good illustration of this richness:

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

Finally, as far as the 6 first call Capitalisation Projects are concerned, **a total of 32 action plans have been developed by "Objective Convergence" regions further to the les-**

sons learnt from “Objective Competitiveness” regions. This represents half of the total number of Action Plans developed by these projects. Some of the most remarkable results in particular in terms of amount of mainstreaming funds committed to the implementation of the practices have been achieved in convergence regions. The following quote from the Bulgarian partner of ESF6 CIA (i.e. Vasil Asenov from the Ministry of Labour and Social Policy) is interesting in this regard:

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

Another core lesson learnt from the first call Capitalisation Projects is that the cooperation was also very useful for the regions of the ‘old’ 15 EU. Apart from a few cases, the process has ended in the introduction of real new practices into the concerned Operational Programmes. This reflects the added-value of the win-win cooperation supported within INTERREG IVC.

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

Compared with the previous Annual Report, it is clearer that the achievement of this programme objective is well underway.

The number of good practices identified by Regional Initiative Projects continues to increase. In total, 923 good practices have been identified within the 35 Regional Initiative Projects. This means an average of 28 good practices per project. With regard to the 6 Capitalisation projects, 52 good practices were already identified and made available to regional and local actors involved in the projects.

A few examples of interesting identified good practices were provided in the 2009 annual report. A more in-depth look into these practices will soon be possible thanks to the development of an on-line good practice database on the INTERREG IVC website (launch expected before the end of 2011).

As far as **results** are concerned, more and more examples of good practice transfer are provided by the first call Regional Initiative Projects. A total of **29 practices have already been successfully transferred** amongst the partners. Although it only represents 2,6 % of the practices identified (1,121), this has to be considered as a noticeable achievement of the programme for the following main reasons:

- None of the projects aims at transferring the totality of the identified practices (projects like PIMMS TRANSFER or DC have already identified more than 100 practices). So the comparison between the number of practices identified and the number of practices transferred is not fully relevant.
- As stated in Annex 3 of the programme manual, a transfer can be reported to the programme only when implementation has already started on the territory of the importing region. This approach is very demanding and explains why only 9 projects have demonstrated transfers until now although most of the 35 first call Regional Initiative Projects are already able to report interesting lessons learnt from the cooperation.
- The 29 transfers take into consideration only the 35 first call Regional Initiative Projects which still have one more year to demonstrate concrete transfers (i.e. Capitalisation Projects do not report on this result indicator). Hopefully, the 67 second call Regional Initiative Projects will soon be able to report their first achieved transfers.
- Finally and unfortunately for the programme, part of the results will also occur only after the cooperation ends (not only for the transfer of practices but also for the policy improved).

Ten transfers were already illustrated in the 2009 Annual Report and the additional 19 are described below.

- **Priority 1 – Sub-theme ‘Innovation, research and technology development’**
MINI-EUROPE aims to improve services to SME development and in particular the infrastructure for innovation support. **So far, seven good practices were transferred within this project.**
 - ‘Summer entrepreneur’ from Mid Sweden (partner 5) to Flevoland (Lead Partner),
The goal of the ‘Summer entrepreneur’ initiative developed in Mid Sweden is to stimulate the entrepreneurial mindset among young people. The target groups are young-

sters between 15 and 22 years old. The young people start their own business during the summer vacation as an alternative to a common summer job. The exchange process has started through many e-mail and telephone contacts, a video conference and an exchange visit to Mid Sweden (end of 2009 and beginning of 2010) to learn all details about the summer entrepreneur practice. During the exchange visit, stakeholders were invited to reflect on the idea of summer entrepreneur. Since there was a great enthusiasm, the province of Flevoland decided to proceed with the import of the Swedish concept. The 'content' manager from Mini Europe wrote a project plan and the province generated the necessary funds (EUR 170,000 for a three year project, coming from the province, a bank and an employer's organisation). In April 2010 the Swedish leader of the programme came to Flevoland to give a week's "train the trainer" session. Apart from the trainers from Flevoland, two partners from Western Greece also participated in this session. The exchange process within the scope of Mini Europe continued with a start-up session for stakeholders where an agreement between Flevoland and the Swedish partner was signed on 22 April 2010. Finally, the Swedish initiative was transferred through a new project called Zomerondernemer organised in Flevoland in summer 2010. It started with a communication campaign (e.g. at schools) to make the project known to the youth. As a result 38 young people registered for the programme. They all followed training on how to set up a business and to make a business plan. They were then ready to register their company at the Chamber of Commerce and to receive a bank pass with a start capital of EUR 200 and -of course- to start their activities. The business activities of the young people are very diverse; website building, organising events, courier, selling specific products (e-commerce), building garden benches from old chicken barns, building a system to improve potatoes storage, design of communication materials, etc. The project has generated a lot of attention from the local, regional and national media and one company was also finally set up further to this summer entrepreneurship.

- 'Hungarian Pole programme' and its effect on cluster development from Észak-Alföld (partner 3) to Flevoland,

The Hungarian Pole programme was used as a model to improve the working methods in Flevoland. In Flevoland, two main institutions work on clusters; the regional development company and Syntens, an innovation agency. After a video conference, a comparison of the way of working in Hungary and in Flevoland was made. This benchmarking has resulted in new agreements between the two institutions in Flevoland on working in a more structured way, a reshuffling of tasks and the adop-

tion of the different phases in cluster development as developed by the Észak-Alföld partner.

- 'Summer Design Office' from Mid Sweden to North West England (partner 2)

As explained in the previous Annual Report, Summer Design Office is a good practice developed in Mid Sweden to raise awareness on the value of innovation and design among companies that in most cases have no earlier experience with design. In North West England, Salford University is going to run a pilot on Summer Design Office in 2011 with 30 students. Since, the funds have been secured and all organisational aspects are under way, the good practice can be considered successfully transferred. The Swedish good practice was adapted to the needs of North West England; the programme will be running during the semester and not during the vacation and it will be embedded in the curriculum of the University.

- 'Summer Entrepreneur' from Mid Sweden to North West England

North West England has also imported the 'Summer Entrepreneur' initiative through the organisation of a pilot action. It was run by Tameside MBC and has involved 20 young people together with many local relevant stakeholders.

- the different cluster development models from Veneto Region (partner 6), Észak-Alföld and North West England to Maramures (partner 4)

Maramures (RO) has intensively studied all cluster models (from NW England, Veneto and Észak-Alföld). As a result of this learning process, an association called 'TransMechaWorld' was founded with the aim to build a mechanical engineering industry cluster in Maramures. This is the very first initiative in Maramures to develop a cluster and is a direct result of the lesson learnt from MINI EUROPE.

- 'Financial Engineering Programme' from Veneto to Észak-Alföld

As a result of the exchange between Veneto (IT) and Észak-Alföld (HU) on the financial engineering good practice, the Regional Development Agency of Észak-Alföld has applied for funding at the North-Great Plain Operational Programme. This funding will allow the development of a financial engineering programme in Észak-Alföld, with the aim to boost innovation among SME's. Though the application is still in consideration within the Managing Authority, the good practice exchange has led to concrete actions and can therefore be considered a successful transfer.

- 'Cluster Programme' from Veneto to Mid Sweden

The exchange on the cluster programme between Veneto (IT) and Mid Sweden has led to improved working methods in Sweden. Based on the approach developed within the Venetian cluster of Prosecco (wine producers), Mid Sweden modified its support to the cluster of small scale food producers. Instead of grouping only manufacturers, as was the case until now, the Swedish partner has started to integrate tourism actors in the cluster. Mid Sweden has also developed a unique branding following the model of Prosecco.

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

CLIQ focuses on creating local innovation based on local quadruple helix partnerships (i.e. universities, businesses, public authorities and civil society). **So far, three good practices have been transferred within this project.** One additional transfer was achieved since the last Annual Report where two transfers were already reported.

On the basis of inspiration gained from SINC (Brighton, UK) and Leeuwarden (NL), a new model of innovation support is under development in the City of Gävle (SE). The city now works on taking into consideration the customer's need in early stages as well as improving the financing of innovation. With these two components in place, the time to get an innovation to reach a market should rapidly decrease. Based on the lessons learnt within CLIQ, the city also uses success fees and other business models to attract investors and patent owners.

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

SEE aims to influence regional policies for design. **So far, one good practice was transferred within this project.**

At two SEE events (workshop 1 - Lyon & workshop 2 - Copenhagen), the guest policy-makers invited by Design Flanders (BE) were exposed to several service design projects presented by the other partner regions. Service design builds the customer experience, taking into account every aspect of the interaction between supplier and customer. The more sophisticated the service system, the more potential there is to create value in its delivery. The policy-makers were very interested in this concept and the Belgian partner consequently invited guest speakers on service design to the Flanders Design Platform meetings to present the concept to a wider group of stakeholders. Design Flanders has now received a mandate from the Flemish Government to deliver a Service Design Project in Flanders.

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

CLUSNET aims to improve cluster support policies in large European cities. **So far, two good practices have been transferred within this project.**

During the CLUSNET seminar in June 2009 in Manchester, the communication strategy of the Greater Manchester (UK) was used as a case study and was therefore reviewed by the other partners. The main recommendation resulting from this review process and input from the other partners was that this strategy should be more focused on the ‘Manchester brand’ in order to strengthen international visibility of the clusters. This approach has since been implemented by the UK partner and can therefore be considered as good practice successfully transferred.

The second example is related to new initiatives developed by the city of Leipzig (DE). As a result of the findings produced at the Leipzig seminar in the autumn 2009 and the participation in the previous CLUSNET seminars, the city of Leipzig has initiated a number of different initiatives in order to transfer results and know-how from the CLUSNET project to their local cluster work. For instance, based on the input of the other partners, a joint science day has been developed at local level to stress the importance of cooperation among different actors involved in innovation and in particular scientists. The event focused on enhancing the cooperation of thematically associated work groups in Leipzig, to identify joint subsidy options and to strengthen the ‘Science Location’, one feature of the Healthcare & Biotech cluster. Also, a new international cluster website was launched (business.leipzig.de) directly inspired by suggestions from the CLUSNET partners. The objective is to contribute to the internationalisation of Leipzig’s clusters.

- **Priority 2 – Sub-theme ‘Energy and sustainable transport’**

MORE4NRG aims to strengthen the delivery of regional strategies for renewable energy and energy efficiency by exchanging best practices on sustainable energy policies and jointly developing an integrated tool for monitoring the effects of regional sustainable energy strategies. **So far, one good practice has been transferred within the project.**

One of the main recommendations of the peer review team to the region of Gabrovo in Bulgaria (partner 11) was to assign an energy expert within the regional administration, following the model developed in Sweden (County Council of Norrbotten, part-

ners 2 and County Council of Västernorrland, partner 9). The Gabrovo region has put this recommendation into practice and has assigned someone in March 2010. This can be considered as a successful transfer of good practice, since the model was derived from Sweden and, according to the Bulgarian partner, this assignment can be largely attributed to the MORE4NRG project.

- **Priority 2 – Sub-theme ‘Energy and sustainable transport’**

FLIPPER focuses on the provision of cost-effective integrated public transport system in order to reduce pollution and congestion while encouraging sustainable economic growth. **So far, six good practices have been transferred within this project.** Four additional transfers were achieved since the last Annual Report where two transfers were already reported.

First, the good practice related to survey methodology was transferred from SRM (Public Transport Authority of Bologna, Lead Partner) to ATL (Livorno Transport Operator, partner 8). SRM shared with ATL the model used in Bologna area for surveys about citizens' needs concerning the forms to be used and the information to be required. ATL integrated the SRM survey methodology when realising its own phone survey for the Livorno Feasibility Study.

Second, another good practice related to user data analysis for Flexible Transport Services (FTS) was transferred from ATL to the Municipality of Purbach in Austria (partner 5): Purbach directly used the specific and effective survey methodology developed by ATL to identify users' requirements that are useful to improve transport service design. In particular, Purbach carried out a similar investigation on users and service data in order to produce a cost/benefits analysis which proved to be crucial for its transport service's implementation.

Third, a good practice related to the monitoring of Flexible Transport Services was transferred from University of Aberdeen (UK) to SRM. The University of Aberdeen developed guidance for all the partners for the development of their feasibility study. This guidance and in particular the indicators suggested by the university to follow the implementation of Demand Responsive Transport services was taken over in the feasibility study developed by SRM. The feedback from the municipalities' subject of the study was also very positive.

Finally, a good practice related to the promotion of FTS was transferred from ATL to Almada City Council in Portugal (partner 10). The advertising and promotional campaign of the Flexibus launched in Almada was directly inspired by the communication activities developed by ATL.

- **Priority 2 – Sub-theme ‘Energy and sustainable transport’**

PIMMS TRANSFER aims to stimulate modal shift towards more sustainable forms of transport by increasing the implementation of high quality mobility management techniques mainly at city but also at regional levels. **So far, seven good practices were transferred within this project.** Three additional transfers were achieved since the last Annual Report where four transfers were already reported.

First, transferring the approach developed by Frankfurt in Germany (partner 6), the city of Maribor in Slovenia (partner 11) has gained new buses with ‘Euro 5 standard’ for public transport and with adapted equipment for enabling disabled people to enter the bus.

Second, the city of Sofia (BG) developed a new parking strategy which was presented on 16 May 2010 (www.sumc.bg/routes) and which includes approaches developed by the other partners. The strategy implements certain aspects of the practices developed in London (UK) and Stockholm (SE) on congestion charging and low emission zone. It is based on the aims of congestion charging to reduce urban traffic congestion and increase road safety. Sofia's parking strategy divides the city centre into 3 areas for parking: 'blue', 'green' and 'yellow'. As a result, parking charges in the centre have been raised.

Third, the city of Gdansk in Poland (partner 13) has imported a practice related to training school children on cycling in real traffic circumstances developed by the city of Graz in Austria (partner 2). Gdansk organised a Schools Challenge workshop with an expert from Graz to share knowledge with a group of trainers on how to organize such tuition for children in local schools. As a result this cycle training was piloted at a number of schools. The aim is to extend it to all primary schools in Gdansk.

A certain number of lessons can be learnt from these 19 examples of good practices transferred:

- As reflected in the examples of SEE or CLUSNET, the notion of transfer is not as straightforward as it seems from the definition provided in Annex 3 of the programme manual. Usually, a transfer of practice means that a specific initiative developed by one partner has attracted the interest of another partner who has implemented it on its territory. However, in the case of CLUSNET for instance, it is the joint input of the partners on a specific local case study which has finally resulted in the implementation of new actions in the concerned territory. It is therefore not one specific practice which is transferred but a variety of inputs provided by different partners on a precise local issue.
- In majority, the projects that are able to demonstrate concrete transfer of practices are projects with a low level of intensity of cooperation (e.g. CLUSNET, CLIQ, MINI EUROPE, MORE4NRG, SEE).

This is the best way to prove the usefulness and efficiency of networking activities. These transfers also represent a form of mainstreaming into policies since the implementation of the transfer was not funded in these projects by INTERREG IVC but by other public sources at local, regional or national levels.

- The win-win character of the cooperation is also demonstrated in the achieved transfers. Even if in most cases it seems to be the less advanced region which has benefited from the most advanced region, there are examples where the transfer goes in the other direction (see the example of MINI EUROPE where the Dutch region of Flevoland gets inspiration from the Hungarian Pole programme).
- Projects often have the tendency to mix the notion of practice transfer with that of policy improved. Even if a good practice transfer is a concrete result, it remains a one-off which does not necessarily lead to structural change. In comparison, a policy improved (e.g. modification of a strategy or of a policy document) is supposed to be sustainable and to have long-term impact. In MINI EUROPE, the way Flevoland has tackled the Summer entrepreneur initiative is a perfect example of the core difference between practice transfer and policy improved. Initially, the summer entrepreneur initiative was organised once in Flevoland following the experience developed in Mid Sweden. There was no particular plan to make it an on-going measure within the

region and Flevoland region had to find specific funding to organise the event. At that stage, this result was correctly reported to the programme as a good practice transferred. In a second step and due to the success of the first event organised in Netherlands, the new policy of Flevoland for the period 2010 – 2013 was finally modified to include the Summer entrepreneur initiative as core measure for promoting young entrepreneurship in the region. Only this second achievement through its long term impact was reported to the programme as a policy improved.

- All 29 practices transferred up to now within the programme only occur within 3 programme's sub-themes:
 - o Innovation, Research and Technology Development,
 - o Entrepreneurship and SMEs,
 - o Energy and Sustainable Transport

This can be partly explained by the fact that a majority of projects has been approved in these sub-themes: 55 % of the projects (67 out of 122). But this may also indicate that these issues of regional development are particularly suitable for transfer of practices among European regions.

As far as Capitalisation Projects are concerned, a total of 20 Capitalisation Projects were approved and the following elements are of interest.

- 244 partners (of which 132 public authorities) are included in these 20 projects. Apart from Malta, all other EU Member States are represented in these projects.
- As highlighted in the previous Annual Report, certain projects have faced difficulties in the mainstreaming process. For instance, the good practices finally selected for transfer by a partner were not fully compatible with the characteristics of the Regional operational programme of this partner (Emilia Romagna in PIKE). Sometimes the practices required a mix of ESF and ERDF although these two funding sources were managed separately in the region. Or there was no relevant measure in which the practice could be finally financed. Other examples of difficulties relate to the decision-making process of each Operational Programme. The final decision on implementing the practices in the region has obviously to be in line with the way the concerned Monitoring Committee usually decides.

Finally, a few third call Capitalisation Projects like MKW already informed the JTS that the ERDF of the current operational programme was already fully allocated for a few regions. In such cases, the JTS checks carefully with each project which strategy could be adopted to cope with this situation.

Despite the above difficulties and as demonstrated in this chapter, the 6 first call Capitalisation Projects which finalised their activities in 2010 can still be considered as very successful in their mainstreaming process. **A total of 63 Actions Plans were produced by these projects.** This represents an average of one Action Plan per participating region apart from RAPIDE where 17 Action Plans were elaborated. Indeed, the regions involved in RAPIDE decided to make an Action Plan per practice transferred which means that several regions (e.g. South West UK, Észak-Alföld Regional Development Agency HU) worked on more than one Action Plan.

In addition to the policies improved described earlier in this chapter; their remarkable achievements are summarised in the table 7 below based on the mainstreaming funds dedicated to the implementation of the practices:

Table 7: Achievements of the first call capitalisation projects

Projects	IVC ERDF spent (EUR)	Leverage effect	Amount dedicated to the implementation of practices (EUR)
B3 Regions	1,525,947	x 307	= 468,612,500
ERIK ACTION	1,418,440	x 17	= 24,561,200
ESF6 CIA	935,661	x 55	= 51,300,000
ICHNOS PLUS	734,183	x 0.9	= 687,800
PIKE	1,146,295	x 6	= 7,272,900
RAPIDE	1,194,558	x 18	= 21,210,460
TOTAL	6,955,084	x 82	573,644,800
TOTAL (without B3 Regions)	5,429,137	x 19	105,032,300

This table is a good illustration of the leverage effect of interregional cooperation. The ERDF budget of EUR 7 million that was invested in the six first call Capitalisation Projects may have an impact on EUR 571 million of national / regional funds (mainly ERDF). This means a leverage effect of 82. Of course, the results of B3 Regions play a major role in this amazing effect. But without this specific project, the leverage effect would still be of 19.

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

- Even if the vast majority of Action Plans are finalised and signed by the relevant policy makers (there are only a few exceptions like the Greek region of Sterea Ellada in PIKE where the Managing Authority could not sign the plan due to the restructuring of the National Reference Framework), most of these Action Plans are not implemented yet. In other words, most of the funding indicated in the last column is not spent yet and often it is not even secured. A noticeable exception is the PIKE project where EUR 3 million (out of the EUR 7.3 million included in the Action Plans) has already been secured.
- The amount of mainstream funds depends a lot on the issue tackled by the project. For instance, the amount reported by B3 Regions can appear extremely high (alone it represents 82 % of all the funds) but it can be explained by the fact that this project is dealing with broadband in rural areas. It therefore relates to infrastructures which can require heavy investment. In comparison, the results of ICHNOS PLUS may appear little. But since ICHNOS PLUS deals with soft measures related to SMEs support, the amount of mainstream reported by the project is in fact very satisfactory.
- Despite the name of this result indicator, the amount dedicated to the implementation of practices is not exclusively related to ERDF. For various reasons, regions were not always in a position to focus on Structural Funds and when this was the case, they strove to mainstream the practices into other sources of funding at local, regional or national levels.

With the six first call Capitalisation Projects, the final reports were submitted to the programme. In the first part, the projects are asked in particular to explain how interregional cooperation has contributed to the project's achievements. The following extract from the "B3 Regions" final report is of particular interest:

"During the proposal submission stage, B3 Regions partners had identified 8 good practices at EU level regarding different approaches or methodologies linked to broadband deployment. The good practices collected were grouped in different categories: we shared knowledge related to management procedure of structural funds or, to technological aspects or to economic investment models.

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

gal skills, to acquaintance with structural funds management procedures. Partners clearly understood that their capitalisation objective required different and complex type of expertise because their broadband strategy dealt with technological, legal, administrative or economic know-how.

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

3.1.2.4 Programme Objective: contribution to horizontal EU policies

Equal opportunities

The target value concerning the percentage of projects with positive effects on equal opportunities (10 %) has been largely exceeded with an achieved value of 62 % of all approved projects. This initial estimation was obviously underestimated. A significant number of projects demonstrate that the topic they address has some links with equal opportunities. For instance, the PEOPLE mini-programme explores the opportunities for new employment and ways of reinforcing cohesion and well-being in the context of demographic and societal changes faced by European regions. Equal opportunities are an important issue in most of the six sub-topics tackled by the mini-programme: 1- Social and e-inclusion. 2- Silver economy. 3- Civil society capacity building. 4- ICT for Health and dependency. 5- Social entrepreneurship. 6- Work-life balance.

In addition, although their topic may not be directly related to equal opportunities, a high number of projects have explained that equal opportunities would be a core element in the day-to-day management of the project (e.g. in the recruitment of the coordinator). This can explain to a large extent the above unexpected high percentage.

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

- Gender4Growth is a first call Regional Initiative Project addressing economic gender inequalities, in particular lower female employment rates, wages and positions, job

market segmentation and lack of conciliation between career and family life. The project aims at improving partners' economic policies so that gender issues are increasingly taken into consideration at policy level. Partners exchange their experiences, organise transfer workshops and grant "Awards" to local economic initiatives that most effectively tackle gender issues.

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

Environment

The programme also exceeds its initial objective as far as the percentage of projects with positive effects on the environment is concerned. 84 % of the approved projects state that they will be positive or have their main focus on environmental sustainability (instead of the 60 % initially targeted). This focus on environmental issues is obvious for the 51 approved projects in priority 2 (41 % of all approved projects). Nevertheless, as explained above for equal opportunities, a high number of projects under priority 1 also explained how they will make sure the day-to-day implementation of their project will respect environmental constraints. The integrated approach adopted by certain of these projects (e.g. FRESH and ECREIN+ on eco-innovation) also explains why the topics tackled under priority 1 can directly relate to environmental considerations.

Compared with the previous Annual Report, the situation also improved for the Capitalisation Projects thanks to the third call for proposals. Before that call, only two out of the 13 approved projects were related to priority 2 and both were approved under the sub-theme 'Waste prevention and management' of priority 2. The seven Capitalisation Projects approved within the third call were all related to priority 2:

- 5 under 'Energy and sustainable transport'
- 2 under 'Natural and technological risk (including Climate Change).'

Therefore, the thematic overview of the 20 Capitalisation Projects is now much more balanced with 55 % approved in priority 1 and 45 % approved in priority 2.

3.1.2.5 Management and coordination

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

Still, the JTS faces difficulties with certain Lead Partners (e.g. deadlines not met, poor quality of the reported information). As highlighted in the previous Annual Report, it happens for the most serious cases that an individual consultation had to be organised in Lille with the concerned projects. Most of the time, this kind of face-to-face explanation brings satisfactory results.

The target value of 10 % set in the operational programme for the percentage of progress reports approved without clarification requests from the JTS is not reached as all progress reports submitted until the end of 2010 were subject to such requests. Despite this statistic, the overall reporting process to the programme goes well. The clarification request sent to the Lead Partner is also a way for the JTS to communicate and exchange with the Lead Partners. As far as the activity monitoring is concerned, the Lead Partners are systematically encouraged to provide as many details as possible on their progress and in particular on the results achieved. Often, the JTS remark is not a request for immediate clarification but a simple recommendation to improve the quality of the reporting for future periods. The rationale behind each request (e.g. importance of justifying the indicators, of providing qualitative information) is also explained. The aim is to contribute to a mutual understanding and to ensure that Lead Partners feel committed to the programme's success. In the same spirit, the JTS sends each year the current qualitative analysis to all Lead Partners.

POWER mini-programme has adopted an innovative tool in terms of management. POWER has agreed to implement a tool to encourage the dissemination of good practice in carbon reduction for the actors participating in the mini-programme, through a CO₂ calculator (used to gauge CO₂ savings across the programme). This calculator is used to assess the CO₂ savings (or consumption) related to events not held (i.e. savings from alternative communication methods such as teleconferences) and to determine the best venue for interregional meetings and events where planned events are scheduled. The calculator is applied by regional partners as well as all the sub-projects participants.

3.1.2.6 Dissemination

As demonstrated by the indicators related to publicity activities, the 41 first call running projects are active in disseminating their projects and results. More than 100 brochures were published and an average number of 9 dissemination events were organised per project (365 events in total). This figure includes interregional dissemination events but also the events organised in each partner area in order to ensure that the lessons learnt from the project are also available to local stakeholders. INTERREG IVC projects have also been presented in 654 'other events' (i.e. events not organised by the projects themselves). It is estimated that more than 56,000 people have already been reached through these dissemination activities.

The JTS also systematically checks project websites and publicity materials to ensure that EU publicity requirements are respected.

A particular innovative example of internal and external communication was provided by the RETS ('Renewable Energies Transfer System') project. Approved under priority 2 – Sub-theme 'Energy and sustainable transport', RETS aims to improve the knowledge and competencies of local and regional policymakers in renewable energies, so as to facilitate the deployment of coherent and value added strategic renewable energies policies. One of the principle objectives of the project is to facilitate communication and access to knowledge through the integration of internet technologies and applications as a key component of the project. The Lead Partner ADEC has wide experience in the organisation and use of Web 2.0 technologies and it has initiated a transfer of these practices to the project partners for both the project management and the project activities. A major element has been the set up of the project wiki: (www.rets-community.eu). The wiki which is only open to registered members, has two main sections: a project management section which regroups all the internal project administrative, financial and communication aspects of the project, and dedicated sections for the project activities: good practices related to renewable energy, seminars, study visits, competitive intelligence. All partners have the possibility to consult, create and modify information within the wiki application. Another technology that ADEC has deployed for the project partners is a competitive intelligence service, which sources and collects new and up-to-date information on renewable energy related issues from all over the web. This information is then validated by the expert partners before being created into dedicated thematic newsletters and diffused to the local authorities.

3.2 Priority 3

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

4 Technical assistance

In 2010 an amount of EUR 3,552,185.24 was spent on Technical Assistance. This amount corresponds to EUR 2,438,714.94 ERDF.

In 2010, the available technical assistance funds allowed to finance 20 JTS and 10 IP staff members, for positions in the field of general management, assistance, IT, communication, projects, finances and financial control and audit.

Besides the staff costs mentioned above, the JTS and IPs also assisted the programme in carrying out the following activities financed from the technical assistance budget:

- Providing assistance to project applicants and after the approval of project to the Lead Partners (advice given by e-mail, phone and through lead applicant seminars/Lead Partner seminar, by individual consultations, through participation in project meetings and conferences),
- Organisation and implementation of programme meetings – three Monitoring Committee meetings (one of them having been held in 2009 and paid in 2010), two Task Force meetings,
- Costs related to communication and dissemination in relation with the INTER-REG IVC programme such as further developing the website, and developing and printing programme information brochures,
- The organisation of information seminars such as further outlined in section 5.1.2 below,
- coordination and implementation of accounting, paying and certifying procedures with the legal employer of the Secretariat (GEIE GECOTTI) and also with the Certifying Authority,
- JTS office-related expenditure for office rental and material such as office equipment, stationery, maintenance and utilities,
- IT related expenditures (office IT equipment such as hardware and software as well as the continued development of a project administration database),
- Costs related to the mid-term programme evaluation carried out in 2010
- Payment of the external audit firm carrying out the audits on projects, preparing the content of the GoA meeting and drafting the annual control report and annual opinion 2009/2010 under the Group of Auditors' and Audit Authority's responsibility and supervision.

5 Information and publicity

Communication activities in 2010 marked the start of a turning point in the focus of communication messages. In terms of promoting the funding opportunities available, the programme decided to open what would be the last open call for proposals. With this in mind, a mapping of the 'under-represented' areas of the programme was carried out by the four Information Points, to better target communication activities in 2010. On the other hand, projects which had started in 2008 were coming to a close, and focus started to shift to publicising the results of these projects.

5.1 Events

5.1.1 Partner search/dissemination event

Due to the dates of the fourth call (December 2010-April 2011), the 4th EU Interregional Cooperation Forum (partner search event) was fixed for February 2011. There was no such forum in 2010.

5.1.2 Events organised

Three types of information seminars were organised in 2010, mainly by the programme's Information Points but also by the National Contact Points and Member States representatives. One type was dedicated to explaining and promoting the third call for Capitalisation projects, and took place in the first trimester mainly. The second type was dedicated to introducing the programme to regions not yet represented by the programme, based on a geographic analysis carried out by the Information Points. These seminars took place mainly in the last trimester, to prepare for the launch of the fourth call. Finally, seminars dedicated to partners of running projects were organised by the programme in the fields of financial management and communication.

5.1.2.1 Seminars for applicants

- 14 January 2010, Barcelona (ES) – Lead applicant seminar North and South areas (50 participants)
- 20 January 2010, Prague (CZ) – Lead applicant seminar West and East areas (34 participants)

The main promotional campaign concerning the third call for proposals took place end 2009 (see Annual Report 2009), since the call closed on 5 March 2010. Two seminars targeting Lead applicants preparing a project proposal were held in January 2010. These were organised as joint events, one for applicants from the North and South areas, and one for applicants from the East and West areas. The lower demand for Capitalisation projects didn't justify the organisation of one seminar per IP area, as is normally the case.

Both seminars followed the same agenda. The objective was to give detailed and structured advice to lead applicants in developing their applications under the INTERREG IVC third call for proposals. The presentations were modified, compared to previous Lead applicant seminars, to reflect more closely the quality assessment criteria used by the programme when assessing applications. Alongside presentations introducing the programme and describing the application process were presentations on 'Relevance of the proposal and partnership', 'Coherence and quality of workplan' and 'Quality of management, budget and finance'. More concrete examples were given on how to complete the application form, and applicants' attention was drawn to common misunderstandings or pitfalls that the programme had seen over the first two application rounds. This more practical approach was further tested in Prague, as the session on 'Coherence and quality of the workplan' also included practical exercises for the participants to complete, based on the application form. Both seminars were completed with presentations from Lead Partners of running Capitalisation projects – ERIK ACTION in Barcelona and PIKE in Prague – to share their experience of managing this challenging kind of project.

Feedback from both events was very positive: 4.17/5 overall score for the Barcelona seminar and 4.5 for Prague. This was an improvement compared to the previous Lead applicant seminar, which scored an average of 3.8/5. The most positive elements concerning the interactive nature of the event were kept to be integrated to future events.

While each information point undertook an analysis of regions participating in the programme, the Information Point East carried out a specific targeted analysis of the East area. This area has the particularity of covering Member States who joined the European Union in 2004 or later, with the exception of Austria. For this reason, a particular emphasis had been put on programme communication in the early stages towards Romania and Bulgaria in particular. Information Point East wanted to put in place activities that would correspond best in terms of the thematic interests expressed by their target group. Based on a questionnaire that was sent to around 90 regional and local authorities in the East area, the following seminars were planned:

- 14-15 November, Pardubice (CZ) – Regional Informational Seminar, (28 participants)
- 17-18 November, Rzeszów (PL) - Regional Informational Seminar (25 participants)
- 1-3 December, Ruse (BG) – Interregional informational seminar (80 participants)

The regional seminars in Czech Republic and Poland were designed to reach the NUTS II level regions not at all represented yet in the programme, while the event on the Bulgarian border with Romania sought to attract eligible participants from both countries. At each event, partners from the East area who participate in INTERREG IVC projects were invited to share their experience on how they became involved, what the benefits are and what challenges they have faced in such a partnership. The content of these seminars was designed to help potential partners not familiar with interregional cooperation better understand the objectives of the programme, how it could be beneficial for them, and what they would be undertaking by joining a project as a partner or Lead Partner. Satisfaction from these events averaged 4.42/5 (CZ), 4.5/5 (PL) and 4.67 (BG).

- 8, 9, 10 December 2010, Karlsruhe, Regensburg, Erfurt (DE) (4th call) (80 participants)

Based on the analysis in Information Point North on regional participation in the programme, the programme decided to focus information activities on three German areas. The events were organised in strong partnership with the Monitoring Committee Member from Germany. At each event, INTERREG IVC partners from Germany were invited to share their experience on how they became involved, what the benefits are and what challenges they have faced in such a partnership. In addition, regional contact points of the respective federal states presented the support available to applicants. Individual project consultations for interested lead applicants were offered after each one-day event. The average overall appreciation of the events was rather high: 3.6/4 (Karlsruhe), 3.35/4 (Regensburg) and 3.86/4 (Erfurt).

5.1.2.2 Seminars for partners from running projects

During the course of 2010, three main seminars were held for partners from approved projects, to assist them with the daily management of their project. These covered start-up issues, in the Lead Partner seminar held directly after project approval, and seminars on finance and communication issues.

- 16-17 September 2010, Warsaw (PL) – third call Lead Partner seminar (8 participants)

The result from the third call for Capitalisation projects was that seven projects were approved (out of 29 applications). The Lead Partners of these projects were invited to attend the programme's Lead Partner Seminar, to get information on the practical aspects of managing their project: contracting, reporting activities, finances and information and publicity rules. Six of the seven projects were in attendance.

Given the small group, the opportunity was taken to have a more developed session concerning communication, since these partners did not participate in the previous Communication Seminar. A presentation was made on developing SMART objectives, with tasks for the partners to complete on their own project stakeholders and messages. To follow up on communication issues, a project video was shown as an example of good practice. This was the ERIK ACTION video on transferring good practices to improve innovation in SMEs. The representative of another Capitalisation project – PIKE – was also on hand to share her own experience of managing this kind of project. Finally, a representative of the European Commission's DG REGIO confirmed that two of the seven Capitalisation projects were awarded the EC's 'Fast Track' label, as part of the Regions for Economic Change initiative. He described how important the Fast Track networks were for transferring regional good practices into mainstream programmes and underlined the assistance the various DGs can provide to these networks.

- 10 May 2010 Berlin (DE) - Communication Seminar (139 participants)

Based on the feedback received from the first communication seminar (see Annual report 2009), the second communication seminar was organised earlier in the life cycle of the second call projects, who were the principal targets of this seminar. Of course, all projects were invited to attend, especially those first call projects who had not been able to attend the first seminar in 2009. In total, 139 participants took part, covering 76 running projects.

The seminar was organised in Berlin, with IP North taking care of the logistics. Apart from some introductory plenary sessions, the seminar was organised around interactive workshops on the following themes:

- Stakeholder mapping and messages
- Writing skills for different supports
- Social media tools
- Media relations
- Public speaking & presentation skills
- Organising Events

The workshops with the highest average evaluation were Public speaking and presentation (4.43/5), stakeholder mapping and messages (4.3/5) and writing skills (4.28/5). Participants found the examples and case studies useful and appreciated the opportunity to work in groups and exchange the ideas and experiences with delegates from other projects.

- 7-8 September 2010, Lille (FR) - Finance seminar (90 participants)
- 13-14 September 2010, Milan (IT) - Finance seminar (60 participants)

As in 2009, the programme undertook a particular effort in communicating the European and programme financial rules to running projects in 2010. Two finance seminars were organised for the Lead Partner finance staff and first level controllers. In total, 82 projects were represented over the two events. Presentations were combined with case studies on particular issues such as staff costs, public procurement or the programme's flexibility rule. Overall satisfaction with the seminar was high for both events (4.3/5).

5.1.2.3 Other programme seminars

- 12 October 2010, Bern (CH) - NCP briefing (19 participants)

In preparation for the fourth call promotional activities, a National Contact Point briefing was held alongside the 7th Monitoring Committee meeting in Berne. This briefing was carried out in four parallel sessions, according to Information Point area, and lead by the Information Point representative. The results of each IPs geographic analysis of participation in the programme by region were presented. Based on the conclusions of this analysis, proposals were made for the location of national or regional seminars, and agreement reached with the National contact points or relevant Monitoring Committee national representative on when and where to organise such events. The outcome can be seen under 'Events participated in' below.

- 8-9 September 2010, Krynica (PL) -4th Forum of Regions ‘***“Innovativeness Through Cooperation: From the Development Strategy to Practice”***’ (20 participants)

Continuing the promotion of the INTERREG IVC programme to less experienced regions, the programme took the opportunity of organising a thematic seminar on innovation at the 4th Forum of Regions. This high level event, styled as the ‘Davos of the East’ gathers politicians and representatives of business and public administration. The seminar included representatives of the Belgian Presidency of the EU alongside European regions and institutions which have already improved their innovation strategies through European partnerships; “newcomers” in the field of interregional cooperation as well as universities and research institutions. Panellists and participants expressed their satisfaction with the debate.

5.1.3 Participation in events

Beyond the events organised by the JTS and the Information Points, the staff also participated in information days organised by external stakeholders. Due to the high number of requests, preference was given to national events, organised by the programme's national contact points or Member States representatives. The dates of these events were coordinated as far as possible by each relevant Information Point.

- * presentation at the CEMR expert meeting in Brussels on 15-16 March (30 participants)
- * presentation at the INTERREG experience conference on B and C Programmes Oslo on 22-23 March (50 participants)
- * presentation at Forum der Regionen seminar 'SME support through EU funds', 23-25 March, Sofia, BG (140 participants)
- * stand at the Baltic Development Forum in Vilnius on 1-2 June (300 participants)
- * presentation at Assembly of European Regions seminar on territorial cohesion and structural funds, Brussels (BE) (20 participants)
- * stand at Almedalen Week in Visby on 5-6 July (300 participants)
- * stand at XX Economic Forum Krynica (PL), 8-9 September 2010 (200 participants)
- * presentation at the INTERREG IVC Saxony-Anhalt regional info day in Magdeburg on 23 September (80 participants)
- * presentation at 20 years of ETC conference – Tournai (BE) 30 September 2010 (361 participants)
- * presentation and stand at BSSSC conference & Project Idea Café in Tallinn on 13-14 October (150 participants)
- * stand at EU Strategy for the Baltic Sea Region Annual Forum in Tallinn on 14-15 October (300 participants)
- * stand at the Euregia fair in Leipzig on 25-26 October (400 participants)
- * presentation at local Open Days event 9-10 November, Maribor, SI (160 participants)
- * presentation at Errin workshop – Brussels (BE) 16 December 2010 (60 participants)
- * presentation at national information day, Nicosia (CY) 17 December 2010 (75 participants)

Furthermore the following Member States had organised seminars for their first level controllers and project partner finance staff from running projects:

- Belgium (Walloon Region) held a finance seminar on 18 May 2010 (12 participants).
- The Netherlands also organised a finance seminar on 9 September 2010.
- Poland held a finance seminar on 21 September 2010 (140 participants).
- And Germany on 9 November 2010 (60 participants).

The JTS also participated in these seminars and highlighted during its presentation and/or the discussions the second level audit findings from IVC as well as IIC experience.

Regions for Economic Change – Brussels (BE), 20-21 May 2010

Since the programme's Fast Track Capitalisation projects contribute directly to the EC's 'Regions for Economic Change' initiative, major effort was put into ensuring the participation of these projects at the annual RFEC event. The programme was present with a stand, disseminating publications and diffusing the videos of several Fast Track projects. In addition, a workshop dedicated to presenting the good practices transferred within these projects was organised "**INTERREG IVC: From networking to policy change - Building on good practice to improve regional policy**" (120 participants). This ended with a special 'ceremony', allowing the five Fast Track projects that were nearing completion to present their Action Plans to the Director General of EG Regio, Dirk Ahner (replacing the Commissioner at the last minute). Many project partners came with political support from their regions, emphasising the impact that these projects can have on regional policy.

In 2010, two INTERREG IVC projects, FLIPPER and SEE, were shortlisted for the Regio-Stars award 2011.

Open Days for Cities and Regions – Brussels (BE), 4-7 October 2010

Finally, another recurring event in the INTERREG IVC agenda was the Open Days for Cities and Regions event, organised jointly by the Committee of the Regions and the EC's DG Regio. INTERREG IVC was present through a programme stand in the 'Meeting Place' exhibition centre, along with several project stands. Presentations were also given in the following workshops:

- Using the European Grouping of Territorial Cooperation for interregional cooperation: inside and outside the European territorial cooperation objective (and outside Cohesion policy) (100 participants)
- Communicating across borders: The challenge of communicating the results of European Territorial Co-operation Programmes (50 participants)
- INTERREG IVC Croissant and Coffee morning (30 participants)

5.2 Project consultations

Individual consultations were organised alongside information events, but also at dedicated times for this in each Information Point area. In addition, written **feedback** was also provided when requested using the Project Assistance Form.

32 individual consultations took place, most at the beginning of the year for the third call, which closed on 5 March 2010 and a few at the end of the year for the fourth call which opened December 2010. The third call concerned only Capitalisation Projects and this restricted nature led to lower number of consultations than in previous calls.

5.3 Printed and promotional material

5.3.1 Promotional objects

In order to ensure effective visibility during events, 10 exhibition upright banners were produced following the graphic identity of the programme. One stand corresponded to one programme sub-theme. This portable structure, easy to set up, allows good visibility while providing clear programme information.

- Pens, in IVC colours (red, yellow, blue and green)
- 2010 agenda and Christmas card
- Notepads, folders, business cards

5.3.2 Printed material

The following material that had been previously produced was reprinted in 2010:

- reprint general INTERREG IVC leaflet – 1000 ex
- reprint First Collection of INTERREG IVC projects – 1000 ex

New publications that were produced in 2010:

- Second Collection of INTERREG IVC projects (July 2010) – 5000 ex

This catalogue summarises the projects approved under the second call, organised by priority. It includes updated programme statistics and an introduction by Daniel Percheron, President of the Nord-Pas de Calais Region (MA of the INTERREG IVC programme).

- Project Communication handbook – 200 ex

While the content of the handbook was prepared in 2009 (see Annual Report 2009), it was printed and disseminated during the 2010 communication seminar.

- National languages leaflet (December 2010) 36 versions, 11350 ex in total

While the language of the programme is English, it was planned in the communication strategy to produce one information leaflet in all EU languages. It was decided that the time was right before the last open call for proposals, but that the leaflet would also be useful beyond this date. To this end, the leaflet contained general information on the programme's objectives, means, and area covered. However each national edition contained an example of a project partner from that country, to show by example how interregional cooperation could benefit not only the partner, but the country. Statistics per country were also provided. In total, 36 different versions were produced, as some countries requested the leaflet in English, alongside their national language, while some countries have two or even three national languages (e.g. Switzerland, Belgium). In a strong cooperation between the Information Points and the National Contact Points or relevant Monitoring Committee members, the texts were translated and/or proofread by native speakers. The leaflets were disseminated at national events mainly linked to promoting the fourth call.

- Achievements so far (June 2010), electronic version

This short leaflet was produced for the Monitoring Committee meeting in Madrid, June 2010 to give member states and the EC some concrete examples of results that could already be drawn from INTERREG IVC projects. The examples of policies improved were drawn from annual report 2009. It will be prepared for printing and wider dissemination in 2011.

5.3.3 Website and news alerts

The main communication activity of 2010 was the re-launch of the INTERREG IVC website: www.interreg4c.eu. This brought many new features to the website such as:

- Interactive map allowing access to country-specific information, while clicking further enables an overview of all regional and local bodies currently involved in interregional cooperation projects. These can be filtered by theme for ease of use.
- Project database: Easy to search, this [database of all interregional cooperation projects](#) not only shows what current projects are doing, it also allows potential partners to identify what themes are already covered, or who in their region is already involved in a project.

- Project idea/partner search: A new and improved [project idea tool](#) is available for those interested in developing a cooperation project. Possibilities exist to search for an existing idea to join a partnership, or submit own idea and detail the partners required.

The number of visitors to the INTERREG IVC website remains constant, at an average of over 33,000 per month. A peak is noticed during periods of open calls, in January, and again in December.

The INTERREG IVC programme does not produce a printed newsletter, however news alerts are sent by email to the database of contacts. Three such news alerts were sent in 2010, to almost 5000 contacts.

5.4 Media & institutional relations

An online monitoring system using Google alerts, alongside assistance from National Contact Points and Information Points revealed 28 mentions of the programme in national and regional press and news portals.

Articles were requested and published in a variety of publications, such as:

- Union of Baltic Cities environmental bulletin
- Magazine - Veřejná správa (CZ)

Institutional communication

- INFORM June (presentation) & Nov 2010

5.5 Evaluation of communication activities 2007-2010

Methodology

The INTERREG IVC programme has a clearly defined target group – authorities involved in the inception and implementation of regional policy – but spread across a wide area, namely 29 European countries. It is clear that in terms of evaluation, the programme can quickly run into difficulties of scale. Guidance from the European Commission to keep the evaluation ‘proportional’ to implementation costs has resulted in the programme combining both external ‘independent’ evaluation with internal evaluation tools to produce this ‘mid-term’ report. The programme’s overall communication strategy was evaluated within the framework of the

programme evaluation in 2010, carried out by Panteia consultants (see section 2.7.5 above). Four different methodological elements were used:

- Desk research including literature review
- Fieldwork activities in the form of structured face-to-face interviews with key stakeholders from the main programme bodies
- Case studies to go in-depth on a selected number of projects (10 case studies were carried out)
- Web-based surveys which gathered the opinion of various programme stakeholders

As can be seen throughout previous years' annual reports, communication activities have been extensively reported, and evaluated on a regular basis. The programme had put in place tools to measure the effectiveness of different communication actions such as event feedback forms. These tools, along with statistical analysis were used to complete the evaluation picture.

- Event feedback forms
- Website statistics
- Analysis of programme statistics

It should be noted that no specific evaluation of the programme's website was included in the evaluation, due to the website relaunch which took place during 2010. A follow-up survey on how the website meets users' needs will be carried out for the next report. In addition, the lack of a baseline survey in 2007 measuring levels of awareness makes it difficult to draw conclusions on the increase of awareness among the different target groups. The possibilities to carry out such a survey Europe-wide will be examined to allow a measure of the communication actions on awareness between the mid-term and final programme evaluation.

5.5.1 Communication strategy – impact on target groups

The communication strategy of the INTERREG IVC programme (see annex 6) was elaborated in 2007, after the programme was approved, and approved by the European Commission on 3 March 2008. The strategy contained the identified target groups, the messages that should be communicated to them, and how the impact of these messages could be measured. In the overall programme evaluation, it was concluded that the strategy touched all aspects important for the INTERREG IVC programme, in particular projecting well the target groups and expected impact, but that messages towards some target groups were not de-

veloped enough. Managing authorities of Competitiveness and Convergence programmes were highlighted as requiring a more specific communication channel.

Taking the identified target groups one by one, the programme has carried out its own detailed analysis of whether the impact expected has been reached.

Target group: 'Potential partners in 29 participating countries'

Message: 'Funding is available: how much, when, how, what for, and who can apply?'

Impact expected: 'Applications from a wide range of regions across the programming area'.

In the three calls opened by the programme by 2010, applications were received from all 29 participating countries, and indeed each country is represented in at least one project. Furthermore, 84 % of NUTS II regions were represented in approved projects. While this can be considered already a sign of the programme's success in targeting all regions, a more targeted communication plan was put in place to reach those regions still not represented in the programme. The results of this campaign will be analysed in 2011 after the results of the fourth call are known.

Message: Clear information on the programme

Impact expected: high quality applications, proposals in line with programme objectives

Overall, the quality of the applications received has allowed the programme to keep in line with its spending expectations, 70 % of the funds having been allocated by 2010. However, the number of applications in the first two calls exceeded by far the programme's expectations. The rate of ineligible projects, around 19 %, was considered too high by the Monitoring Committee, and a specific mandate was given to the secretariat to try and reduce this rate. In terms of communication actions, more explicit presentations were developed on the eligibility criteria for all programme events, information communicated on the most common mistakes, and efforts made in revising the text in the programme manual to make it clearer for applicants. However, improved communication was mitigated by stricter eligibility requirements concerning e-versions of the application form, the amount in the co-financing statement and, particularly for the third call for Capitalisation projects, the addition of a letter of support from the Managing Authority of the partner region. The majority of ineligible cases arose from problems with the co-financing statement or letter of support, therefore effort was focused on this document to make it as simple as possible for the applicants. The ineligible rates for the three calls held by 2010 were 19.1 %, 18.7 % and 55 % (16/29).

Message: JTS and IPs provide support in application procedure

Impact expected: INTERREG IVC funds distributed efficiently to suitable projects

In terms of assistance to applicants, the programme, and in particular the Information Points, were extremely active during open calls. Details of the many information seminars and consultation sessions organised are available in previous years' annual reports. In terms of messages to applicants, advisers were encouraged, especially after the first call, to be very clear to applicants whose proposal was not in line with the programme requirements. This was in an effort to avoid frustration for those applicants who would see their application not approved. An analysis was made of the success rate of applicants who had asked the programme for advice, versus those who had not. It is important to note that the advice given by the Information Points cannot be directly linked to the success or not of an application, as it cannot be fully measured whether the applicant took on board the advice of the advisers or not. However it seems interesting from the figures that overall, those projects who consulted the programme had a higher rate of success than those who did not. For example, in IP West, of the projects that were consulted for the three calls for proposals opened by 2010, 51 % were approved, while the success rate for projects that were not consulted was only 17.6 %. In Information Point North, 70 % of project ideas that were considered 'not relevant' by the programme were later not submitted. In IP East, a majority of applicants did not ask for a consultation (60 %), and the overall success rate was low (10 %).

It was noted in the external evaluation that the possibility for individual consultations was not widely known amongst target group. Apart from face-to-face consultations, applicants also had the opportunity to ask for written feedback on their project idea, through the submission of a project assistance form. The use of these tools varied according to the location of the Lead Partner, with IP South often facing difficulties in satisfying demand for feedback, while other IPs did not face such capacity issues.

Target group: Partners and Lead Partners of IVC projects

Message: Clear information on programme procedures; how to run an INTERREG IVC project

Impact expected: Clear understanding of programme and efficient realisation of projects

In order to reach the goals of 'understanding' and 'efficiency', four Lead Partner Seminars have been organised for newly-approved projects. The feedback from each seminar has

been constant, with an average of 4.2/5 as overall score. Progress reports are submitted twice a year with the first progress report often having the highest number of clarifications, which subsequently reduce for following reports. So far, projects are on time with their implementation.

Furthermore, specific seminars dedicated to Communication and Finance issues have been organised for Lead Partners (see Annual reports 2009 and 2010 for details). Concerning the evaluation of these events, the large majority of participants rated the first communication seminar as overall good or very good (see Figure 1), while the second seminar received a similarly high rating (see figure 2 below).

Figure 1: feedback communication seminar 2009

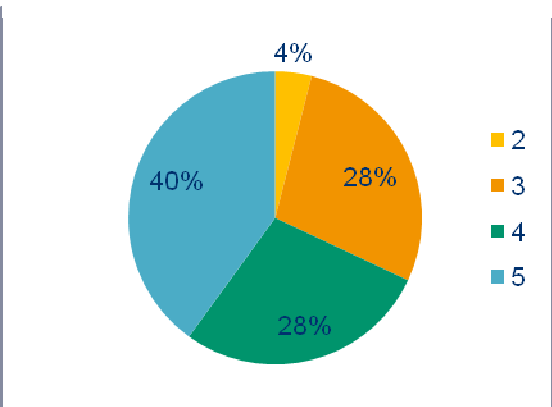
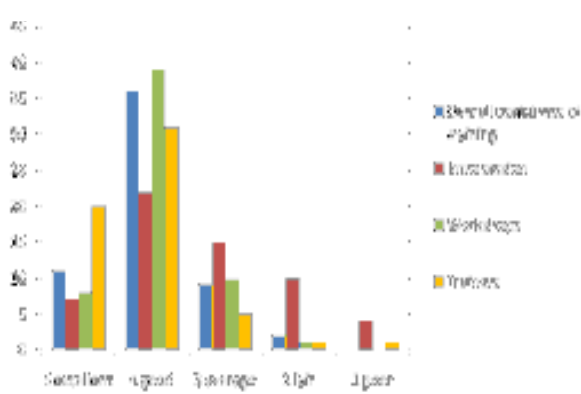


Figure 2: feedback communication seminar 2010



The first finance seminar in 2009 received an overall evaluation of 4.95/5 from the participants, but still the comments made on the feedback forms on the room set-up were taken into account for the following seminars in 2010. Round tables with groups of up to 10 people were preferred over the ‘classroom’ format, to allow for more discussion. The second finance seminar was held in two sessions, both scoring overall 4.3/5.

The external evaluation raised the issue of seminars dedicated specifically to the ‘exchange of experience’ process. Indeed, the programme has identified this type of seminar as lacking in the offer provided to Lead Partners. This kind of seminar will be put in place from 2011/12.

- **Target group: Managing Authorities of Convergence and Competitiveness programmes**

Message: how to benefit from best practice identified under INTERREG IVC, particularly Fast Track

Impact: Interregional cooperation feeding into the mainstream programmes

The external programme evaluation highlighted this target group as having no dedicated communication channel. Indeed, communication to this target group had been focused on Capitalisation projects only. In particular, a publication dedicated to explaining the advantages of Capitalisation projects was developed in 2009. The call for proposals in 2010 was only open to Capitalisation projects, therefore communication during this period was **mainly** targeted to Managing Authorities. They were identified through extensive research by the Information Points on the institutions fulfilling this role in each EU country. The contact list of managing authorities provided on EC website (http://ec.europa.eu/regional_policy/manage/authority/authority_en.cfm) was incomplete, therefore updated and completed as far as possible by the programme. This provided the basis for sending communication, especially concerning the programme's 3rd Interregional Cooperation Forum: Capitalising for results, held in December 2009 (see Annual Report for more details). One positive outcome that can be noted from this campaign is that over 50 % of the participants in this conference were new to INTERREG IVC, therefore demonstrating that the programme managed to go beyond their 'usual' target group.

The impact indicator for this target group seems to be too vague to be analysed purely through the communication activities. The programme currently finances 20 Capitalisation projects, whose main objective is to transfer good practices to the Competitiveness and Convergence programmes. The success of these projects can be seen in the relevant project indicators. For example, until 2010, 63 Action Plans have been developed by Capitalisation projects, and over EUR 700 million has been dedicated to implementing these action plans from the mainstream funds. However, a more relevant indicator for communication would be the dissemination of good practices beyond the project partners. As highlighted in the external evaluation, the development of a good practice database would allow more visibility for programme achievements, and allow the further uptake by Managing Authorities. The development of such a database is currently underway and will be available on the website and communicated directly to managing authorities. A full analysis of this tool would then be carried out for the final programme evaluation.

- **Target group: Local/regional/national authorities; Regional Development Agencies**

Message: Information on programme funding opportunities / Benefits of interregional cooperation

Impact expected: Applications from a wide range of regions / Raised awareness and support for the programme

As per the first target group, the same analysis applies here for the impact of funding opportunities for European regions. It is difficult to evaluate the raised awareness of these groups, since no baseline survey was carried out in 2007. However, the external programme evaluation surveyed key programme stakeholders and asked their opinion on the level of awareness of these groups within their country. Around two-thirds of respondents from Monitoring Committee members or National Contact Points consider that a medium-level of awareness of the programme has been achieved among regional and local authorities. In comparison, over half of the Lead Partners surveyed consider that awareness of the programme is at medium-level, with a further one-fifth of respondents considering that awareness is high. The higher-than-expected application rate to the programme, involving 10,000 applicant partners, and considering the fact that applications were received from all EU countries, and 84 % of NUTS II regions, seems to indicate that awareness of the programme was at sufficient levels. However the challenge remains of communicating the benefits of the programme. Since project results are available since 2010, this level of awareness will be better measured at the end of the programming period.

- **Target group: European Parliament / European Commission / Committee of the Regions**

Message: Funding available / benefits of interregional cooperation

Impact expected: increased awareness of the programme

As highlighted in the introduction to this section, no major baseline survey was carried out in 2007, therefore it is difficult to measure the change in awareness of the programme. However, the external evaluation carried out some qualitative interviews with stakeholders from these institutions, along with some of the most representative European-wide network organisations, in order to gauge some idea of their awareness of the programme. The evaluation concludes that all institutions/organisations are generally aware about INTERREG IVC,

but that specific knowledge of the programme seems to be concentrated at the 'administrative' level, while the 'political' level is only very generally familiar with the programme.

In terms of the communication activities carried out, the interviewees considered them sufficient and numerous, and also professionally organised. They play some role in the further dissemination of the activities, results and impacts of INTERREG IVC, but this is rather passive in nature. Suggestions were made for further improving the communication to political institutions. Some improvements have already been put into effect in 2011, with the programme presenting its results at both the Committee of Regions Committee on Regional Development (COTER), and the European Parliament's Regional Development Committee (REGI).

In addition to general communication, the programme has a very specific relationship with the European Commission, through the Regions for Economic Change initiative. Networking activities within this Commission initiative are funded by INTERREG IVC (and URBACT) Fast Track networks. The main objective of this initiative is to provide further visibility for good policies and practices and encourage their uptake by Competitiveness and Convergence programme managing authorities. INTERREG IVC Fast Track projects have participated in workshops to present their results. The programme has also had visibility through stand presence throughout the annual Regions for Economic Change conferences. Some difficulties have been encountered in the communication between DG REGIO and the programme, particularly concerning direct contacts of DG Regio with INTERREG IVC projects without informing the JTS. In 2010, several planning meetings took place with Regions for Economic Change conference organisers to ensure smooth collaboration and that the JTS is informed about the contacts to the INTERREG IVC projects.

- **Target group: general public**

Message: Benefits of interregional cooperation / Role of the EU

Expected impact: Raised general awareness of the programme / transparency in the use of EU funds

Since INTERREG IVC is a strategic programme, targeting policy-makers at local, regional and national level, the 'general public' is not a clearly-defined and principle target group for the programme. Indeed, the programme strategy is to communicate to the relevant public on the project partner level, believing that this is the most appropriate and effective means of explaining the benefits of interregional cooperation. It is also difficult to put in place a cost-

effective measurement of the awareness of the general public across 29 EU countries. The question of public awareness of cooperation programmes in general was asked during the Eurobarometer survey no 298 published October 2010 (Q7A. *Are you aware of regions in different countries cooperating because of EU Regional funding?*). This survey revealed that on average 19 % of EU citizens were aware that such cooperation existed, without going into any further detail on whether they thought of cross-border, transnational or interregional cooperation. This is lower than the national average on awareness of regional funding (34 %). It would be extremely useful for interregional cooperation, and indeed other cooperation programmes, if this kind of question could be kept, or even developed further within the Eurobarometer surveys. It seems to be the most cost-effective way of evaluating citizen awareness of regional funding programmes, as required by the regulation.

One further point of attention under this impact analysis concerns the issue of the timing of messages. It is only since 2010 that the programme can point to some clearly identified results of projects. Since it is through concrete examples of how interregional cooperation has benefitted the citizen that the programme expects to raise the awareness of the general public, this line of communication will be coming more into use in the next part of the programming period. A more complete analysis will therefore be available during the final evaluation.

Concerning the role of the EU, the programme has ensured on programme and project level that the EU requirements in terms of publicity are respected. The EU flag and slogan are present on all programme material. This requirement is checked on project-level, and remarks made to projects where the publicity requirements are not fully implemented. The programme has also published a full list of approved projects on its website, listing all the partner organisations concerned, along with the ERDF funding received, the total project budget, the project duration, and a summary of the project objectives and achievements. The information is updated at least twice a year, after the submission and approval of the bi-annual progress reports. The information provided in this list of beneficiaries goes beyond the formal requirements of the regulation. It is easy to search, allowing interested publics to filter thematically or geographically according to their needs.

5.5.2 Adequacy of communication indicators

The external programme evaluation also considered the validity of the programme indicators concerning communication. In a survey to programme stakeholders, one-third of the responding MC members and NCPs confirmed that they are appropriate and show the efficiency of the resources used. However a high proportion of respondents (22 %/33 %) were

unable to say whether the communication and dissemination indicators are appropriate. Indeed from the programme's point of view, the indicators cannot measure the increase/decrease in "awareness" as required in EC regulation 1828/2006, since this can only be done through qualitative analysis. Such an analysis, as previously stated, is onerous for a programme targeting all 27 EU member states, plus Norway and Switzerland, but with a relatively small budget (EUR 321 million for 7 years; EUR 2.7 million for 7 years communication budget).

5.5.3 Conclusion

The external programme evaluation concluded that the communication strategy should be revised where necessary to include new actions to be carried during the remainder of the programming period. In addition, the evaluators recommended that the staff dedicated to communication activities be increased, since current resources were insufficient to reach communication objectives. This has been acted upon already in 2011, with the recruitment of a new, permanent Communication Officer for the secretariat in Lille. The Communication strategy document will be revised, and presented to the Monitoring Committee for approval before sending to the European Commission.

Annexe 01: Performance Table

Annex 1 to Annual Report 2010: Projects' and Programme management performance table

Indicator		2007	2008	2009	2010	Total	
1. Projects' performance (Priorities 1 and 2) (total of all projects in the programme)							
1.1. Contribution of projects to programme objectives							
1.1.1 Improvement of regional and local policies (in accordance with chapter 4.2, specific thematic objectives 1 and 2)	Output: No. of regional/local policies and instruments addressed in the fields of	Achievement	0	0	1,176	78	1,254
	<ul style="list-style-type: none"> ○ Research and technology development ○ Support to entrepreneurship and SMEs ○ Information Society ○ Employment, Human Capital and Education ○ Natural and technological risks ○ Water management ○ Waste prevention and management ○ Biodiversity and preservation of natural heritage ○ Energy and sustainable public transport ○ Cultural heritage and landscape 	Target					750
	Result: No of regional/local policies and instruments improved or developed in the fields of	Achievement	0	0	6	44	50
	<ul style="list-style-type: none"> ○ Research and technology development ○ Support to entrepreneurship and SMEs ○ Information Society ○ Employment, Human Capital and Education ○ Natural and technological risks ○ Water management ○ Waste prevention and management ○ Biodiversity and preservation of natural heritage ○ Energy and sustainable public transport ○ Cultural heritage and landscapes 	Target					150

Indicator		2007	2008	2009	2010	Total	
1.1.2 Exchange of experience and improvement of capacities and knowledge of regional and local stakeholders in particular by matching less experienced regions with regions with more experience (in accordance with chapter 4.2, specific horizontal objectives 3 and 4)	Output: No. partners involved o public authorities o bodies governed by public law	Achievement	0	448	793	91	1,332
		Target					1,400
	Output: No. of interregional events organised by projects to exchange experience	Achievement	0	0	243	316	559
		Target					1,400
	Output: No. of participants in these interregional events	Achievement	0	0	6,174	7,425	13,599
		Target					14,000
	Output: % of approved projects where both 'Objective Convergence' regions and 'Objective Competitiveness' regions are involved in the partnership	Achievement	0	98%	99%	99%	99%
		Target					80%
	Result: % of partners by legal status (public authorities/bodies governed by public law)	Achievement	0	55/45%	55/45%	54/46%	54/46%
		Target					70/30%
	Result: No. of staff members with increased capacity (awareness/knowledge/skills) resulting from the exchange of experience at interregional events	Achievement	0	0	820	1,072	1,892
		Target					2,800
	Result: No. of new projects/activities/approaches resulting from the exchange/dissemination of experience at interregional events	Achievement	0	0	8	15	23
		Target					480
Result: No. of action plans developed by Objective 'Convergence' regions further to the lessons learnt from Objective 'Competitiveness' regions	Achievement	0	0	0	32	32	
	Target					150	
1.1.3 Identification, sharing and transfer of good practices into regional policies in particular EU Structural Funds mainstream	Output: No. of good practices identified by Regional Initiative Projects (Type 1)	Achievement	0	0	802	456	1,258
		Target					2,400
	Output: No. of good practices already identified and made available to regional and local actors in-	Achievement	0	53	102	99	254

Indicator		2007	2008	2009	2010	Total	
programmes	involved in Capitalisation, including Fast Track Projects (Type 2)	Target				250	
	Result: No. of good practices successfully transferred within Regional Initiative Projects	Achievement	0	0	10	19	29
		Target					200
	Result: No. of action plans developed under Capitalisation, including Fast Track Projects (Type 2)	Achievement	0	0	0	63	63
		Target					500
	Result: No. of action plans developed under Fast Track Projects	Achievement	0	0	0	57	57
		Target					250
	Result: Amount of mainstream funds (Cohesion/ERDF/ESF) dedicated to the implementation of good practices coming from Capitalisation, including Fast Track Projects (Type 2)	Achievement	0	0	0	573,644,800	573,644,800
		Target					MEUR 2,500
	Result: Amount of mainstream funds (Cohesion/ERDF/ESF) dedicated to the implementation of good practices coming from Fast Track Projects	Achievement	0	0	0	572,957,000	572,957,000
		Target					MEUR 625
	1.1.4 Contribution to horizontal EU policies	Result: % of projects with positive effects on equal opportunities	Achievement	0	71%	59%	43%
		Target					10 %
Result: % of projects with positive effects on the environment		Achievement	0	83%	84%	100%	84%
		Target					60%
1.2. General performance of projects							
1.2.1 Management and coordination	Output: Number of steering committee meetings organised by projects	Achievement	0	0	117	151	268
		Target					480
	Result: % of progress reports approved without additional information requested from the JTS	Achievement	0	0	0%	0%	0%
		Target					10%
	Result:	Achievement	0	0	-54%	-40.1%	-40.1%

Indicator		2007	2008	2009	2010	Total	
	% of deviation between planned and actual ERDF payment requests by LP ("-" under/ "+" overspending)					-5%	
1.2.2 Dissemination	Output: No. of press releases disseminated	Achievement	0	0	452	589	1,041
		Target					960
	Output: No. of brochures (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	104	98	202
		Target					960
	Output: No. of copies of brochures disseminated	Achievement	0	0	105,924	24,696	130,620
		Target					120,000
	Output: No. of newsletters (no. of issues created, not no. of copies printed or disseminated)	Achievement	0	0	103	89	192
		Target					1,920
	Output: No. of copies of newsletters disseminated	Achievement	0	0	74,240	70,756	144,996
		Target					120,000
	Output: No. of dissemination events organised	Achievement	0	0	225	260	485
		Target					960
	Output: No. of other events participated in (with presentations/stands etc. about the project activities)	Achievement	0	0	468	328	796
		Target					1,500
	Result: No. of articles/appearances published in the press and in other media	Achievement	0	0	992	1,195	2,187
		Target					2,400
	Result: Estimated no. of participants in events (organised and participated in)	Achievement	0	0	23,278	45,722	69,000
		Target					160,000
	Result: Average no. of visits per month on project's website	Achievement	0	0	836	303	570
		Target					1,000

Indicator			2007	2008	2009	2010	Total	
2. Programme management performance (Priority 3)								
2.1 Support project generation and provide advice to project applicants	Output: No. of "Individual Consultations" (IC) with applicants	Achievement	248	446	39	32	765	
		Target						900
	Output: No. of participants in "Individual Consultations" (IC)	Achievement	620	875	74	50	1,619	
		Target						1,800
	Result: No. of applications submitted	Achievement	0	492	481	29	1,002	
		Target						800
2.2. Ensure the evaluation of applications, prepare the approval decisions and contract approved projects	Output: No. of applications approved and contracted	Achievement	0	41	74	7	122	
		Target						240
	Output: Total INTERREG IVC budget of the approved projects	Achievement	0	MEUR 88.7	MEUR 160.5	MEUR 10.9	MEUR 260.1	
		Target						MEUR 380
	Output: Average INTERREG IVC budget of the approved projects	Achievement	0	MEUR 2.2	MEUR 2.2	MEUR 1.6	MEUR 2.1	
		Target						MEUR 1.58
	Output: Total ERDF budget of approved projects	Achievement	0	MEUR 69.2	MEUR 123.6	MEUR 9.9	MEUR 202.7	
		Target						MEUR 302
	Output: % of total ERDF budget committed to projects	Achievement	0	22.9%	40.9%	67.1%	67.1%	
		Target						94 %
	Result: % of approved applications compared with submitted applications (success rate)	Achievement	0	8.3%	15.4 %	24.1%	12.2 %	
		Target						40 %
	2.3 Ensure monitoring / advice to running projects	Output: No. of project reports checked	Achievement	0	0	82	156	238
			Target					
Output: Average number of days needed to check one report		Achievement	0	0	29	45	37	
		Target						30
Output: No. of project visits, participation to project events by MA/JTS		Achievement	0	5	11	30	46	
		Target						240
Output:		Achievement	0	0	MEUR 1.9	MEUR 15.5	MEUR 17.4	

Indicator			2007	2008	2009	2010	Total
	Total ERDF paid out to projects	Target	MEUR 286				
	Output: % of total ERDF budget of approved projects paid out to projects	Achievement	0%	0%	1%	5%	6%
		Target	95%				
	Result: % of successful implemented projects (achievement of indicated output/result indicators and budget spending) compared with approved projects	Achievement	0%	0%	0%	0%	0%
		Target	90%				
	Result: Amount of ERDF decommitted	Achievement	0	0	0	0	0
		Target	MEUR 16				
	Result: % of total ERDF decommitted (rate of decommitment)	Achievement	00	0	0	0	0
		Target	5%				
	2.4 Ensure capitalisation of projects' results for both types of intervention;	Output: Number of approved projects working on similar themes identified and capitalisation activities requested	Achievement	0	5	16	0
Target			10				
Output: Number of projects' good practice guides available on the programme's web site		Achievement	0	0	0	1	1
		Target	240				
Output: Number of capitalisation events organised		Achievement	0	0	2	0	2
		Target	10				
Result: Number of participants in capitalisation events organised		Achievement	0	0	80	0	80
		Target	1000				
Result: Average number of downloads of each good practice guide available on the programme's web site		Achievement	0	0	0	228	228
		Target	40				
2.5 Organise meetings and events for applicants, partners, auditors, experts, Member	Output: No. of brochures (no of issues created, not no of copies printed or disseminated)	Achievement	0	1	5	4	10
		Target	4				
	Output:	Achievement	0	0	0	0	0

Indicator			2007	2008	2009	2010	Total
States and other bodies to inform them about the programme, to discuss specific aspects of its implementation, disseminate and capitalise on projects' results	No. of newsletters (no. of issues created, not no. of copies printed or disseminated)	Target					34
	Output: No. of events organised	Achievement	7	13	5	14	39
		Target					80
	Output: No. of other events participated in (with presentations/stands etc. about the programme activities)	Achievement	14	42	46	26	128
		Target					50
	Output: Estimated no. of participants in events participated in	Achievement	1,705	4,901	4,334	4,078	15,018
		Target					5,000
	Result: No. of press releases on programme activities disseminated	Achievement	2	2	5	3	12
		Target					20
	Result: No. of copies of newsletters disseminated	Achievement	0	0	0	0	0
		Target					10,000
	Result: No. of copies of brochures disseminated	Achievement	0	4,000	16,850	18,550	39,400
		Target					10,000
	Result: No. of articles/appearances published in the press and in other media	Achievement	9	35	63	28	135
		Target					20
Result: Estimated no. of participants in events organised	Achievement	1,395	1,993	399	810	4,597	
	Target					5,500	
Result: Average no. of visits per month on the programme website	Achievement	37,284	35,270	36,363	33,612	35,632	
	Target					10,000	
2.6 Ensure the reporting to the Member States and the European Commission.	Output: No of Monitoring Committee meetings	Achievement	1	2	2	2	7
		Target					15
	Result: Average no. of visits per month on the programme intranet site	Achievement	40	200	200	200	160
		Target					50

Annexe 02: Approved Projects 2010



Annex 2 to Annual Report 2010: Projects approved under INTERREG IVC third call for proposals

Year of approval: 2010

Sub Theme	Acronym	Project title	Lead Partner	Contact Person	Email address	Type of Intervention	ERDF requested (EUR)	Norwegian funding (EUR)	Total budget requested (EUR)	Summary of Project Description
PRIORITY 2: ENVIRONMENT AND RISK PREVENTION										
Energy and sustainable transport	CO2FREE	Cooperating 2 Foster Renewables and Energy Efficiency	European Regions Network for the Application of Communications Technology (ERNACT)	Rocio Rubio Centeno	rocio.rubio@ernact.eu	2: Capitalisation Project	1 254 855,51		1 645 549,36	CO2FREE stems from the need identified by the partner regions to address the problem of climate change and the dependency on fossil fuels, and to seek ICT-based solutions for energy challenges and new approaches to make transport more sustainable; the partners have decided to tackle these issues through the exchange of good practices and their transfer into their Regional Operational Programmes. The aim of CO2FREE is to give the regional and local authorities specific instruments to address the challenge of energy efficiency and sustainable transport, by jointly developing Action Plans in close cooperation with regional stakeholders, to be implemented by making use of mainstream Obj. 1 and 2 Structural Funds (SF) available in each participating region.
Energy and sustainable transport	EU 2020 going local	From detached Lisbon and Gothenburg Strategies to a regionalised indigenous EU 2020	Sörmland Regional Council	Göran Norberg	goran.norberg@region.sormland.se	2: Capitalisation Project	1 203 457,36		1 546 194,62	"EU 2020 going local – from detached Lisbon and Gothenburg Strategies to a regionalised indigenous EU 2020" is designed to contribute to the effective implementation of the current Lisbon and Gothenburg Strategies and the new EU 2020 strategy at local and regional level. In particular, this means building on the stock of tried and tested successful experiences at the local implementation of the former strategies and improving delivery with regard to the new strategy, particularly with regard to the sub-theme "Energy and Sustainable Transport".
Energy and sustainable transport	GEO.POWER	Geothermal energy to address energy performance strategies in residential and industrial buildings	Province of Ferrara	Cecilia Fogli	cecilia.fogli@provincia.fe.it	2: Capitalisation Project	1 619 757,50		2 041 530,00	Geothermal Energy is one of the most environmental-friendly and cost-effective energy resources in use and has the potential to help mitigate global warming if widely deployed in place of fossil fuel. The main aim of the project are the development of one action plan per each involved region, that provides an organized set of legal/regulatory, economical and technical/ technical and best-technological proposals that—through the inclusion into the regional operation programmes, address long-term investments strategy for GCHP application at wide scale.
Energy and sustainable transport	PIMMS CAPITAL	Capitalising on Partner Initiatives in Mobility Management Services	traffiQ – Frankfurt Public Transport Authority	Dr. Johannes Theissen	j.theissen@traffiq.de	2: Capitalisation Project	1 384 333,96		1 761 710,23	Throughout the EU, increased reliance on cars has resulted in high levels of congestion and more pollution, leading to economic, environmental and health problems for regions and cities. Mobility Management aims to reduce reliance on the car by encouraging travellers to use other modes. It comprises 'soft' measures (e.g. information or coordination of existing user services), which enhance the effectiveness of 'hard' measures of traffic planning (e.g. new tram lines, new roads and new bike tracks). The overall objective of PIMMS CAPITAL is to stimulate modal shift towards more sustainable forms of transport by increasing the implementation of high quality mobility management techniques and policies in European regions.
Energy and sustainable transport	PLUS	Public Lighting Strategies for Sustainable Urban Spaces	Eindhoven Municipality	Rik van Stiphout	r.van.stiphout@eindhoven.nl	2: Capitalisation Project	1 303 313,00		1 689 508,00	The lighting of public space accounts for 60% of public energy use in an average city. Any reduction that can be achieved will have a significant impact on total energy use and, therefore, on CO2 emissions, without forgetting the positive effects on public finances. The PLUS project makes a significant contribution to decreasing energy use and rationalizing energy consumption related to public lighting.
Natural and technological risks (including climate change)	EFFMIS	European Forest Fire Monitoring using Information Systems	University of Western Macedonia	Ass. Prof. Ioannis Bakouras	rc@uowm.gr	2: Capitalisation Project	1 453 135,50		1 772 030,00	The main objective of the project is to pool good practices on exploitation of the usage of information systems in order to early detect, efficiently manage and handle forest fires and assess the damage caused and ways for regeneration. It aims to exchange good practices between the participating regions, so as to strengthen their position and capacities to respond better to the Lisbon and Gothenburg agendas on protection of the environment and the decreasing of CO2 emissions.
Natural and technological risks (including climate change)	EUFOFINET	European Forest Fire Networks	Union of Municipalities and Town Councils of Attica (TEDKNA)	Marilena Ivrakis	euoffice@tedkna.gr	2: Capitalisation Project	1 734 285,20		2 183 246,00	The protection of the world's environment cannot be effective without national and international fire management for natural, semi-natural and cultural landscapes and ecosystems for they constitute an essential part of the habitable land and the functioning of the global system. This capitalisation project about the risk management of forest fires identifies 3 thematic priorities: a) Strategy of intervention; b) Innovative Technologies/Cartography and c) Restoration of burnt spaces.

Annexe 03: Programme Evaluation Plan

Annex 3 to Annual Report 2010

INTERREG IVC

Multi-annual evaluation plan

In accordance with the provisions of the Operational Programme related to the intermediate evaluation (Section 6.3.4. "Evaluation) and with the indicative guidelines on evaluation methods of the European Commission (Working Document N°5; April 2007), the Monitoring Committee of the Interreg IVC Programme adopts a multi-annual evaluation plan. The provisions of the plan, at the time of its adoption, are contained in Part 1. Possible revisions and updates of the plan at later stages will be contained in Part 2.

Part 1: Initial arrangements

Management structure for the evaluation activities

The Monitoring Committee, supported by its Task Force, takes the decisions related to individual evaluation activities referred to in the evaluation plan. These are carried out by external evaluators. Contracting with external evaluators is under the responsibility of the Managing Authority/EEIG GECOTTI, supported by the Joint Technical Secretariat.

Links between the evaluation activities and the monitoring system of the programme

Evaluation activities will make extensive use of the information collected by the monitoring system of the programme.

The monitoring system itself, and especially the accuracy of the project and programme indicators used, will be evaluated.

Evaluation activities to be carried out and main issues to be considered

Evaluation activities will be carried out in two stages:

- a general intermediate programme evaluation;
- an additional, more focussed evaluation at a later stage.

The general intermediate programme evaluation will address following issues:

- Assessment of the programme objectives and priorities in relation to the programme context
- Assessment of the programme implementation: administrative structure
- Programme implementation: interregional cooperation activities
- Future of interregional cooperation after 2013 and its contribution to the EU cohesion policy.

Indicative timetable and schedule for evaluation reports

The general intermediate programme evaluation will be carried out in 2010 (period May-October), so as to have the results and recommendations by the mid of the last trimester.

The additional intermediate evaluation will be carried out at a later stage (2012).

Financial resources allocated to evaluation activities

The total budget from the Technical Assistance resources to be allocated to evaluation activities will amount to € 171 000,-:

- the budget of the general intermediate programme evaluation will amount to € 114 000
- the budget of the additional intermediate evaluation will amount to € 57 000

Potential use of evaluation activities

The results of the evaluation activities will be presented to the Monitoring Committee, the MA and to the European Commission.

The recommendations from evaluation activities will be seriously considered by MC, with the aim of improving the implementation of the current programme (both its outcomes and its management).

The recommendations from evaluation activities will also address the continuation of interregional cooperation activities after 2013 and will be of importance for the conception of the new cooperation programme in this field.

Part 2: Revision and updating of the evaluation plan

Periodic updating of the evaluation plan can be envisaged. It will be structured along the same items as above.

Annexe 04: Programme Evaluation TOR

Annex 4 to Annual Report 2010

INTERREG IVC

General intermediate programme evaluation in the context of the on-going evaluation

Terms of reference

1. TITLE OF THE CONTRACT

General programme evaluation in the context of the on-going evaluation of the Inter-regional Cooperation Programme INTERREG IVC

2. OVERALL PURPOSE AND CONTEXT OF THE EVALUATION

In the context of the on-going evaluation of the Operational Programme INTERREG IVC and within the evaluation plan approved on 16 March 2010, the Monitoring Committee has decided to launch a general intermediate evaluation of the Programme during the year 2010. The aims of this intermediate evaluation are:

- to consider the possible impacts for the programme of changes in the global context since the programme approval;
- to provide an overall assessment of the state of the programme implementation compared with the programme objectives and to identify possible deviations or shortcomings;
- to elaborate proposals for improvements in the future programme implementation, including recommendations on where to focus of the next call(s) for proposals;
- to elaborate recommendations for future interregional cooperation after 2013.

3. SUBJECT OF THE CONTRACT

The contract refers to the first part of the on-going evaluation related to the "General programme evaluation".

3.1. Tasks:

The present call for tenders covers the following tasks:

Task 1: Assessment of the programme objectives and priorities in relation to the programme context

The main issue to be investigated is: are the programme objectives and priorities still relevant on the background of changes which have taken place in recent years in the economic, social, environmental/climate change fields?

Task 2: Assessment of the programme implementation: administrative structure

The evaluation will consider the Technical Assistance resources and the use which is made of them; the functioning of the Joint Technical Secretariat and of the Information Points, the communication activities as well as the interactions between the stakeholders involved in the management of the programme (Monitoring Committee, Managing Authority, Task Force, Certifying Authority, Audit Authority, JTS/IP, Member States, National Contact Points).

Proposals for improvement will be elaborated.

Task 3: Programme implementation: interregional cooperation activities

The evaluation will consider the projects approved so far and their coherence with the programme objectives, analyse the topics covered, the regions involved, the system of indicators and the further development of the “thematic capitalisation” process.

Proposals will be elaborated for the use of remaining funds after the third call for applications as well as for improvements in the interregional cooperation activities.

Task 4: Future of interregional cooperation after 2013 and its contribution to the EU cohesion policy

On the background of the lessons which can already be learnt from the interregional cooperation activities of the INTERREG IVC Operational Programme and of new perspectives for the EU cohesion policy after 2013 (Barca Report, Europe 2020), recommendations should be formulated for the future role and orientations of interregional cooperation activities in the programming period 2013-2020.

Appendix 1 provides a more detailed, but non-exhaustive list of questions for each task, to be investigated by the evaluators during the evaluation. Each evaluation question should be analysed and a set of recommendations to be produced in the evaluation report.

3.2. Methodology

The study should be based on a sound methodological approach to be explained in tender documentation for each of the above-mentioned tasks.

The following combination of methodologies should be used:

. Desk research including literature review

This will involve a review of the attached list of documents (Section 5) as well as other documents suggested by the JTS or identified by the evaluators.

. Fieldwork: interviews with key stakeholders

Key stakeholders to be interviewed in relation to the study are the main bodies of the Programme Management (Monitoring Committee, JTS/IP, Managing Authority,

National Contact Points) as well as the European Commission and, especially for the assessment of the programme communication, the European Parliament, the Committee of the Regions and a number of European regional and local authorities.

. Case studies

The case studies are related to specific interregional cooperation projects already in the phase of implementation. The evaluators and the JTS will define the list of case studies jointly. For each case study, interviews should be made by the evaluators of the project lead partner and well as of a number of project partners.

The tenders will detail the principles upon which the case studies will be selected and indicate the number of case studies they intend to make.

The evaluation should combine quantitative and qualitative approaches.

3.3. Time Schedule and Deliverables

The duration of the contract is roughly 6 months starting from its signature scheduled on the 7th of May. Main deliverables and their timing are specified below.

Reports and meetings required by the Terms of Reference. The main deliverables of this study will be:

Deliverable 1: Inception Report

The Inception Report will be prepared in close consultation with the JTS. It should include a detailed work programme related to all evaluation items envisaged as well as a methodological approach for all tasks and a final list of case studies agreed upon with the contracting authority/JTS

Deadline: 20th of May 2010

Deliverable 2: Interim Report

The Interim Report will address the tasks 1 and 3. It should contain a substantial share of the case studies envisaged

Deadline: 15th of June 2010

The Interim Report should not be longer than 40 pages. Additional, more detailed information should be placed in appendixes

Deliverable 3: Draft Final Report

The Draft Final Report will address all four tasks and contain an Executive Summary. It will have the same structure as the Final Report

Deadline: 24th of September 2010

The Draft Final Report should not be longer than 70 pages. Additional, more detailed information should be placed in appendixes

Deliverable 4: Final Report

The Final Report will take account of all observations of the Contracting Authority (especially the views of the Monitoring Committee and MA/JTS)

Deadline: mid November 2010

The final report will include at least the following information:

- Summary of the conclusions and recommendations,
- An explanation of the methodology used including details of data sources and original research undertaken in relevant cases,
- Clear division of chapters according to the evaluation questions set above,
- Detailed conclusions and recommendations on every question to be analysed;
- Proposals for amendments in the programme, if relevant,

Deliverable 5: Presentations of intermediate and final results of the evaluation

The evaluators will be invited to present their intermediate and final results at three different meetings (Monitoring Committee: Interim Report; Monitoring Committee: Final Report; European Commission: Final Report)

The results of the interim report will be presented to the INTERREG IVC Monitoring Committee and discussed in Madrid on 28 June 2010.

The results and recommendations of the draft final report will be presented to the INTERREG IVC Monitoring Committee and discussed at a meeting in Switzerland planned during the week 25 to 29 October 2010.

Deliverable 6: Monthly progress reporting of evaluation activities to the Contracting Authority/JTS

The evaluators will provide every month the Contracting Authority/JTS with a short progress statement (1 or 2 pages) summarising the progress of the evaluation activities and pointing out possible difficulties encountered.

All reports and presentations need to be delivered in English.

3.4. Organisation of the Study

The contracting Authority will be the EEIG GECOTTI based in Lille (France), acting in the name of the Programme Managing Authority.

The tenders should provide information on the team to be involved, their skills and qualifications and explain the distribution of tasks between the different evaluators involved. In the case of a grouping of natural or legal persons (consortium etc.) letters of commitment should be provided by all partners. The leading organisation will endorse the full responsibility towards the Contracting Authority and should take provisions for ensuring an efficient involvement of all partners in the implementation of the study.

4. PARTICIPATION IN THE TENDERING PROCEDURE

Participation in the tendering procedure is open on equal terms to all natural and legal persons coming within the scope of the EU Treaties and to all natural and legal persons in a third country which has a special agreement with the European Communities in the field of public procurement on the conditions laid down in that agreement.

As a rule subcontracting is allowed.

Consortia of economic operators are authorised to tender or be candidates.

Tenders have to be submitted in English by Monday, 29 April 2010 17:00 (French time) in electronic **and** paper form to

info@interreg4c.eu

Tenders have to include:

1. Short introduction of the tenderer.
2. Contact details of the organisation:
 - contacts (name, phone, email address) of the persons, who will work with the procurement object;
 - website address of the organisation,
 - legal status of the organisation,
 - registration code,
 - VAT registry number.

In case the offer is provided in the name of the consortium, the main contractor must be clearly identified in the offers as well as clear division of labour and responsibilities between the main and sub-contractors. The contract is only signed with the main contractor.
3. Action plan for evaluation with a time-schedule.
4. the scientific/technical proposal for carrying out the evaluation, specifying the methodology and approach to be adopted;
5. The list of references.
6. The presentation of the evaluation team (CVs, references and role in the evaluation)
7. The price in EUR
8. The proofs of non-exclusion situation and no conflict of interest (documents, declaration on honour etc.)

5. DOCUMENTATION FOR TENDERERS

The announcement of the call for tenders can be found at the following web link:

www.interreg4c.eu News section / Vacancies & Tenders

The relevant documentation for tenderers will be sent on request as indicated in this announcement.

6. VARIANTS

Variants to the above-mentioned provisions are authorised only if the tenderers can demonstrate their added value in relation with the aims of the evaluation. In any case, the tenderers should define in their offer the price without and with variants (if applicable).

7. VOLUME OF CONTRACT

The volume of the contract is €110,000 maximum excluding VAT (lump sum, including fees, travel expenses and other costs).

8. PRICE

The attention of the tenderer is drawn to the following points in relation to the price:

Please use the following format for presenting the price of the tender.

1. Estimation of the needed working time in days
2. Daily rate
3. Travel costs
4. Total cost (without VAT)
5. Total cost (with VAT)

The prices must be fixed amounts. They must be all-inclusive and expressed in euros, including for tenderers located in countries which are not part of the euro zone.

The tenders must include a separate estimate of travel and subsistence expenses. Changes between the share of accommodation and travelling expenses require the authorisation of the Contracting Authority. These expenses are part of the price.

The Contracting Authority EEIG GECOTTI has a VAT International Identification Number. If tenderers are subject, under such conditions, to the payment of VAT, they have to provide their VAT International Identification Number and indicate separately the amount of VAT that they will have to pay.

If the tenderer is located in France, the price should be indicated excluding and including VAT. If the tenderer is located outside France, but within the European Union, the price should be indicated excluding VAT.

All costs incurred for the preparation of the tender are at the tenderer's expense and will not be reimbursed.

9. TERMS OF PAYMENT

The contractor shall submit requests for all payments, expressed in euros, to the EEIG GECOTTI.

Payments under the contract shall be made as follows:

- An advance payment of 5% after the signature of the contract
- A first interim payment equal to 25% of the total amount within 30 days of the date on which a valid request for payment is registered following the approval of the Interim Report
- A second interim payment equal to 30% of the total amount within 30 days of the date on which a valid request for payment is registered following the approval of Draft Final Report.

- Payment of the balance within 30 days of the date on which a valid request for payment is registered following the approval of the Final Report.

The final invoice will detail the total number of days worked and the actual travel and accommodation costs, which will be supported by copies of the original invoices and tickets. The balance of the contract will be calculated on the basis of this information and supporting documents. The total price requested in this final invoice shall however not exceed the total price indicated in the contract (based on the selected tenderer's offer).

10. CRITERIA

Exclusion criteria

1. Candidates or tenderers shall be excluded from participation in the procurement procedure if:

(a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;

(b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;

(c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;

(d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

(e) they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the ' financial interests;

(f) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Candidates or tenderers must certify that they are not in one of the situations listed in paragraph 1 with a declaration on their honour, duly signed and dated.

2. Contracts will not be awarded to candidates or tenderers who, during the procurement procedure:

(a) are subject to conflict of interest,

(b) are guilty of misrepresentation in supplying the information required or by the failure to supply this information.

Proof of absence of conflict of interests may be based on a declaration on honour specifying that the candidate has no direct or indirect interest of such a na-

ture and scale as may compromise his independent status in performing the tasks assigned to him.

Selection criteria

The following criteria will be used for selecting the most competitive tender:

Criteria	Weight in %
the scientific quality of the proposal, especially in terms of methodology and feasibility;	50
the quality and skills of the evaluation team proposed	35
Price in EUR	15

11. Confidentiality

The contractor will have to observe complete confidentiality of the information and documents brought to their attention during the evaluation process.

12. Intellectual Property Rights

The Contractor will grant the INTERREG IVC JTS unlimited rights to use the reports to be delivered by the Contractor and assigns to the INTERREG IVC JTS all rights necessary for this purpose, especially the right of distribution in the INTERREG IVC Programme area and reproduction rights. These rights should be granted to the JTS without any additional cost.

13. Late delivery penalties

If the contractor does not respect the time schedule of the contract, late penalties of € 250 per week of delay will be applied.

14. Applicable law

This contract is governed by French law. In particular the "General administrative clauses applicable to intellectual services public procurement contracts- French Decree of 16 September 2009" (*"Cahier des clauses administratives générales applicable aux marchés publics de prestations intellectuelles – Arrêté du 16 septembre 2009"*) will apply to this contract (except article 14 on late delivery penalties which is replaced by the point 13 above).

Any dispute between the parties which could not be resolved amicably shall be referred to the Administrative Tribunal of Lille (*Tribunal administratif de Lille*) which shall have exclusive jurisdiction.

APPENDIX 1

Questions to be addressed by the evaluators (non-exhaustive list)

Task I: Assessment of the programme objectives and priorities in relation to the programme context

- Do the changes in the global context (impacts of the economic crisis on growth and employment, new environmental priorities related to climate change, emergence of a new energy paradigm, growing importance of population ageing etc.) make a revision of the programme orientations necessary?
- Does the present formulation of the programme priorities enable sufficiently the development of projects at the intersection of the two priorities (“green economy”= generation of economic growth through innovations in the field of the environment)?
- If it proves necessary to adapt the orientations of the programme with regard to context changes, which is the best-suited procedure (re-programming; more flexible use of existing priorities)?
- Should the introduction of a new territorial cohesion principle in the Lisbon Treaty have an impact on the programme?
- Is the ERDF budget allocated to INTERREG IVC adequate considering the demand from the target groups (local and regional authorities)?

Task2: Assessment of the programme implementation: administrative structure

a) Volume and use of the Technical Assistance resources

- Is the volume (and then the “TA rate” on the ERDF allocation, 6%) of Technical Assistance (TA) resources sufficient to ensure an efficient management of the programme?
- If not, for which types of activities do additional resources appear necessary? Could possible constraints be alleviated through a shift of TA resources among the beneficiaries/activities concerned?
- Is the budget allocated to communication and dissemination activities sufficient? If not, for which types of activities would additional resources be necessary?
- Will the additional TA resources originating from capital interests be sufficient to solve possible constraints?

b) Set up of Joint Technical Secretariat / Information Points and resources allocated

- Are the human resources of the JTS in terms of amount and skills adequate to fulfil its various tasks?
- Does the large amount of project applications at each general call leave sufficient time for a proper assessment of the proposals?
- Would the organisation of additional seminars dedicated to the exchange of experience process/capitalisation contribute to optimising the programme implementation?

- How could the administrative structure of the programme reflect the new EU principle of territorial cohesion (JTS and especially IPs)? How to help a more balanced involvement of the different territories within the programme area?
- Did the Information Points perform efficiently their tasks in their respective geographical area or would a centralised role of the JTS without IPs be more efficient?
- How efficient is the interaction and synergy between the four Information Points on the one hand and the National Contact Points on the other in providing information to local and regional authorities and to project applicants? Can a stronger involvement of the National Contact Points for the dissemination of information be desirable and in the assessment process be envisaged, and under which conditions?
- In which areas could the IPs provide more support to the JTS, and vice versa?
- Is it advisable to revise this balance (for example, to transfer a part of human and/or financial resources from the Information Points to the JTS or, on the contrary, to decentralise more tasks to them? What would be the advantages and disadvantages of the various hypotheses?
- Are the resources allocated within the JTS for the coordination of the IPs sufficient and if not which capacity (members of staff) should be provided?
- In what way could NCP and IP play a role in assisting possible applicants for future calls to increase the project relevancy and hence the rate of success?

c) *Communication and dissemination activities*

- How appropriate is the awareness and knowledge of regional and local authorities in Europe about the existence and functioning of the INTERREG IVC programme? (If not possible to evaluate fully within the framework of this evaluation, what measures should be taken to evaluate this fully and separately?)
- Are the TA resources allocated to communication and dissemination activities sufficient to make the local and regional authorities in Europe aware of the possibilities and opportunities of interregional cooperation and to inform a wider audience, including the European institutions, about the achievements of interregional cooperation?
- Are the human resources involved in communication and dissemination activities adequate with regard to the work programme and to the results expected?
- Considering that the whole documentation is written in English, is this a handicap for the efficiency of communication and dissemination activities? In how far is this possible handicap compensated by the work of various National Contact Points that translate and disseminate information in the home language?
- Is there a sufficient flow of information between the Information Points and the National Contact Points of the programme? Do the National Contact Points have a sufficient breakdown by country of information on programme-related activities to be used in national events, especially in relation with the calls for applications?
- Are the indicators related to the communication and dissemination activities appropriate to show the efficiency of resources used? Is there a need for more qualitative information to achieve this aim?

- Can the activities carried out up until now be considered ‘successful’ or ‘useful’ in terms of impact?
- How would any recommendation on the further use of funds impact on the communication plan, in terms of target groups and messages?

d) Programme governance and comitology

- Should the rules of procedure still be improved in future in order to
 - optimise the decision-making process related to TA and projects?
 - Optimise the roles of the chair, the MA/JTS and the EC during MC meetings

If yes, in which direction?

- Considering that the meetings of the Monitoring Committee (MC) involve roughly 100 persons, how could we still improve in terms of efficiency, quality and intensity of debates? Is the time allocated to the content of the programme regarded as sufficient?
- The high number of applications led to a long assessment period and consequently a delay of the decision making. The time needed between the submission of applications and the decision on the proposals was about eight months in the first and more than nine months in the second call. Has this long time span delayed the implementation of the programme, and were potential project applicants discouraged?
- Has the economic crisis had a negative impact on the implementation of various INTERREG IVC projects (budget restrictions)? If yes, which solutions should be adopted?
- Being the only INTERREG programme covering the whole EU territory, has the relation between other EU-Programmes to be strengthened and if yes, how?
- If one of the objectives of the programme is to continue projects afterwards through ‘mainstream programmes’, is the connection with these mainstream programmes sufficiently made?

Task 3: Programme implementation: interregional cooperation activities

a) Coherence of projects approved with the programme objectives

- Are the projects approved so far in line with the programme objectives? If not, what is the reason?
- Concerning the achievement of the programme objectives, which are in this respect the achievements of the regional initiative projects and of the capitalisation projects? Does the “Fast Track” procedure provide an additional added value?
- Do the interregional cooperation projects produce only transfers of knowledge or is there evidence for the production of an additional added value in terms of innovation originating from synergy effects and from creative processes taking place within the cooperation networks? Can examples of such outcomes be identified?

- Are there clear impacts of the interregional cooperation projects on the mainstream activities and on other policies? Are these impacts sufficient? If not, how could they be increased?
- How to explain that the number of capitalisation projects remains limited compared with that of regional initiative projects?
- Is the differentiation between regional initiative projects, including mini programmes, and capitalisation projects, including fast track projects, useful? Can the projects approved under these types of operations fulfil their expectations?
- Are there any particular gaps or interesting features in the themes financed and regions involved in the two first call approved project. If yes, how should this feed in the terms of reference of a future call?
- Has the JTS sufficient information, through the application documents, to evaluate if an application is in line with the programme objectives?
- Is the large number of applications an obstacle for ensuring that the projects selected are in line with the programme objectives?
- Does the process of project monitoring and accompaniment by the JTS enable to assess if the project is and remains in line, during its implementation, with the programme objectives? Should the procedures of selection of applications and of monitoring of project implementation be improved to make sure that the projects are and remain in line with the programme objectives?
- How can the assessment of applications be simplified and accelerated?

b) Evaluation of the system of indicators

- Project indicators

- Is the integration of project monitoring in the Operational Programme satisfactory?
- Are the project indicators relevant? Do the project managers/coordinators clearly understand the indicators system? Do the figures reported reflect the reality? Are the checks done by the JTS sufficient? Is there room for improvement?
- Is the absence of impact indicators an obstacle for the exhaustive assessment of projects? Should there be impact indicators added and if yes which?
- In how far can the spin-off effects of projects be properly monitored? Do the project partners provide sufficient qualitative information?
- Is the present monitoring system of projects sufficient to assess their outcomes? If not, how can it be improved?

- Programme indicators

- Is the system of programme indicators satisfactory? Is there a need to complement it with more qualitative information?
- Are the target values realistic? Are they under- or overestimated? If yes, why?

c) Evaluation and further development of the “thematic capitalisation process”

- Can the experimentation on capitalisation effects be regarded as a successful exercise? Should the programme capitalisation as tested in the experimentation be generalised? If yes, how should it be generalised and on which exact topics (based on the thematic results of the first two calls)? Is there a need for additional expertise to increase the thematic capitalisation of projects in providing more elaborate macro-representations of good practices and experiences (on the URBACT model)? If yes, through which approaches and procedures could the European local and regional authorities benefit more largely from the outcomes of interregional cooperation projects? Would this have an impact also on dissemination activities? Is the JTS proposal for funding the generalisation by e.g. adding an additional programme priority realistic?
- During the programming of the INTERREG IVC, the MA proposed to set-up a thematic observatory to monitor international trends and developments in the themes covered by the programme and to compare them with the good practices exchanged within our projects. The thematic programme capitalisation as experimented in the first half of 2010 is the first step to have a more structured overview about the good practices exchanged in the programme. Should the idea of setting up a thematic observatory be further developed and implemented, and if yes, how?

d) Proposals for the use of remaining funds after the third call for applications

- Should the further call(s) for applications be targeted towards these new aspects of the strategy or, on the opposite, remain open as far as themes are concerned?
- Considering that in the first two calls the number of applications has been extremely high, compared with the number of projects approved, how could the quality of applications be improved?
- How can a better balance in the geographical distribution of project applications be reached?
- Is it advisable to limit more strongly the number of projects in which individual organisations may be involved?
- If a certain amount of resources remains available after the next call(s) for applications, is it advisable to allocate these resources to a selected number of approved projects to enable them to develop additional activities or to achieve a stronger clustering of certain types of projects?

Task 4: Future of interregional cooperation after 2013 and its contribution to the EU cohesion policy

- How to provide stronger and tangible evidence on the added value generated by the interregional cooperation activities of local and regional authorities, especially in terms of impacts on the mainstream activities and on other policies?
- Should interregional cooperation after 2013 be strictly focussed on a limited number of themes (as in the case of INTERREG IVC) or should it be more widely open? Should the procedures related to exchange of experience be substantially revised, in order to increase their efficiency?
- How should interregional cooperation activities be adapted to the future (provisional) orientations of the cohesion policy after 2013 (Territorial cohesion principle, Barca report; Europe 2020)?

- Is there any fundamental change to the programme rationale needed?
- How should the future rules of procedures be structured and what should be changed in detail in comparison with the current ones?
- Should the co-financing rates of the interregional cooperation projects be revised?
- Could the programme's features and rules be simplified and how?
- What elements could be brought forward for further investigation during the next in-depth evaluation?

Annexe 05: Changes in Running Projects 2010

INTERREG IVC Changes in running projects

Index	Acronym	Type Of Change	Description	Financial Implications	Approval Date
0086R1	CLIQ	Partnership	Klaipeda Regional Development Agency (LT) has withdrawn from the project partnership.	Despite this change, the ERDF budget remains unchanged.	12.01.2010
0081R1	CITIES	Partnership	Partner City of Tampere (FI) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 55,350.00.	08.02.2010
0004R1	MINI EUROPE	Partnership	Partner GEORAMA (EL) has withdrawn from the project partnership. Partner PATRAS	Despite these changes, the ERDF budget remains unchanged.	16.02.2010
0006R1	MORE4NRG	Partnership	Partner GEORAMA (EL) has withdrawn from the project partnership. Partner PATRAS	Despite these changes, the ERDF budget remains unchanged.	16.02.2010
0117R1	SEE	Partnership	Partner University of Art and Design Helsinki TAIK (FI) has withdrawn from the project	Despite these changes, the ERDF budget remains unchanged.	16.02.2010
0224C1	B3 Regions	Budget/Finances/ Partnership	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the	Further to these changes, the ERDF decreased by EUR 200,770.00.	03.03.2010
0180R1	PRESERVE	Partnership	Partner Municipality of Cerchiara of Calabria (IT) has withdrawn from the project	Further to these changes, the ERDF decreased by EUR 0.03.	23.03.2010
0355R1	PRoMPt	Partnership	Partners Stambolovo municipality (BG), Aragonese Association of Local	Further to these changes, the ERDF decreased by EUR 32,114.46.	26.03.2010
0842C2	SCINNOPOLI	Partnership	Partner Opolskie Centre for Economy Development (PL) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	29.03.2010
0405R1	IES	Partnership	Partner COUNTY AGENCY FOR EMPLOYMENT ARAD (RO) has withdrawn from the project	Further to these changes, the ERDF decreased by EUR 62,778.64.	29.03.2010
0340R1	COMMONS	Partnership	Partner Norte Alentejano Municipalities Association (PT) has withdrawn from the	Further to these changes, the ERDF remained unchanged.	06.04.2010
0602R2	IPP	Partnership	Partner Eszak-Alföld Regional Development Agency (HU) has withdrawn from the project	Despite these changes, the ERDF budget remains unchanged.	09.04.2010
0045R1	NEEBOR	Partnership	Partner Foundation "Vidzeme Development Agency" (LV) has withdrawn from the project	Further to these changes, the ERDF decreased by EUR 0.01.	12.04.2010
0499R2	FRESH	Partnership	Partner Opolskie Centre for Economy Development (PL) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	23.04.2010
0408R1	CITEAIR II	Partnership	Partners ATAC - Mobility Agency of the City of Rome (IT), RIEW Regional Inspectorate for	Further to these changes, the ERDF decreased by EUR 5,173.95.	03.05.2010
0597R2	F:ACTS!	Partnership	Partner Prefecture of Achaia (EL) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	18.05.2010
0784R2	CLIMACTREGIONS	Partnership	Partner Liguria Region - Environment Department (IT) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	28.05.2010
0729C2	ENTREDI	Partnership	Partner Region of Western Macedonia (EL) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	28.05.2010

INTERREG IVC Changes in running projects

Index	Acronym	Type Of Change	Description	Financial Implications	Approval Date
0787R2	DISTRICT+	Partnership	Partner Saxony Economic Development Corporation (DE) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	18.06.2010
0699R2	ChemClust	Partnership	Partner Cheshire County Council (UK) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	18.06.2010
0500R2	REVERSE	Partnership	Partner Executive environment agency at the Ministry of environment and water -Bulgaria	Further to these changes, the ERDF decreased by EUR 56,881.12.	18.06.2010
0513R2	DLA	Partnership	Partner SWRA - SOUTH WEST REGIONAL AUTHORITY (IE) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	21.06.2010
0587C2	IMMODI	Partnership	Partner Granada County Council (ES) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	22.06.2010
0055C1	ERIK ACTION	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the	Further to these changes, the ERDF decreased by EUR 3,800.01.	25.06.2010
0648R2	SuPorts	Partnership	Partner ANCI IDEALI European Foundation of Cities (IDEALI) (IT) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	25.06.2010
0744R2	INNOPOLIS	Partnership	Partner North West Development Agency (UK) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	05.07.2010
0330C1	PIKE	Budget/Finances/ Duration	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the	Despite these changes, the ERDF budget remains unchanged.	06.07.2010
0898R2	PROSPECTS	Partnership	Partner City Council of Gelsenkirchen (DE) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	06.07.2010
0556R2	B2N	Partnership	Partner Office of the Marshall of the Warminsko-Mazurskie Voivodship in Olsztyn	Despite these changes, the ERDF budget remains unchanged.	08.07.2010
0574R2	PERIURBAN	Partnership	Partner Kampinos National Park (PL) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	22.07.2010
0230C1	RAPIDE	Duration	The project duration has been extended by 3 months until 30/11/2010.	Despite these changes, the ERDF budget remains unchanged.	28.07.2010
0918R2	OSEPA	Partnership	Partner Romanian Towns Association (RO) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 47,922.81.	05.08.2010
0559R2	CREA.RE	Partnership	Partner Regional Landscape Meetjesland Foundation (BE) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	06.08.2010
0415C1	ICHNOS PLUS	Duration	The project duration has been extended by 1 months until 30/7/2010.	Despite these changes, the ERDF budget remains unchanged.	18.08.2010
0111R1	EuroPROC	Partnership	Partner Agència de Suport a l'Empresa Catalana (ACC1Ó) (ES) has been newly	Despite these changes, the ERDF budget remains unchanged.	24.08.2010
0138R1	CeRamICa	Partnership	Partner Municipality of Paggaio (EL) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 33,660.85.	25.08.2010

INTERREG IVC Changes in running projects

Index	Acronym	Type Of Change	Description	Financial Implications	Approval Date
0757R2	ORGANZA	Partnership	Partner Innovation and Technology Agency of Navarra S.A. (ES) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	02.09.2010
0705R2	SURF-Nature	Partnership	Partners Regional Administration Sliven (BG), Tsenovo municipality, Rousse district (BG)	Further to these changes, the ERDF decreased by EUR 9,895.00.	02.09.2010
0266R1	DC	Partnership	Partner Municipality of Xanthi (EL) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 20,775.00.	10.09.2010
0126R1	FLIPPER	Partnership	Partner Municipality of Volos (EL) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 5,000.00.	15.09.2010
0340R1	COMMONS	Partnership	Partner BORDER REGION DELTA RHODOPI (EL) has withdrawn from the project	Despite these changes, the ERDF budget remains unchanged.	17.09.2010
0513R2	DLA	Partnership	Partner RWG – Region Western Greece (EL) has withdrawn from the project partnership.	Despite these changes, the ERDF budget remains unchanged.	24.09.2010
0733R2	I-SPEED	Partnership	Partner Parkstad Limburg (NL) has withdrawn from the project partnership. Partner Urban	Despite these changes, the ERDF budget remains unchanged.	04.10.2010
0264R1	Gender4Growth	Partnership	Partner Region of the Balearic Islands (ES) has withdrawn from the project partnership.	Further to these changes, the ERDF decreased by EUR 57,582.08.	21.10.2010
0557C2	MKW	Partnership	Partner Northwest Regional Development Agency (UK) has withdrawn from the project	Despite these changes, the ERDF budget remains unchanged.	25.10.2010
0226R1	EVITA	Partnership	Partners Consortium for Commercial Promotion of Catalonia (COPCA) (ES), State	Further to these changes, the ERDF decreased by EUR 0.01.	28.10.2010
0147R1	MMOVE	Partnership	Partner Marche Region (IT) has withdrawn from the project partnership. Partner Sviluppo	Despite these changes, the ERDF budget remains unchanged.	02.11.2010
0045R1	NEEBOR	Budget/Finances	The budget has been reallocated according to the 20% flexibility rule (article 2.2b of the	Despite these changes, the ERDF budget remains unchanged.	03.11.2010
0003R1	Creative Growth	Partnership	Partner Kaunas County Governor's Administration (LT) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	18.11.2010
0684R2	FLOOD-WISE	Activities;Outputs/Partnership	Planned activities / outputs have been changed in components 1, 2, 3, 4. Partners	Despite these changes, the ERDF budget remains unchanged.	29.11.2010
0180R1	PRESERVE	Partnership	Partner Alytus County Governor's administration (LT) has withdrawn from the	Despite these changes, the ERDF budget remains unchanged.	08.12.2010
0120R1	I4W	Partnership	Partner Agència de Suport a l'Empresa Catalana (ACCÍÓ) (ES) has been newly	Despite these changes, the ERDF budget remains unchanged.	09.12.2010

Annexe 06: Communication Strategy 2007 - 2013



**INTERREG IVC
COMMUNICATION STRATEGY**

2007-2015

Managing Authority: Région Nord – Pas de Calais

Produced: January 2008



EUROPEAN REGIONAL DEVELOPMENT FUND

SUMMARY

1.	Programme Objective	3
2.	Documents outlining Information & Publicity goals	3
3.	Contact Persons	3
4.	Budget	3
5.	Information Point Tasks and the INTERREG IVC Communication strategy	3
6.	Target Audience	4
7.	Targets and Messages	4
8.	Network Approach	6
9.	Tools	6
10.	Events	7
11.	Publicity and Information material	9
12.	Website	9
13.	Media	10
14.	Monitoring impact	11
15.	Approval of the Communication Strategy	12

INTERREG IVC Communication Strategy 2007-2015

1. Programme objective

The INTERREG IVC Programme is part of the European Territorial Cooperation Objective of the Structural Fund policies 2007-2013.

The overall objective of the INTERREG IVC Programme, with its focus on interregional cooperation, is to **improve the effectiveness of regional development policies** in the areas of innovation, the knowledge economy, the environment and risk prevention as well as to contribute to economic modernisation and increased competitiveness of Europe.

The Information and Publicity provisions of the programme are laid down in Commission Regulation (EC) No 1828/2006 including the preparation of a Communication Plan to identify the measures necessary to bridge the communication and information gap between the citizens of the EU and the role played by the Community, in particular through the INTERREG IVC programme.

With this in mind, the information and publicity strategy should:

- raise awareness of the programme, its activities and its impacts;
- attract potential project promoters to apply to the programme;
- ensure potential partners in INTERREG IVC operations receive clear and timely information;
- ensure partners in INTERREG IVC operations receive clear and timely information;
- demonstrate transparently the role of the EU and how EU money is being spent.

2. Documents outlining Information and publicity goals

- INTERREG IVC Programme documents
- Council Regulation (EC) No 1083/2006 provides legal basis for use of ERDF
- Commission Regulation (EC) No 1828/2006 Implementation rules

3. Contact Persons

Nuala Morgan, Communication Officer, INTERREG IVC Joint Technical Secretariat, Les Arcuriales, 45 rue de Tournai, 59000 Lille, France.

Nuala.Morgan@interreg4c.net / +33 (0)328 144 103

Michel Lamblin, Programme Director, INTERREG IVC, Joint Technical Secretariat, Les Arcuriales, 45 rue de Tournai, 59000 Lille, France.

Michel.Lamblin@interreg4c.net / +33 (0)328 144 101

Thomas Spriet, European Affairs Unit, Managing Authority team, Conseil Régional Nord – Pas de Calais, Centre Rihour, 59555 Lille Cedex, France.

T.Spriet@cr-npdc.fr / +33 (0)328 82 70 86

4. Budget

The total Communication budget for the period 2007-2015 totals 2.7 million euros (€2,700,000), being 9.6% of the total Technical Assistance budget for the period. A yearly breakdown by activity is included in Annex 1. While these figures take into account previous experience under INTERREG IIIC they remain indicative and subject to change according to need.

5. Information Point communication tasks and the IVC Communication Strategy

The Information Point (IP) tasks form part of the overall IVC Communication Strategy. Their full tasks are defined in the Programme Manual. Tasks relating to Communication Strategy are detailed below, and in the Events section (see Point 7).

- to organise events in their respective IP area for the benefit of potential applicants and Lead partners;

INTERREG IVC

Communication Strategy 2007-2015

- to help the JTS to organise partner search events concerning the whole EU territory;
- to organise itinerant events in their IP area;
- to help develop and maintain a database of publicity contacts (media, specialised magazines, key actors);
- to contribute to the implementation of the Programme's publicity strategy in their area, in order to help promote the programme across the whole of Europe;
- to provide input to the JTS for its communication actions including contributing to the updating of the website and newsletter by sending all relevant information to the JTS;
- organising regional Lead Applicant seminars facilitating contacts and administrative information between running project leaders (in the zone) and the JTS with access to the main project database in Lille
- to coordinate and support national and regional contacts, which includes holding regular meetings in order to update them about the results of the programme, the latest technical, administrative and financial features, manuals, regulations, etc;
- to assist the JTS in informing and assisting applicants and partners on programme implementation issues.

5.1. IP Budget

Each IP will have a specific budget to carry out regional events – Information days, Lead Applicant Seminars, Lead Partner seminars (See Events section for details). The activities of the four IPs will be coordinated by the JTS to ensure coherence and timing. Each IP should plan its own communication plan in line with the tasks outlined above, and including the designated IP events. The plan shall be submitted to the JTS for approval by 15 November each year for approval by the JTS (end November for 2008). If additional events beyond the budget allocated are required by the IPs, these may be taken on the JTS communication budget, upon agreement with the JTS.

5.2. Internal Communication

To ensure coherence and to aid internal communication, regular meetings will be organised between the JTS and the 4 Communication Advisers of the IPs. These will take place at least twice a year, or upon the request of the JTS. The Monitoring Committee will also be kept informed of the evolution of the Communication Strategy and any changes therein.

6. Target audiences

- Potential partners of INTERREG IVC operations;
- Partners and lead partners of approved INTERREG IVC operations;
- Representatives of all local, regional and city authorities in participating countries;
- Managing Authorities of Convergence and Competitiveness and Employment programmes;
- Regional offices in Brussels;
- European Parliament;
- European Commission;
- Committee of the Regions;
- Local, regional, national, EU-level and specialist media, helping raise awareness further among various audiences across the programming area;
- Contacts of relevant local, regional and national bodies (they help disseminate);
- EU general public (for transparency reasons).

7. Targets and messages

Information communicated to different stakeholders will be adjusted to their particular needs. These are set out in the table below:

Target group	Information/ Message	Impact
Potential partners of INTERREG IVC operations in 27 participating countries; <i>These include:</i> <i>- Regional and local authorities</i>	- Funding is available: how much, when, how, what for, and who can apply? - Clear information on the programme: its background,	- Applications from a wide range of regions across the programming area - High quality of applications, with operation proposals in

INTERREG IVC

Communication Strategy 2007-2015

<ul style="list-style-type: none"> - <i>Regional Development authorities competent to manage public funds</i> 	<ul style="list-style-type: none"> objectives, procedures, benefits and results - JTS and IPs provide support in application procedure 	<ul style="list-style-type: none"> line with the programme objectives - INTERREG IVC funds distributed efficiently to suitable operations
<p>Partners and lead partners of INTERREG IVC operations include the following groups. Final beneficiaries vary according to the focus of each operation:</p> <ul style="list-style-type: none"> - <i>Regional and local authorities</i> - <i>Regional Development authorities competent to manage public funds</i> 	<ul style="list-style-type: none"> - Clear information on the programme: its background, objectives, procedures, benefits and results - How to run an INTERREG IVC operation - How to publicise results - Make the most of results by coordinating with other relevant projects 	<ul style="list-style-type: none"> - Clear understanding of programme and efficient realisation of operations - Multiplied dissemination of programme information and results to other stakeholders - Capitalisation on the results of INTERREG IVC
<p>Managing Authorities of Convergence and Competitiveness programmes</p>	<ul style="list-style-type: none"> - How to benefit from best practice identified under INTERREG IVC (whether in projects or outside), particularly for Fast Track. 	<ul style="list-style-type: none"> - interregional cooperation feeding into the mainstream programmes
<ul style="list-style-type: none"> - National public authorities - Regional public authorities - Local public authorities - Regional Development Agencies - NGOs and other relevant bodies such as research institutes, think tanks, universities, etc. - Regional offices in Brussels <p>.... and their contacts.</p>	<ul style="list-style-type: none"> - Funding is available: how much, when, how, what for, and who can apply? - Benefits of interregional cooperation - Clear information on the programme: its background, objectives, procedures, benefits and results - JTS and IPs provide support in application and project development 	<ul style="list-style-type: none"> - Applications from a wide range of regions within the zone - High quality of applications, with operation proposals in line with the programme objectives - Clear understanding of programme and efficient realisation of operations - Multiplied dissemination of programme information and results to other stakeholders - Raised awareness and support for the initiative
<ul style="list-style-type: none"> - European Parliament - European Commission - Committee of the Regions 	<ul style="list-style-type: none"> - Funding is available: how much, when, how, what for, and who can apply? - Benefits of interregional cooperation – and results/impacts once available - Clear information on the programme: its background, objectives, procedures, benefits and results - JTS and IPs provide support in application and project development 	<ul style="list-style-type: none"> - Raised awareness and support for the initiative - Multiplied dissemination of programme information and results to other stakeholders
<p>General public</p>	<ul style="list-style-type: none"> - Benefits of interregional cooperation: results - The role played by the European community 	<ul style="list-style-type: none"> - Raised general public awareness and support for the initiative; - Transparency on EU spending
<p>Media:</p> <ul style="list-style-type: none"> - Local, regional, national, EU-level and specialist - Print, broadcast and online 	<ul style="list-style-type: none"> - INTERREG IVC exists: how much, when, how, why, and who? - What are projects doing, who, and where? (once available) 	<ul style="list-style-type: none"> - Raised awareness further among various audiences across the programming area; - Raised support for the initiative;

INTERREG IVC

Communication Strategy 2007-2015

	- Results/impacts of interregional cooperation (once available)	- Transparency on EU spending.
--	---	--------------------------------

In addition, a particular emphasis will be placed on dissemination and information activities in 2008 in Romania and Bulgaria – two countries who having joined the EU in January 2007 require special attention to ensure funding opportunities are widely known.

8. Network approach

In close cooperation with four Information Points, the JTS will manage a range of communication activities to promote INTERREG IVC and its results across the EU from 2007-2013. This is particularly important due to the programme's emphasis on capitalisation.

Quality communication with as many of the targets as possible will require a network approach. The JTS and Information Points will cooperate with national, regional and EU bodies to multiply the impact of information and publicity efforts.

8.1. Managing Authority

The Managing Authority has the overall responsibility for ensuring that the Communication Plan is implemented efficiently and in compliance with the Information and Publicity Requirements (Commission Regulation (EC) No 1828/2006).

8.2. National Contact Points

Contacts will be maintained in all 27 MS + Norway and Switzerland. In each case the **National Contact Points** will play an important role in adapting announcements according to national or local context, and distributing accordingly. These contacts may also feed information back to the JTS/IPs. They will be an important source of country-specific information and information in a potential applicant's language (given that the working language of the programme is English). To prepare NCPs adequately to deal with requests, and to ensure coherence in the information given to potential applicants, a **training session** on the INTERREG IVC programme will be organised early in 2008, with further training sessions as required throughout the programme.

8.3. European Commission

Regular correspondence with desk officers in DG Regio will ensure that messages are communicated in a coherent and timely manner. An additional specificity of the INTERREG IVC programme that requires particular attention is the close link with the European Commission's 'Regions for Economic Change' initiative. Coordination and cooperation with the RfEC unit for their annual conference and other events will be crucial to maintain a clear message.

8.4. Lead Partners and partners of accepted operations

Project partners have a most important role in the Communication plan, as it is through the visibility of their activities and results that the key objectives of the Programme will be met. A Communication plan is integrated as an essential component in the Application Form which will detail the measures and activities projects will put in place concerning communication. Dedicated guidelines on Information and Publicity requirements, which include but go beyond those set out in Commission Regulation (EC) No 1828/2006, will be provided by the JTS. These are explained in the Subsidy contract, in seminars for lead partners of accepted operations, and backed up by information on the programme website. Provision is made in the Subsidy Contract for measures that may be taken in the case of non-respect of Information & Publicity requirements.

8.5. Further contacts to maintain

Contacts will also be maintained for cooperation on communication activities and distribution of information with the European Parliament, Committee of the Regions, Managing Authorities of Convergence and Competitiveness programmes national authorities, regional and local authorities, towns and cities.

9. Tools

The JTS will put at disposition a range of tools to support and reinforce communication network:

INTERREG IVC

Communication Strategy 2007-2015

- language style guide
- clear, easy to understand, messages describing programme (one brochure in all EU languages)
- corporate design with associated guide
- website (public site and restricted area for Monitoring Committee)
- press releases
- Newsflash
- INTERREG IVC information pack
- media kit
- conference organiser kit
- meetings at start of programme (individual and group)
- personalised support where necessary, including lead partner briefing

10. Events

Communication through events will be carried out in a range of ways: direct organisation by JTS and Information Points, encouragement and support to other bodies and participation in events organised by others.

10.1. Partner search events

The first call for applications for the INTERREG IVC programme is scheduled for September 2007, closing in January 2008. On the basis of one call per year, 6 calls in total are expected.

The JTS will organise one large-scale partner search event per year (while funding still available). This will gather around 800 people per event with the objective of giving new information on the programme and encouraging partnerships for potential projects.

The Partner Search Forum will also showcase (after the first series of approved projects) good project examples.

The first partner search event was held in Lisbon, Portugal on 21 September 2007, in conjunction with the launch of the programme and the opening of the first call for projects. A second event is planned in June 2008 under the auspices of the Slovenian Presidency of the EU to promote the second call for applications provisionally planned to open in June 2008.

10.2. Lead applicant/Lead partner seminars

The Information Points will each organise one Lead Applicant Seminar per year (while funding still available), to provide programme information and project development aid to potential projects in that zone.

They shall also organise, once the first round of applicants have been accepted, Lead Partner seminars providing useful information to project leaders. These will be organised annually.

10.3. Communication and Finance training seminars

Following the acceptance of the first round of projects, Communications and Finance training will be organised for Lead Partners and Member States (if required). These training seminars will be coordinated by the JTS, and will take place in different locations across the EU. They will provide practical and detailed operational information on communicating project results, and on the financial management of projects.

10.4. National Contact Point briefing seminars

Each Member State is strongly encouraged to appoint a National Contact Point to deal with country-specific questions from project applicants and to act as a diffuser of information. A briefing seminar will be offered at the beginning of the programme period to ensure National Contact points have the latest facts and figures concerning the programme and to ensure coherence of information given to project applicants and/or Lead Partners. This kind of briefing can be repeated every 2/3 years as necessary.

10.5. National Information events

Member States are encouraged to organise National Information Events in their own country, to ensure diffusion of programme information at this level. The JTS will actively participate in these events by giving presentations, holding surgeries for potential applicants, providing documentation etc.

INTERREG IVC

Communication Strategy 2007-2015

10.6. Regional information events

Regional information events can also be organised according to demand, with particular attention on regions showing limited interest in the programme. These events will be organised by IPs with the active participation of JTS. They can be organised systematically and according to the analysis of the results of the calls for proposals once this information is available. Targeted regions will receive assistance from IPs and JTS in organising such events.

10.7. INTERREG IVC on tour

INTERREG IVC on tour can be organised on a yearly basis, in cooperation with Member State representatives. A group of advisors stop off at different locations to meet potential applicants. Interviews can be set up, ideas screened and schedules planned. The frequency of these tours depends on demand.

10.8. Participation in other events

The JTS and IPs will also support events organised by other bodies, where the target audience is similar e.g. Open Days in Brussels (organised by EC & CoR), Regions for Economic Change events (organised by EC) by providing stands, programme material and/or giving presentations.

The Managing Authority will fly the European flag in front of its premises for one week starting on 9 May – Europe Day.

As for all communications activities, the timing and content of events will be carried out in close coordination to ensure coherency in information given out across the programme.

The attached table gives an overview of events planned over the period. This is subject to revision depending on timing of calls for applications, and demand from regions/member states.

Summary Events table

Type of event	Objective of event	Frequency	Organised by
Interregional Partner Search Forum	<ul style="list-style-type: none">- information on the programme- encouraging partnerships	Annual (2007-2010)	JTS
Interregional Capitalisation Forum	<ul style="list-style-type: none">- focus on transfer of practices	Annual (2011-2014)	JTS
Lead Applicant seminar	<ul style="list-style-type: none">- provide programme information- project development aid	Annual (2007-2011)	IP x 4
Lead Partner seminar	<ul style="list-style-type: none">- provide programme information- useful project management info	Annual (2008-2013)	IP x 4
National Information events	<ul style="list-style-type: none">- provide information- encourage applications	With each call for applications	MS (+ JTS/IP)
Regional Information events	<ul style="list-style-type: none">- provide information- encourage applications from less interested regions	As needed following IP analysis of projects/region	IP (+ JTS)
INTERREG IVC on tour	<ul style="list-style-type: none">- group of advisors tour MS providing application	Annual or as requested	JTS + MS

INTERREG IVC

Communication Strategy 2007-2015

	information to potential candidates		
Communication Seminar	- Communication training for LP	2 x 2008, 2 x 2009, 2 x 2012, 2 x 2013	JTS
Finance Seminar	- Finance training for LP	Annual from 2008, 1 per IP	IP (+ JTS) Organised by IP, input from JTS
National Contact Point Seminar	- Programme briefing for NCPs - Develop network of advice-givers	2008, as required	JTS + IP

11. Publicity and information material – printed and online

Printed information on programme remains an important means of sharing information not only to potential/accepted projects, but also at national and EU level providing statistics on number and type of projects accepted, and also on their results.

The following table is a summary of proposed publicity and information material, with targets and language. The working language of the programme being English, the majority of publicity material will be produced in this language. However to ensure information is accessible to all potential partners, it can be envisaged to produce one information leaflet in all EU languages.

The material will be produced following consistent design and language style.

Publicity & Information material

Printed	Target	Language
<ul style="list-style-type: none"> - fact sheets - information leaflets - IVC project brochures by theme - Catalogue of all approved projects - Large upright banners 	Local & regional authorities ; potential project partners; media; general public	EN for most material All EU languages for information leaflets
Video/audio		
<ul style="list-style-type: none"> - IVC promotional film 	Potential project partners	EN
Online		
<ul style="list-style-type: none"> - Web banners 	Potential project partners	EN (& depending on country?)
<ul style="list-style-type: none"> - Logos 	Project partners, supporting bodies, national & EU bodies	EN
Marketing		
<ul style="list-style-type: none"> - pens - bags - USB sticks - t-shirts - packets of seeds - postcards - notepads - diary/calendar 	Potential project partners EU & National institutions Media General public	Branded with logo, EN

12. Website

The INTERREG IVC website (www.interreg4c.net) will provide a vital role in communicating programme and project information to the various INTERREG IVC stakeholders. It will also provide a

INTERREG IVC

Communication Strategy 2007-2015

full list of beneficiaries, with details of Lead Partner, project partners, amount of ERDF received, project objectives and themes, and will be updated as the project progresses.

The website will be in particular targeted to potential applicants, with functions such as a partner search database, access to programme documents, including the application form, searchable database of approved projects, and a project news and events section.

It will also provide all necessary documents and information for project partners.

Developments in web-based technology should be exploited to encourage maximum interaction between web users and the JTS (web managers). This could include the development of online forums, member restricted areas for online chats or meetings, pages dedicated to project information, updated by projects themselves. Each category of user will have his own access code.

A news feed* will be available, allowing those who subscribe to be updated immediately when new items are posted on the website.

**News feeds allow you to see when websites have added new content. Feeds are also known as RSS (Really Simple Syndication)*

Other website sections and services:

- about INTERREG IVC
- programme documents for download
- partner search database
- database of approved projects
- news from projects (launches, events, results...)
- tools developed for transfer
- programme news (results of application rounds, statistics, upcoming events...)
- relevant news submitted by Member States or associated groups with information that could be interesting to target groups
- spotlight articles/interviews highlighting certain projects (relevant to current events)
- job section (projects)
- Contributions from stakeholders encouraged.
- Other sections include: contacts, programme documents, glossary of terms, support material for approved operations, media centre, logos for download, links to other relevant sites and contacts (eg regional contacts)...

A dedicated Links page is an important tool for us to show other relevant European programmes, and similarly to be present on their sites with our logo. A template with the INTERREG IVC logo and short description can be sent to the webmaster of each Managing Authority, regional authority websites, other EU programmes etc.

13. Media

13.1. Programme level

National, regional and European media are a channel for reaching various target groups. An effective media plan depends on providing a coherent message that is adapted to regional or national audiences. A network approach to media contacts is therefore vital.

The JTS will maintain and update press contacts, based on information gathered by Information Points and Member State contact points.

Member States and Information Points will in turn ensure distribution of press releases and other media information, while ensuring that this material is adapted to the specific audience.

13.2. Project level

The results from INTERREG IVC projects will be most interesting for media take-up, and the success of the INTERREG IVC programme in general can be assessed through the success of its projects.

INTERREG IVC

Communication Strategy 2007-2015

The JTS will therefore provide support to Lead partners to encourage and assist their media relations. This will be carried out through training seminars (see Events section), model documents, media guidelines, press reviews per country.

14. Monitoring impact

14.1. Media impact

Evaluating the impact of INTERREG IVC, and especially the impact of the projects it funds, in national and regional press, is an important tool. A press clippings service that monitors the recurrence of the 'INTERREG IVC' keyword will ensure that no reference to the programme will go unnoticed.

This service can be mutualised between all INTERREG programmes under the Managing Authority of Région Nord-Pas de Calais, with one press clippings service managed and distributed by the GECOTI.

Up to twenty articles and citations can be reasonably expected.

14.2. Number of applicants

The number of applications received for each call will be monitored and examined according to location of partners and lead partners, activity, topic addressed, type of intervention, and the type of organisation of lead partner.

14.3. Amount of ERDF committed

The percentage of ERDF funds assigned to approved projects will be monitored with each call, and information and publicity activity measures adapted accordingly to target less-represented Regions and therefore increase the visibility of the Programme, and the Structural Funds.

14.4. Overall impact of communication

Through questionnaires and/or online surveys, a final analysis of the impact of the Communication Plan will be carried out towards the end of the Programme period. This will analyse the extent to which the visibility and awareness of the Programme, and by extension Structural Funds, have been improved.

15. Approval of the Communication Strategy

As noted in Commission Regulation EC 1828/2006, the Communication Plan will be sent to the Commission **within 4 months of the adoption of the OP**. If no observations come from the Commission within 2 months then the plan is considered compatible with requirements and implemented.

Information and Publicity activities will begin even in the absence of the final version of the Communication Plan.