



# Ex-Ante Evaluation of the INTERREG V A France- (Channel)-England Programme 2014-2020

Final Report



france (manche channel) england  
**interreg**

30<sup>th</sup> of July 2015

## **Acronyms**

CBC: Cross-border cooperation

CCIC : *Commission Interministérielle de Coordination des Contrôles*

COSME: EU Programme for Competitiveness of Small and Medium-sized Enterprises programme

CPR: Common Provision Regulation

CSF: Common Strategic Framework

ERDF: European Regional Development Fund

ESF: European Social Fund

ETC: European Territorial Cooperation

FCE: France (Channel) - England

ICT: Information Communication Technology

IP: Investment Priority

JTS: Joint Technical Secretariat

MS: Member States

NRP: National Reform Programme

PC: Cooperation Programme

OECD: Organisation for Economic Co-operation and Development

PA: Priority Axis

PPG: Programme Preparation Group

R&D: Research and Development

SEA: Strategic Environmental Assessment

SME: Small Medium Enterprise

SO: Specific Objective

SRCAE: French Regional Scheme regarding Climate Air and Energy

SWOT: Strengths, Weaknesses, Opportunities, Threats

TO: Thematic objective

# Table of contents

|  |           |
|--|-----------|
| <b>INTRODUCTION</b>  | <b>5</b>  |
| <b>1. EVALUATION OF THE PROGRAMME STRATEGY</b>   | <b>6</b>  |
| <b>1.1 Consistency analysis</b>  | <b>6</b>  |
| 1.1.a Methodological approach  | 6         |
| 1.1.b Assessment   | 7         |
| 1.1.c Findings   | 14        |
| <b>1.2 Internal coherence</b>  | <b>15</b> |
| 1.2.a Methodological approach  | 15        |
| 1.2.b Assessment   | 16        |
| 1.2.c Findings   | 18        |
| <b>1.3 External coherence</b>  | <b>20</b> |
| 1.3.a Methodological approach  | 20        |
| 1.3.b Assessment   | 20        |
| 1.3.c Findings   | 29        |
| <b>1.4 Intervention logic</b>  | <b>31</b> |
| 1.4.a Methodological approach  | 31        |
| 1.4.b Assessment   | 32        |
| 1.4.c Findings   | 36        |
| <b>1.5 Horizontal principles</b>   | <b>37</b> |
| 1.5.a Methodological approach  | 37        |
| 1.5.b Assessment   | 37        |
| 1.5.c Findings   | 39        |
| <b>2. APPRAISAL OF THE INDICATORS AND OF THE PROGRAMME ARRANGEMENTS FOR MONITORING AND EVALUATION (WP 2)</b> | <b>41</b> |
| <b>2.1 Appraisal of the Programme indicator system</b>   | <b>41</b> |
| 2.1.a Methodological approach  | 41        |
| 2.1.b Result indicators' assessment  | 43        |
| 2.1.c Output indicators' assessment  | 46        |
| 2.1.d Milestones' assessment   | 48        |
| 2.1.e Findings   | 50        |
| <b>2.2 Programme level arrangements for monitoring/data collection and evaluation</b>                        | <b>52</b> |
| 2.2.a Lessons learnt from 2007-2013  | 52        |
| 2.2.b Findings   | 54        |

|            |  |           |
|------------|--|-----------|
| <b>3.</b>  | <b>EVALUATION OF THE CONSISTENCY OF FINANCIAL ALLOCATIONS</b>  | <b>56</b> |
| <b>3.1</b> | <b>Compliance with the EU Regulations</b>  | <b>56</b> |
| <b>3.2</b> | <b>Concentration on the most important objectives and needs</b>  | <b>57</b> |
| <b>3.3</b> | <b>Findings</b>  | <b>59</b> |
| <b>4.</b>  | <b>EVALUATION OF THE CONTRIBUTION TO THE EUROPE 2020 STRATEGY</b>  | <b>60</b> |
| <b>4.1</b> | <b>Cross-impact relation to smart growth</b>   | <b>61</b> |
| <b>4.2</b> | <b>Cross-impact relation to sustainable growth</b>   | <b>62</b> |
| <b>4.3</b> | <b>Cross-impact relation to inclusive growth</b>   | <b>62</b> |
| <b>4.4</b> | <b>General remarks</b>   | <b>62</b> |
| <b>5.</b>  | <b>ADEQUACY OF HUMAN RESOURCES, ADMINISTRATIVE CAPACITY AND MEASURES PLANNED TO REDUCE ADMINISTRATIVE BURDEN</b> | <b>64</b> |
| <b>5.1</b> | <b>Administrative Capacity and Adequacy of Human Resources</b>   | <b>64</b> |
| 5.1.a      | Methodological approach  | 64        |
| 5.1.b      | Assessment   | 65        |
| 5.1.c      | Findings   | 68        |
| <b>5.2</b> | <b>Assessment of the measures planned to reduce administrative burden for beneficiaries</b>                      | <b>70</b> |
| 5.2.a      | Methodological approach  | 70        |
| 5.2.b      | Analysis   | 71        |
| 5.2.c      | Findings   | 73        |
| <b>6.</b>  | <b>SUMMARY OF THE SEA</b>  | <b>74</b> |
|            | <b>ANNEXES</b>   | <b>77</b> |
|            | <b>Annex I - Bibliography</b>  | <b>77</b> |
|            | <b>Annex II - Documents included in the consistency and external coherence analysis</b>                          | <b>79</b> |
|            | <b>Annex III Consistency with UK National Reform Programmes</b>  | <b>81</b> |
|            | <b>Annex IV - Consistency with the FR National Reform Programme</b>  | <b>88</b> |
|            | <b>Annex V: Horizontal coherence between indicative actions and outputs indicators</b>                           | <b>90</b> |
|            | <b>Annex VI - Intervention Logic</b>   | <b>96</b> |

## Introduction

The Final Report is based on the CP version received on 20<sup>th</sup> of July 2015.

Coherently with the evaluation plan presented in the Inception Report and with the requirements set out in the regulation (see art. 55, reg. 1303/2013) the Final Report contains:

- the evaluation of the programme strategy (Ch.1);
- the appraisal of the indicators and of the programme arrangements for monitoring and evaluation (Ch.2);
- the evaluation of the consistency of the financial allocations (Ch.3);
- the evaluation of the contribution to the Europe 2020 strategy (Ch.4);
- the evaluation of the administrative capacity and measures planned to reduce administrative burdens (Ch.5);
- a summary of the SEA.

# 1. Evaluation of the Programme strategy

The European Commission (EC) highlights in the ‘Guidance document on ex-ante evaluation’ that “Cohesion Policy (...) must be strongly orientated towards results in order to contribute to the Union strategy for smart, sustainable and inclusive growth (Europe 2020 Strategy). To this end the regulation increases the importance of well-designed Programmes taking into account European, national and regional needs, and focused on the results they want to achieve (...)”.

These remarks underline that an appraisal of the Programme strategy is particularly important, wherefore ex-ante evaluations are expected to address a larger number of evaluation questions relating to:

- the consistency of the Programme objectives;
- the internal coherence of the Programme;
- the external coherence of the Programme;
- the intervention logic of the Programme and the linkage between supported actions, expected outputs and results;
- the horizontal EU-principles.

## 1.1 CONSISTENCY ANALYSIS

### *1.1.a Methodological approach*

The assessment of the Programme’s consistency reviews whether the needs and challenges identified for the FCE are sufficiently mirrored in its Cooperation Programme. For assessing the consistency, the ex-ante guidance document of the European Commission suggests seeking answers to the following questions:

- Are the identified regional challenges and needs in line with the Europe 2020 objectives and targets, the Council recommendations and the National Reform Programmes?
- Have the key territorial challenges for urban and rural areas as well as for areas with particular territorial features been analysed and taken into account in the strategy?
- Are the key territorial challenges analysed and taken into account in the Programme strategy?
- Have the horizontal principles, i.e. equality between men and women, non-discrimination and sustainable development, been considered in the identification of needs and challenges?
- Are the identified challenges and needs consistently translated into the selection of investment priorities and objectives of the operational Programme? Have the challenges and needs been given an appropriate weight in the investment priorities?
- Are the specific objectives sufficiently precise to demonstrate how the Programme intends to contribute to the EU 2020 strategy while addressing national or regional challenges and needs?
- Is the support from the ERDF sufficiently concentrated as foreseen in Article 18 CPR?
- If major challenges or needs are left out of the Programme strategy, what is the rationale for this choice?

The following section focuses on the identification of the needs and challenges in the FCE area in relation to the Europe 2020 objectives. Afterwards the consistency of the needs and challenges with the Programme's objectives is assessed. The appraisal of the horizontal principles is included in the assessment of the internal coherence, since it tackles both parts of the evaluation and does not need to be included twice.

### *1.1.b Assessment*

#### ***Are the identified challenges and needs in line with the Europe 2020 objectives and targets, the Council recommendations and the National Reform Programmes?***

The programme shows a clear link of the programme challenges and needs with Europe 2020.

The needs and challenges characterising the area have been identified on the basis of a detailed SWOT analysis organised around the three priorities of Europe 2020 (Smart Growth, Sustainable Growth and Inclusive Growth). The analysis was delivered in 2013 on

the basis of regional statistics, selected publications and on qualitative inputs from stakeholders' interviews.

The territorial analysis of FCE area has resulted in 8 development challenges being identified which present a high level of consistency with the target and objectives of France and UK's National Reform Programmes (see Table 1-1). For more details on the analysis of the consistency with the NRPs, see annex 4.

**Table 1-1 Consistency between the challenges identified by the CP and NRPs**

|                    |  | NRP |    |
|--------------------|--|-----|----|
|                    |  | FR  | UK |
| Smart Growth       | <i>Challenge n°1: Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters</i>                                  |     |    |
|                    | <i>Challenge n°2: Support the development of innovative solutions to the societal challenges that are characteristic of coastal, maritime, and rural areas</i>   |     |    |
|                    | <i>Challenge n°3: Stimulate innovation in SMEs in growth industries by supporting intermediary organisations</i>   |     |    |
| Sustainable Growth | <i>Challenge n°4: Reduce the energy vulnerability of the France (Channel) England area (reliance on external supply, limited resources) by improving energy efficiency and increasing the production and use of renewable energies</i> |     |    |
|                    | <i>Challenge n°5: Promote environmental sustainability through responsible and green economic and territorial development</i>  |     |    |
|                    | <i>Challenge n°6: Improve risk prevention and the capacity to adapt to and mitigate climate change</i>   |     |    |
| Inclusive Growth   | <i>Challenge n°7: Help groups at risk of economic exclusion to actively participate in the economy through innovative solutions for urban and rural regeneration</i>   |     |    |
|                    | <i>Challenge n°8: Enable the active population to play their part in economic revitalisation by enhancing skills through training/retraining</i>   |     |    |

|  |                  |
|--|------------------|
|  | Consistent       |
|  | Some consistency |
|  | Neutral          |
|  | In contrast      |



***Are the key territorial challenges analysed and taken into account in the programme strategy?***

Needs and challenges are presented by taking into account the economic, social, environmental and territorial parameters of the area and its complexity. Indeed, the programme took into consideration the heterogeneity which characterizes the FCE area and its commonalities.

Even if the windows of opportunities for the cooperation were identified also through an in depth analysis of the marine, maritime and coastal dimensions, the programme opted not to directly tackle the maritime issues in specific TOs/IPs, a choice which was led by the territorial specificities of the cooperation area that also include non-coastal areas. However the importance of the maritime dimension is attested by the selection criteria: under all SOs projects addressing maritime challenges will be particularly welcomed.

Finally, it is worth noting that the information presented in section 1.1 only partially explains the steps through which the Programme identified the challenges and needs on which to focus.

***Is the support from the ERDF sufficiently concentrated as foreseen in Article 18 CPR?***

The article 18 CPR indicates that the programme shall be concentrated in order to bring the highest added value taking into account Europe 2020 Strategy, the relevant territorial challenges in line with the CSF, the national reform programme, where appropriate, and relevant country-specific recommendations. Moreover, the ETC regulation, article 5, requires a concentration of the ERDF allocation of at least 80% on up to 4 thematic objectives. The TOs chosen are only three in number, making the programme already compliant with the concentration rule indicated in the regulation. The justification will be presented in percentage and qualitative terms based on the relative weight of the allocation to a given thematic objective.

The concentration on some challenges and needs is a relevant feature of the CP version, which identifies: 5 specific objectives, 2 from Smart Growth Priority (IP 1b) and 3 from Sustainable Growth Priority one per IP (4f, 6c and 6d).

***Have the horizontal principles, i.e. equality between men and women, non-discrimination and sustainable development, been considered in the identification of needs and challenges?***

The programme is basically coherent with Section 5 of the Annex I of the reg. 1303/2013 on “Common strategic framework”, which is related to the horizontal principles. Horizontal principles (i.e. equality between men and women, non-discrimination and sustainable development) have been considered in the identification of needs and challenges. Moreover, the CP has been constructed with a long process of consultation respecting the principles of partnership and multi-level governance.

***Are the identified challenges and needs consistently translated into the objectives of the OP (i.e. the thematic objectives, the investment priorities and corresponding specific objectives)?***

Necessary premise to this analysis is an overview of the presentation of the identified challenges and needs in the CP template.

As above mentioned, the analysis carried out by the CP drafters in 2013 allowed to identify 8 key challenges of the territorial area. These challenges are presented in the part of the Section 1 which introduces the correlation with the EU 2020 objectives (p. 12-21).

However, in the following parts of Section 1 (set out of the priority axes - p.23-34; justification for the selection of the TOs and IPs - p.35-43) even if many references to the needs of the area are made, no clear reference to the 8 key challenges is proposed. This poses no problems in terms of ‘substantial’ consistency of the programme (as evidenced by the example presented in the table below, the contents of the needs mentioned in the other part of the Section 1 are coherent with the key challenges) however the wording is not homogeneous and this limits, from the formal point of view, the internal coherence of Section 1.

Table 1-2 Overview of the references to the needs of the area

| <b>Reference to the Europe 2020 strategy (p. 12-21).</b>   | <b>Presentation of the priorities (p.23-34)</b>  | <b>Justification table (p.35-43)</b>   |
|--|--|--|
| <p><b>Challenge n°1: Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters:</b></p> <ul style="list-style-type: none"> <li>• Encourage collaborative approaches to innovation in order to assemble partnerships with critical mass;</li> <li>• Establish links between SMEs and universities to stimulate innovation and encourage the application of scientific knowledge in society;</li> <li>• Adopt a smart specialisation approach, support the development and creation of clusters in strategically important fields of business &amp; industry with a view to stimulating innovation;</li> </ul> | <p><b>PRIORITY 1</b></p> <p>(...) there are a number of common challenges and opportunities for which a cross-border approach is well-suited. Particularly worthy of mention are:</p> <ul style="list-style-type: none"> <li>• The need to better exploit research excellence by increasing support for developing and transferring technologies and knowledge;</li> <li>• The need to strengthen SMEs' own innovation projects;</li> <li>• The need to assist innovative SMEs to internationalise their activities through joint innovation projects and accessing new markets.</li> </ul> <p>(...)</p> <p>These various contextual elements explain why the France (Channel) England Programme will focus its support on two cooperation challenges, namely:</p> <ul style="list-style-type: none"> <li>• Developing innovative solutions that address the common economic and societal challenges confronting the France (Channel) England cooperation area;</li> <li>• Assembling a critical mass of capabilities through, on the one hand, increasing collaboration in different fields of innovation and, on the other, strengthening innovation clusters in the France (Channel) England area.</li> </ul> | <ul style="list-style-type: none"> <li>• The FCE region possesses high calibre R&amp;I potential</li> <li>• The need to ensure a better exploitation of research output in order to develop new technologies, new products and new services that will have a positive impact on i) wealth creation and therefore on employment and ii) the major societal challenges</li> <li>• The added-value of the cross-border cooperation as a means to gather together competences within the area (researchers, enterprises, civil society, public sector), to achieve the critical mass necessary for innovation and to provide the complementary key enabling technologies that can be the building blocks of new innovations</li> </ul> |
| <p><b>Recommendation:</b> make a reference to the challenge 1 in the “justification table”</p>   |  |  |

As regards the consistency between the challenges/needs and the objectives, the analysis shows a consistent translation into programme objectives (see Table 1-3):

The programme strategy directly responds to the most part of the identified challenges and needs. Only exception is the challenge related to the risk management (challenge 6) to which the programme shall respond indirectly by improving the coordinated management of green and blue infrastructures and ecosystems services (SO 3.2, IP 6d). In the case of challenges 7 and 8, related to social inclusion issues, the strategic choice operated by the programme was to tackle these challenges through a SO focused on social innovation (SO 1.2).

Within the three selected thematic objectives the FCE CP addresses four investment priorities.

- Within TO 1 the investment priority IP 1b is selected. This is in line with the previously identified needs and the type of actions supported by a transnational

Programme, and also with the intention of tackling inclusive growth needs by investing in social innovation. Thus, the rationale for the selection within this TO is sufficient and convincing.

- Out of the seven investment priorities of TO 4, the FCE CP selects one investment priority (IP 4f) and formulates one SO. By this choice the programme intends to respond to different challenges (1, 4 and 5) while maintaining a strong thematic concentration.
- Out of the seven investment priorities of TO 6, the FCE CP selects two investment priorities (IP 6c and 6d) and formulates two SOs: SO 3.1 particularly focused on challenge 5, while SO 3.2 also aimed at responding to challenge 6.

**Table 1-3 Translation of the challenges/needs into programme objectives**

|                    |   |     |  |  |  |
|--------------------|---|-----|--|--|--|
| Smart growth       | Challenge n°2: Support the development of innovative solutions to the societal challenges that are characteristic of coastal, maritime, and rural areas   | →   | Strengthening research, technological development and innovation (TO1) | (by) promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector (1b) | To increase the delivery and uptake of innovative products, processes, systems and services in shared smart specialisation sectors (SO 1.1)  |
|                    | Challenge n°3: Stimulate innovation in SMEs in growth industries by supporting intermediary organisations   | →   |  |  |  |
|                    | Challenge n°1: Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters                                  | →   |  |  |  |
| Sustainable growth | Challenge n°4: Reduce the energy vulnerability of the France (Channel) England area (reliance on external supply, limited resources) by improving energy efficiency and increasing the production and use of renewable energies | →   | Supporting the shift towards a low-carbon economy in all sectors (TO4) | (by) promoting research and innovation in, and adoption of, low-carbon technologies (4f)   | Increase the development and uptake of existing or new low-carbon technologies in the sectors that have the highest potential for a reduction in greenhouse gas emissions (SO 2.1) |
|                    | Challenge n°5: Promote environmental sustainability through responsible and green economic and territorial development  | →   | Protecting the environment and promoting resource efficiency (TO6)     | (by) conserving, protecting, promoting and developing natural and cultural heritage (6c)   | To realise the potential of natural and cultural assets to deliver innovative and sustainable growth(SO 3.1)   |
|                    | Challenge n°6: Improve risk prevention and the capacity to adapt to and mitigate climate change   | --> |  | (by) protecting and restoring biodiversity and soil and promoting ecosystem services, including through Natura 2000, and green infrastructure (6d)                   | Enhance and protect the coastal and transitional water ecosystems(SO 3.2)  |
| Inclusive growth   | Challenge n°7: Help groups at risk of economic exclusion to actively participate in the economy through innovative solutions for urban and rural regeneration   | →   | Strengthening research, technological development and innovation (TO1) | (by) promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector (1b) | Increase the quality and the effectiveness of service delivery to the most socially and economically disadvantaged groups through social innovation (SO 1.2)                       |
|                    | Challenge n°8: Enable the active population to play their part in economic revitalisation by enhancing skills through training/retraining   | →   |  |  |  |

→ Direct translation  
 --> Indirect translation

### *1.1.c Findings*

The CP:

- shows a clear link of the programme challenges and needs with Europe 2020, Common Strategic Framework, Council recommendations, National Reform Programmes of France and UK;
- illustrates the needs and challenges by taking into account the social and economic heterogeneity of the area and its territorial complexity which does not only include coastal areas.
- complies with the requirements of thematic concentration and has a high focalisation, since it is structured on 5 specific objectives, 2 from Smart Growth Priority (IP 1b) and 3 from Sustainable Growth Priority ;
- ensures a strong thematic concentration also by an emphasis on the cross-border added value, which is one of the key principles for the project selection decisions;
- considered the horizontal principles in the identification of needs and challenges;
- presents a full explanation for the selection of the TOs/IPs based on challenges and needs. However the wording adopted for describing the key identified challenges is not homogeneous and this limits, from the formal point of view, the internal coherence of Section 1.

## 1.2 INTERNAL COHERENCE

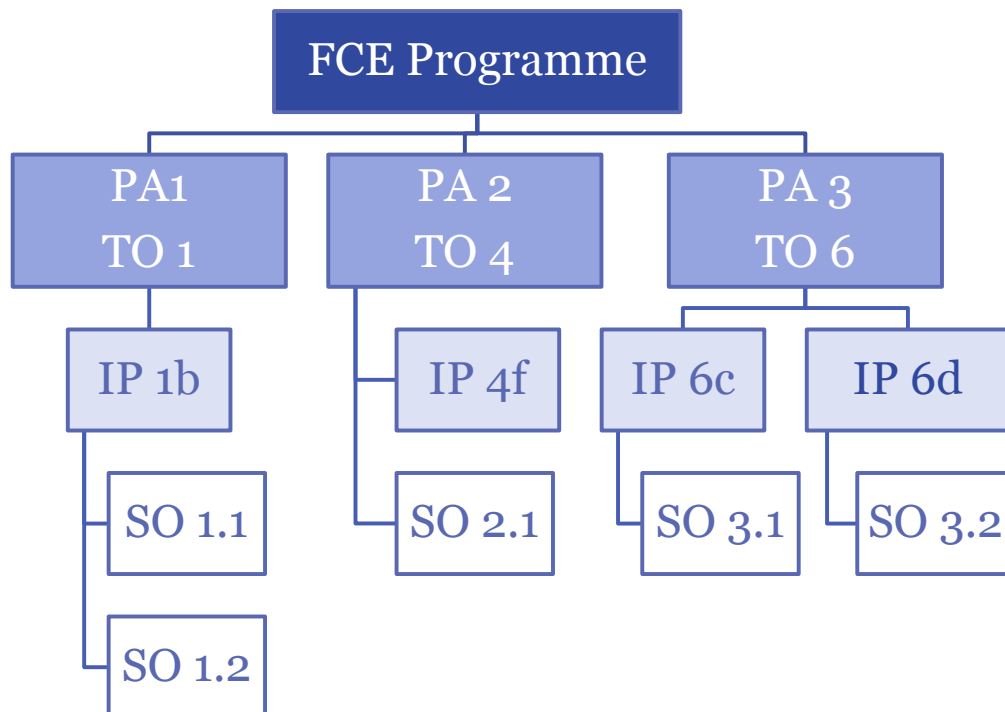
### 1.2.a Methodological approach

The assessment of the Programme's internal coherence reviews the potential synergies and complementarities between the specific objectives. For assessing the internal coherence the ex-ante guidance document of the European Commission suggests answering the following questions:

- Have the complementarities and the potential synergies been identified among the specific objectives of each priority axis?
- Have the complementarities and the potential synergies been identified among the specific objectives of the different priority axis?

The figure below presents the overall structure of the programme strategy (with the exclusion of the TA axis).

Figure 1-1 Overview of the Programme's strategy



The internal coherence:

- focuses on the vertical and horizontal relationship between:

- the specific objectives of the different priority axes (horizontal coherence),
- the specific objectives of each priority axis (vertical coherence);
- aims to:
  - highlight any complementarities and potential synergies,
  - assess the relationship at strategic/operational level of the actions/specific objectives of the programme;
- uses the logical framework reported in chapter 3 and the coherence assessment matrix (horizontal coherence).

### 1.2.b Assessment

#### Vertical Coherence

The specific objectives titles seem to be well formulated according to the DG REGIO’s Q&A guidance. They do not generally introduce more than one objective in the specific objective even if SOs 1.1 and 2.1 are focused both on the delivery and the uptake of innovations. The vertical coherence of each SO of the programme strategy has been analyzed focusing on:

- a. its relation with the selected TO and the priority axis;
- b. the clear identification of the goals;
- c. the specificity of the actions;
- d. the direct identification of the target.

The table below summarises the result of the analysis.

**Table 1-4 Vertical coherence**

| Is there a:                             | Specific Objective |     |     |     |     |
|---|--------------------|-----|-----|-----|-----|
|   | 1.1                | 1.2 | 2.1 | 3.1 | 3.2 |
| • connection with the TO/priority axis? | Yes                | Yes | Yes | Yes | Yes |
| • clear identification of the goal?     | Yes                | Yes | Yes | Yes | Yes |
| • specificity of the action?            | Yes                | Yes | Yes | Yes | Yes |
| • clear target group definition?        | Yes                | Yes | Yes | Yes | Yes |

Legend: “Yes” corresponds to a SO which is compliant with the criterion; “?” indicates a SO which needs an improvement

- a. **Relation with the priority axis.** In general the SOs appear to be well connected with the priority axis. However from the ex-ante evaluator perspective, the reference in the title of the SO 3.1 to term ‘exploitation’ could lead to a misinterpretation regarding the coherence with the selected TO 6 (preserving and protecting of the environment...).



- b. **Identification of the goal.** Consistently with the ETC template the CP foresees, for each specific objective, a specific section where the expected results are described. These sections offer a detailed description of the intended goals.
- c. **Specificity of actions.** The CP associates to each SO a detailed list of actions. The examples of actions have been classified in four different typologies (*type of actions*) which refer to the innovation development chain. More specifically, the different types of actions reflect the process for the development of an innovation: proof of concept/validation; demonstration and testing and implementation. This categorisation is the result of a peculiar programme choice. In general, even if the examples of actions are coherent with the SOs and the IPs, however, some aspects could be improved, concerning specifically the definitions of the four different typologies. A detailed definitions' list of the different typologies of actions is recommended to be inserted in the Programme.
- d. **Target groups and sectors.** The CP provides a detailed description of the target sectors, areas and groups for each SOs. Furthermore, some SOs have a specific sectoral focus, which is summarised in the following table.

Table 1-5 Sectoral focus of specific objectives

| <b>SO</b>   | <b>Economic sectors</b>   |
|---|---|
| 1.1 To increase the delivery and uptake of innovative products, processes, systems and services in shared smart specialisation sectors  | <p><i>This Specific Objective includes a focus on smart specialisation sectors that are shared across the Programme area including: transport and ports, marine and environmental technologies, agro-food, life and health science, communication, digital and creative industries, manufacturing.</i></p> <p><i>The above should not however be considered exhaustive as the Programme will be responsive to emerging needs according to developments within the Smart Specialisation Strategies.</i></p> <p><i>The programme will pay particular attention to those projects which support the use of Key Enabling Technologies within these sectors.</i></p> |
| 1.2 Increase the quality and the effectiveness of service delivery to the most socially and economically disadvantaged groups through social innovation                       | <p><i>All areas of business and industry capable of growth may be targeted by initiatives aiming to improve access to employment and promoting social inclusion</i></p>   |
| 2.1 Increase the development and uptake of existing or new low-carbon technologies in the sectors that have the highest potential for a reduction in greenhouse gas emissions | <p><i>This Specific Objective will be targeting sectors shared across the Programme area that have the potential for a high reduction in greenhouse gas emissions, in particular: renewable energies, transport, agriculture, manufacturing, building. The programme will pay particular attention to those projects which use Key Enabling Technologies</i></p>  |

|  |  |
|--|--|
| 3.1 To realise the potential of natural and cultural assets to deliver innovative and sustainable growth |  |
| 3.2. Enhance and protect the coastal and transitional water ecosystems                                   |  |

**Horizontal coherence**

The assessment was performed considering various degrees of horizontal coherence:

- **Contrast / conflict**, when the SOs of the OP could have a potential clash with other SOs;
- **Neutrality**, if the SOs have no field of interaction, neither for target group nor for objective, with other SOs;
- **Strategic relation (synergy)**, if the SOs potentially have the same strategic goal as another SO;
- **Strategic and operational relation (complementarity and integration)**, when the SOs share the same strategic goal and operational targets as other SOs.

The figure below synthetically shows the result.

**Table 1-6 Internal coherence assessment**

|        | SO 1.1 | SO 1.2 | SO 2.1 | SO 3.1 | SO 3.2 |
|--------|--------|--------|--------|--------|--------|
| SO 1.1 |        | S      | S      | S      | N      |
| SO 1.2 |        |        | S      | S      | N      |
| SO 2.1 |        |        |        | S      | S      |
| SO 3.1 |        |        |        |        | S      |
| SO 3.2 |        |        |        |        |        |

Legend: “C” – Conflict/contrast; “N” – Neutral; “S” – Strategic; “O” - Operational

**1.2.c Findings**

The main results from the analysis are:

- The SOs do not have major conflicts, having a strong connection with the others both at strategic level and at operational level.
- All the SOs have a strategic relation which is embodied in the CP strategy. The CP is structured around two main pillars:

- an innovation and eco-innovation strand, which especially regards the SOs 1.1, 1.2 and 2.1
- a strong focus on the attractiveness of the territories and on societal challenges, which concerns the majority of the SOs, which is particularly evident in the case of the SOs of the axis 3 SOs 3.1 and 3.2.
- At an operational level, it is possible to identify a high level complementarity among the SOs in terms of type of beneficiaries, which are horizontally identified in all the CP and are the same: public bodies (e.g. local and regional public authorities.), public equivalent bodies (e.g. associations, chambers of commerce, research centers, institutes of higher education, university, networks & clusters, tourist offices), private sector (e.g. SMEs, private sector organisations) and social enterprises and the civil society.
- This intense complementarity could represent also a risk of overlapping which could be misleading for the potential beneficiaries. This risk is particularly evident in the case of SO 1.1 and SO 2.1, both focused on the innovation capacity.

## 1.3 EXTERNAL COHERENCE

### 1.3.a Methodological approach

The assessment of the Programme's external coherence reviews whether the identified strategy is coherent with other relevant instruments at regional, national and EU. For assessing the external coherence the ex-ante guidance document of the European Commission suggests answering the following questions:

- How does the Programme contribute to other strategies and policies (European, national and regional including Smart Specialisation Strategies, National Roma Inclusion Strategy, Horizon 2020 and macro-regional and sea basin strategies)?
- How does the Programme take into account the influence of other policies and Programmes?
- How does the Programme justify its role in the framework of the different interventions?

The following section focuses on the methodology adopted for the analysis of the external coherence; the coherence of the Programme's strategy with other relevant instruments is assessed afterwards.

### 1.3.b Assessment

#### *How does the Programme contribute to other strategies and policies?*

This section focuses on the assessment of the Programme's contribution to the other policies of interest for the area and presents the result of the analysis. The methodology adopted is based on:

- The analysis of other relevant instruments at regional, national and EU level interesting the cooperation area:
  - strategies and policies (European, national and regional including Smart Specialisation Strategies, National Roma Inclusion Strategy, Horizon 2020 and macro-regional and sea basin strategies), in order to highlight the programme contribution;
  - other policies and programmes (including other CSF programmes), in order to assess the influence on the expected results of the programme and to identify the programme role in the framework of the different interventions;

- the use of the policy matrix methodology for identifying the link between objectives, activities and inputs. The level of coherence has been analysed against three levels (European, national and regional) screening the typologies of documents listed in the table below.

The following table reports the types of documents used for the external coherence. A broader list is provided in Annex II - Documents included in the consistency and external coherence analysis.

**Table 1-7 Documents for external coherence**

|   | <b>Regional</b> | <b>National</b> | <b>European</b> |
|---|-----------------|-----------------|-----------------|
| <i>Documents linked to ex-ante conditionality</i>                 | X               | X               |                 |
| <i>Documents linked to thematic objectives</i>                    | X               | X               |                 |
| <i>National Partnership Agreements</i>                            |                 | X               |                 |
| <i>Position Paper</i>   |                 |                 | X               |
| <i>Regional/National Operational Programmes</i>                   | X               | X               |                 |
| <i>Strategy for biodiversity conservation</i>                     | X               | X               |                 |
| <i>Climate change action plan (for mitigation and adaptation)</i> | X               | X               |                 |
| <i>Strategy for sustainable development</i>                       | X               | X               |                 |

For each SO, an analysis has been performed at the national level to identify the relevant level of governance. This analysis has been presented in the First Interim Report and is no more reported here. As a second step, the test of complementarity has been carried out by screening all the relevant documents through various degrees of coherence:

- Contrast / conflict, when the specific objectives of the OP could have a potential clash with other programmes;
- Neutrality, if the SOs have no field of interaction, neither for target group nor for objective, with the other programmes;
- Strategic relation (synergy), if the SOs potentially have the same strategic goal as other programmes/policy;
- Strategic and operational relation (complementarity and integration), when the SOs share the same strategic goal and operational targets as other programmes/policy.

The documental analysis has focused on the following documents and strategies:

- Smart Specialisation Strategies;
- Horizon 2020 “The framework Programme for Research and Innovation”;

- Blue Growth Communication “Blue Growth opportunities for marine and maritime sustainable growth”;
- Communication on the Maritime Strategy for the Atlantic Ocean area ;
- Action Plan for a Maritime Strategy in the Atlantic Area;
- COSME;
- National Roma Strategy;
- Main national and regional strategies which are available in annex 3.

The paragraph illustrates the main findings of the analysis, while the complete analysis is reported in the annex. An overview is presented in the following table.

**Table 1-8 External coherence with the main analysed documents**

|  | <i>Conflict/Contrast</i> | <i>Neutral</i> | <i>Strategic</i> | <i>Operational</i> |
|--|--------------------------|----------------|------------------|--------------------|
| Partnership Agreement                                    |                          |                | X                | X                  |
| Smart Specialisation Strategy                            |                          |                | X                | X                  |
| Horizon 2020   |                          |                | X                | X                  |
| Blue Growth Communication                                |                          |                | X                | X                  |
| Maritime Strategy for the Atlantic Ocean area            |                          |                | X                | X                  |
| Action Plan for a Maritime Strategy in the Atlantic Area |                          |                | X                | X                  |
| COSME  |                          |                | X                |                    |
| Main national and regional strategies                    |                          |                | X                | X                  |
| National Roma Strategies                                 |                          |                | X                |                    |

The table shows a full coherence of the CP with the European, national and regional strategies taken in consideration. In the following pages a more detailed description is provided.

### ***Partnership Agreement***

The analysis of the external coherence between the Programme and the Partnership Agreements of both the countries involved has been done on the basis of the draft versions. The Partnership Agreement of France has been submitted on the 14th of January 2014. For what concerns England, the analysis has been developed on the basis of the draft UK Partnership Agreement, formally submitted by the UK Government to the Commission on 17th April 2014.

The Programme's Priority Axes and Specific Objectives do not conflict with the upcoming Partnership Agreements. Instead, it is highly consistent with them.

As regards the axis 1 the two SOs reflect the main objectives of both the Partnership Agreements. The Partnership Agreements recognise the need for more innovation in order to contribute to the Europe 2020 objective for smart growth and contribute to the Smart Specialisation Strategy of the region (UK). Therefore, more action is envisaged for this field and proposals to strengthen measures to support innovation in SMEs are set out in the documents. In general, the broad principles for supporting actions to encourage innovation are prevalent in the Partnership Agreement.

As regards the SO 2.1 on the transition to a low carbon economy: this objective reflects a section in the Partnership Agreements. Improving energy efficiency and increasing the use of renewables are identified as key actions and SO 2.1 complements these objectives.

As regards the SO 3.1 on the attractiveness of the FCE territories and the development and exploitation of the cultural and natural heritage: this objective also reflects partly the Partnership Agreements. The preservation of the natural heritage and the protection of the cultural heritage are mentioned in the Partnership Agreements as well.

As regards the SO 3.2 on the green and blue infrastructures: this objective especially reflects the Partnership Agreement of France which considers the green and blue infrastructures as a main French policy towards environmental protection.

### ***Smart Specialisation Strategies***

The analysis of the smart specialisation strategies in the area highlights a relevant window of opportunity coming from an enhanced cooperation which could allow connecting fundamental research of regional knowledge institutions to the business innovation agenda and supporting regional open innovation systems and network approaches between businesses, large companies and SMEs and Universities/Knowledge centres. This is especially important in the most recurring smart specialisation sectors in the FCE Programme areas, which can represent the main fields of cooperation, also by considering the high growth potential sectors. The most recurring smart specialisations are logistics, transport (i.e. shipping) and ports, environmental and marine technology in the area of the "blue economy", agro-food, renewable energy production and energy efficiency, communication, digital and creative industries.

### ***Horizon 2020***

The FCE Programme can contribute to most priorities of the Horizon 2020 Programme. The CP has a very developed innovation and research dimension, and it contributes to the following priorities:

“Excellent Science” through a strategic and/or operational relation in the specific objective of Horizon 2020 “future and emerging technologies” and “Marie Curie actions”. It is mainly the Priority Axis 1 of the CP the most coherent with the “Excellent Science” priority because it focuses on innovation technologies and on the capitalisation and exploitation of the research excellence of the region in order to tackle social and economic challenges in the region.

Also SO 3.1, 3.2 and 1.2 can indirectly contribute to the priority of Horizon 2020 since they address issues such as health, social inclusion, climate action, green transport, secure societies, maritime and marine research and bio-economy as well. A strategic relation is therefore to be established.

“Industrial leadership” of Horizon 2020 with a strategic and/or operational relation in the specific objectives of Horizon 2020: “Leadership in enabling and industrial technologies” and “Innovation in SMEs”, especially through the SO 1.1 of the CP.

“Societal challenges” of Horizon 2020, with a strategic and/or operational relation in all the specific objectives of Horizon 2020. The Programme can also contribute to the societal challenges priority of the Horizon 2020 Programme, through its SO 1.2, with which a strategic relation is to be seen.

### ***Blue Growth Strategy***

The Programme has good potential to implement the Blue Growth Strategy, since the specific objectives of the FCE Programme take the Communication on Blue Growth opportunities for marine and maritime sustainable growth into consideration. More specifically the programme can contribute:

- to the focus area of blue energy through a strategic and / or operational relation. The CP’s priority axis focusing on “Research and innovation” and on “Low carbon technologies” are the most blue parts of the Programme. Priority axis n.3 has a neutral position towards Blue energy focus area.
- to the focus area of maritime, coastal and cruise tourism in a rather strategic operational relation, especially through Priority axis 2 and 3 of the CP.



- to the focus areas of marine mineral resources and blue biotechnology in a rather strategic and operational relation
- with the exception of SO 1.2 on social innovation, which has a neutral position towards the Blue Growth objectives, the rest have a relation to the Blue Growth focus areas. This shows that the latter are well integrated in the future programme and its objectives reflect the need for research and for innovation technologies, as well as for better and more sustainable sea exploitation, both for energy issues and environmental points.

### ***Developing a maritime Strategy for the Atlantic Ocean area***

The Programme has well developed targets that have the potential to work in line with the Maritime Strategy for the Atlantic Ocean Area. More specifically the Programme can contribute:

- in implementing the ecosystem approach (management of human activities that must deliver healthy and productive ecosystem) through a strategic relation, especially through Priority Axis n.1 and n.3 of the CP.
- in reducing Europe's carbon footprint, through a strategic and operational relation with Priority Axis n.2 on low carbon technologies.
- in the sustainable exploitation of the Atlantic seafloor's natural resources through a strategic relation with SO 1.1.
- in the socially inclusive growth, through a rather strategic relation with SO 1.1, 1.2 , 3.1, and 3.2.
- to the response of threats and disasters there is a rather neutral relation.

### ***Action Plan for a Maritime Strategy in the Atlantic Area***

The France (Channel) England programme shows a potential to implement priorities of the Action Plan for a Maritime Strategy in the Atlantic Area. More specifically:

- The programme reflects the use of new technologies and the use of innovation, as does the "promote entrepreneurship and innovation" priority. SO 1.1 contributes to this priority by reinforcing innovation in SMEs and promoting innovative solutions, creating new jobs and increasing business opportunities through cooperation.
- There is a strong focus of the programme on the shift to a low carbon economy. Focusing on the technologies to reduce the carbon emissions, reducing dependency on unsustainable energies, developing renewable energies, supporting innovation and

business clusters and research excellence for this aim, the programme will contribute through the cooperation in the area to the Action Plan's second main Priority "Protect, secure and enhance the marine and coastal environment".

- Programme's Specific Objective 1.2, is coherent with the last priority of the Action Plan "Create a socially inclusive and sustainable model of regional development".

### ***COSME (Programme for the Competitiveness of SMEs)***

The general objectives of the COSME Programme are to strengthen the competitiveness and sustainability of the Union's enterprises, including in the tourism sector, and to encourage an entrepreneurial culture and promote the creation and growth of SMEs. Through innovation, research development and capitalization of the research excellence of the region, the FCE programme can contribute to the COSME's objectives. Indeed, the CP's SOs do not come in any conflict with the COSME. Even if the SMEs are not explicitly addressed in the programme, they are reflected in the SOs.

### ***National Roma Strategies***

The France (Channel) England programme's Priority Axes 1, 2 and 3 present, in general, a neutral relation with the Roma Strategy of France. ***Main national and regional documents***

The programme and the corresponding SOs are elaborated in coherence with the main national and regional policies of the area. The complete list of documents is reported in the annex II. In general, none of Priority Axis and SOs is in conflict with the regional and national strategies and documents of France and England. It is worth noting that the consistency is clearer for what concerns Axes 1 and 2, while for the Axis 3 the coherence is guaranteed only for some documents.

Within Priority Axis n.1, on technological and social innovation, SOs 1.1 and 1.2 could play a very relevant role in facilitating innovation and research and technological development. The cross border added value consists of policy coordination and results from the fact that building a common institutional framework in the FCE area can increase:

- the attraction of the innovative companies and knowledge partners in the area,
- the opportunities of developing and enlarging knowledge and productive clusters innovations through the creation and reinforcement of networks (business clusters, research and training centres, public sector and third sector).

The SO 1.1 is coherent with both relevant France and UK national and regional policies. Evidences of adhesion and complementarity between SO 1.1 and UK national policies and strategies are several. Indeed, the UK Government policies focus on supporting innovation; supporting research in business; providing incentives for companies to invest in high-value business activities; creating a more open and integrated innovation ecosystem; and removing barriers to innovation. The coherence is thus guarantee, especially for what concerns the Local Enterprises Partnerships of Greater Cambridge and Greater Peterborough, New Anglia and Enterprise M3 and Dorset. Considering the topic of research and innovation, the programme has also well embedded the priorities of French national and regional document, especially for Brittany SRCAE (Climate Air Energy Regional Scheme), the Nord Pas de Calais region Environmental Profile, which focuses on research technologies, and Upper-Normandy SRCAE, which focuses on developing the research field, especially in the topic of agriculture.

Priority Axis n.2 “Low carbon technologies” corresponds to SO 2.1. Its cross-border added value is motivated by the fact that the programme is an opportunity to stimulate cooperation of businesses, knowledge institutes and public sector on the development and uptake of new or existing solutions in terms of concepts, approaches and processes. Moreover, the CP can increase the potential of the area in generating green energy. Thus, there are many elements of convergence in the ways the objectives of environmental protection and especially the promotion of a low carbon economy are foreseen to be implemented in the national and regional programmes and strategies of the area. For both France and England, the Priority and its specific objectives reflect in the goals of the National Reform Programme, which also devotes a large part on the reduction of the gas emissions and the promotion and development of renewable energies. Especially for France, the coherence is guarantee with the SRCAE of Picardy region, which particularly focuses on environmental issues and has a special section on renewable energy potentials and scenarios and possible solutions, with the *Profil environnemental* of Nord Pas de Calais region, with the SRCAE of Upper Normandy region and with the SRCAE of Lower Normandy region, whose main goal is the reductions of carbon emissions, as well as the development of low carbon technologies and promotion of the renewable energies. In England, the regional strategies coherent with the SO 2.1 and 2.2 are the New Anglia LEP and Cornwall and the Isles of Scilly LEP.

Priority Axis n.3 “Enhance the attractiveness of territories within the FCE area” identifies two SOs: SO 3.1 and SO 3.2. Coherence between UK regional policy and SO 3.1 is especially verified with the Cornwall and the Isles of Scilly LEP. For France, the Priority axis 3 of the FCE programme is highly coherent with the broad goals of the regional strategies of protecting biodiversity and cultural heritage. The priority axis has a strategic and operational

relation with the regional policy of Artois-Picardie and a strategic relation with the SDAGE of Seine-Normandie, which focus on the protection of the region's biodiversity zones.

### ***Coherence of the FCE programme with other ETC programmes***

The FCE programme brings together partners from all the regions of the north and north-west of France that border the English Channel, as well as their immediate hinterlands, from Finistère to Pas-de-Calais. On the UK side of the Channel it includes all the southernmost counties, from Cornwall to Norfolk as well as their immediate hinterlands. Other Interreg programmes of the region, such as the North West Europe programme, the Two Seas programme, the North Sea Region programme and the Atlantic programme show thematic similarities with the FCE programme.

The analysis has been elaborated on the basis of the following versions of the CPs: the preliminary draft final version for consultation of the Two Seas programme, the North West Europe draft version of the 4th of March 2014, the second final draft version of the North Sea Region programme April 2014, the draft version for public consultation of the Atlantic programmes June 2014.

The France (Channel) England programme gives special attention to innovation in order to address the economic and societal issues facing the FCE area. This is mainly expressed through the Specific Objective 1.1. The goal is to contribute to the economic vibrancy and innovation performance of the FCE area by exploiting the area's research excellence, innovation support infrastructures, and natural assets to increase the development and uptake of innovative products, processes, systems, and services. Cross-border cooperation will be essential in developing, adapting, transferring, testing and fostering the use of the innovative solutions. The Investment Priority of this Priority Axis overlaps with all four ETC programmes. The FCE programme has a rather strategic complementarity with these programmes, since they share the same IP. They have though different or slightly different specific objectives, where different actors are involved for their implementation.

Similar is the case for the Investment Priority 4f of the Priority Axis 2 promotes low-carbon technologies, which is a matter of great importance for the region and therefore addressed also by the Two Seas programme. With the 2Seas programme, the FCE programme has a coherent and complementary action, sharing the same IP and the same SO (2.1).

The IP 6c and 6d are both common only with the Atlantic Region programme. The two programmes are highly coherent. Investment Priority 6d is also shared with North Sea Region programme.

The above mentioned programmes can all be complementary to each other and through the actions that will take place can contribute to the objectives set for the region.

***How does the programme take into account the influence of other policies and programmes and justify its role in the framework of the different interventions?***

The programme strategy was elaborated with a strong awareness on the influence of the other policies of interest for the area and on the specificities of the territorial cooperation in the FCE area. More precisely, as evident from the analysis of the information contained in the PC section 6, relevant strategic choices were elaborated also in order to capitalise, at cross border scale, the results of other national, regional and European policies. In particular the FCE programme:

- under PA 1 and 2, exploit the results of the research projects supported by Horizon 2020 and COSME;
- under PA 3, capitalise the efforts the LIFE+ and Urbact, but also benefit from the results of the CREATIVE EUROPE and LEADER project;
- Use the territorial evidences delivered by the ESPON projects;
- Coordinate its effort with the other ETC programmes relevant to the cooperation area.

The coordination with the other programmes will be promoted also thanks to:

- the exchange of information;
- the presence in the FCE programming bodies, of local authorities involved in several European programmes;
- the spreading of information about calls: feedbacks from information events and assistance in participation to info days on calls;
- the promotion of common events with other programmes.

In addition project applicants to the programme will be asked to include information on the past, current and anticipated EU support and to indicate how well the project is linked with other policies and strategies.

### ***1.3.c Findings***

The analysis highlights that the CP:

- does not identify any major conflict, on the contrary it seems that most of the SOs have a potential strategic or operational relation with the regional, national and EU level policy;
- opens a window of opportunity coming from an enhanced cooperation in the area which could allow connecting research and innovation actors;
- represents an opportunity to further exploit and develop smart specialisation strategies in the FCE area.

Priority Axes n.1 and 2. At EU level, the SO can have a “bridging” role with the Flagship Initiatives and with the Smart Specialisation Strategies and can integrate the effort of Innovation Union in supporting research and innovation. In this regard, FCE projects can represent a propaedeutic means and step towards a more ambitious Horizon 2020 projects, as a way to define partnership and to test ideas. At Regional level, SO might represent the opportunity to “internationalise” regional experiences, finding benchmarking, operational guidance, critical mass.

Priority Axes 2 and 3. The Programme has got a bridging role with the flagship initiative “Resource efficient Europe” in particular with the "Roadmap for moving to a low carbon economy" and "Roadmap resource efficient Europe" associated to the flagship initiatives and EU Climate and energy packages and strategies. Further details are provided in the Environmental report of the SEA. The three priority axes promote a more sustainable, and low carbon economic development in the area.

## 1.4 INTERVENTION LOGIC

### 1.4.a *Methodological approach*

The evaluation of intervention logic of the Programme aims to verify that the link between supported actions, planned outputs and expected results were clearly defined.

For doing this the evaluator adopted a theory-based evaluation approach<sup>1</sup>, which allowed verifying, if under each SO:

- all the elements composing the intervention logic were identified (see Figure 1-2);
- the casual links and connections between these elements were coherent and realistic.

Following the Guidance ‘Monitoring and evaluation of European Cohesion Policy’, the ex-ante evaluators assess “how the expected outputs will contribute to results” and the “rationale for the form of support proposed”<sup>2</sup>. The variety of aspects which should be considered according to the Commission’s Guidance results in the following major evaluation questions:

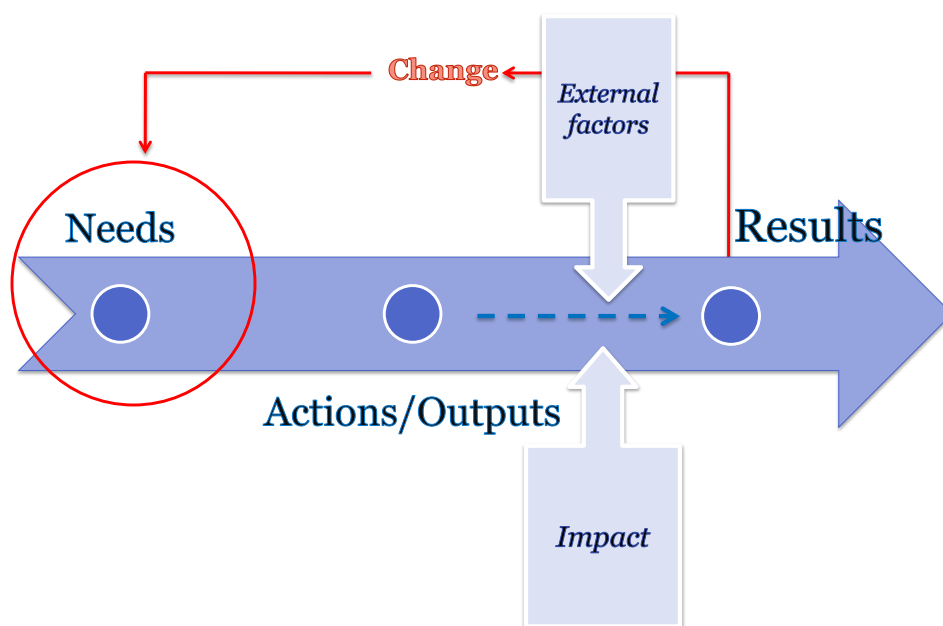
- For the proposed actions, are the main target groups identified, the specific territories targeted and the types of beneficiaries sufficiently described?
- Do other possible actions or outputs exist that would be more conducive to the intended results?
- What is the change (or the intended result) that the programme intends to bring in the cooperation area?
- Are the external factors that could influence the intended results identified?
- Are the policy assumptions underpinning the programme logic backed up by evidence (e.g. from previous experiences, evaluations or studies)?
- Are the proposed forms of support (such as grants, financial instruments, others) suitable for the types of beneficiaries and the specific objectives of the programme?

---

<sup>1</sup> Weiss, C. H. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families

<sup>2</sup> CPR, Art.55(3)(f,h)

Figure 1-2 Intervention logic chain



Source : t33

### 1.4.b Assessment

Annex VI provides a detailed analysis of the intervention logic of each SO. This chapter presents the key findings of the overall analysis.

***For the proposed actions, are the main target groups identified, the specific territories targeted and the types of beneficiaries sufficiently described?***

The assessment focuses on the section 2.A.6 of the CP which describes the actions to be supported per each SO. In particular, in Section 2.A.6.1:

- there is an indicative list of actions which are coherent with the SOs and with the expected results and which contribute to the expected programme impact (see tables in annex VI);
- all the SOs list the targeted type of beneficiaries.

All SOs intervene in the overall cooperation area, without references to any specific targeted territory.



### ***Do other possible actions or outputs exist that would be more conducive to the intended results?***

As illustrated by the tables presented in annex VI, the set of actions and outputs seems to be adequate to the intended programme contribution (impact) and intended results.

### ***What is the change (or the intended result) that the Programme intends to bring in the cooperation area?***

The paragraph of the CP describing the “expected results” shall display the logic justifying the intervention. The paragraph shall provide the arguments underpinning the choice of the "results which MSs participating in the cooperation programme seek to achieve" and also highlight "the contribution of EU funds", particularly in the CBC programmes. Moreover, the description shall also illustrate the "reference situation" in order to make the result description meaningful. In other words, the "description" shall be an "extended" illustration of the SO providing the necessary narrative basis. Furthermore, taking in account the suggestions from the DG Regio Q&A document for ETC programmes, the “Result” paragraph shall contain target group and sectors too.

The assessment shows that all the paragraphs, describing the results to be achieved within the SO, are developed according to a precise structure which:

- makes explicit reference to the needs underpinning the elaboration of the SO, even if with a wording which doesn't exactly corresponds to the key challenges identified in section 1;
- details the changes that the CP intends to bring the CBC area. However, it is important to notice that all the paragraphs describing the results to be achieved, seem to refer to two levels of results:
  - a first level linked to the title of the SO: e.g. SO 2.1 '(...) the goal of this objective is twofold: to develop new low carbon technologies and services and to improve and foster the uptake of new or existing low-carbon technologies and services';
  - a second 'higher' level (ascribable to the concept of 'impact' in the 2007-2013 logical framework): e.g. SO 1.2 'These actions should: generate high-value added knowledge-intensive jobs; increase economic competitiveness and create new export markets; increase the share of renewable energy; improve energy efficiency; ;
- illustrates the programme contribution to the change.

***Are the external factors that could influence the intended results identified?***

For each specific objective, the programme makes explicit references to the external factors which can influence the achievement of the intended results.

As highlighted in the tables presented in annex VI, in particular in the case of the SOs 1.1, 2.1 and 3.1, bearing in mind the limited financial weight of the programme, the external factors can heavily affect the achievement of the targeted results.

***Are the policy assumptions underpinning the Programme logic backed up by evidence (e.g. from previous experiences, evaluations or studies)?***

The policy assumptions underpinning the Programme logic are based on different typologies of evidences:

- the preliminary SWOT analysis on the FCE and 2Seas area prepared by Bureau Buiten which provides the basis for the identification of key needs;
- The SWOT analysis and territorial analysis carried out by the CP drafters which allows to identify the final list of key challenges and needs to be addressed;
- references to the key lessons learnt from the 2007-2013 programming period.

***Are the proposed forms of support [such as grants, financial instruments, others] suitable for the types of beneficiaries and the specific objectives of the Programme?***

Various categories of interventions are identified in the priority axis, while the only one form of support selected is the “non-repayable grant”. This choice could be considered as appropriate in the framework of this CBC programme.

The analysis presented in Table 1-9 identifies the following aspects to be taken into consideration:

- According to the regulative framework, the breakdown of financial resources has to be considered indicative across the various categories of intervention;
- The categories of intervention corresponding to Priority Axis n.1 and n.2 seem to be appropriate.

- Some of the categories of interventions in Priority Axis n.3 are very oriented the cultural and creative assets in SMEs. This has to be considered together with the specification of the IP 6c and the SO 3.1 which has a broader focus on the natural and cultural heritage;
- Some of the categories of interventions in Priority Axis n.3 are very oriented towards risk management. This has to be considered together with the specification of the IP 6d and the SO 3.2 which has a broader focus on ecosystems services and green and blue infrastructure;
- The categories 060. ‘Research and innovation activities in public research centres and centres of competence including networking’, is matched with Priority Axis n.1, n.2 and n.3. This matching can be reasonable; however, it could reveal a risk of overlapping which could be misleading for the beneficiaries. In particular it is important to clarify if the research and innovation activity will be supported in all the three Priorities with a different target or only in PA 1.

Table 1-9 Categories of interventions

| Codes   | PA1 | PA2 | PA3 |
|---|-----|-----|-----|
| 060. Research and innovation activities in public research centres and centres of competence including networking   | x   | x   | x   |
| 061. Research and innovation activities in private research centres including networking  | x   |     |     |
| 062. Technology transfer and university-enterprise cooperation primarily benefiting SMEs  | x   |     |     |
| 064. Research and innovation processes in SMEs (including voucher schemes, process, design, service and social innovation)  | x   |     |     |
| 023 - Environmental measures aimed at reducing and / or avoiding greenhouse gas emissions (including treatment and storage of methane gas and composting)   |     | x   |     |
| 065. Research and innovation infrastructure, processes, technology transfer and cooperation in enterprises focusing on the low carbon economy and on resilience to climate change                   |     | x   |     |
| 069 - Support to environmentally friendly production processes and resource efficiency in SMEs  |     | x   |     |
| 071 -Development and promotion of enterprises specialised in providing services contributing to the low carbon economy and to resilience to climate change (including support to such services)     |     | x   |     |
| 085 - Protection and enhancement of biodiversity, nature protection and green infrastructure  |     |     | x   |
| 087 - Adaptation to climate change measures and prevention and management of climate related risks e.g. erosion, fires, flooding, storms and drought, including awareness raising, civil protection |     |     | x   |

| Codes   | PA1 | PA2 | PA3 |
|---|-----|-----|-----|
| and disaster management systems and infrastructures   |     |     |     |
| 092 - Protection, development and promotion of public tourism assets  |     |     | x   |
| 094 - Protection, development and promotion of public cultural and heritage assets  |     |     | x   |
| 102 - Access to employment for job-seekers and inactive people, including the long-term unemployed and people far from the labour market, (...) | x   |     |     |
| 107. Active and healthy ageing  | x   |     |     |
| 109 - Active inclusion, including with a view to promoting equal opportunities and active participation, and improving employability            | x   |     |     |

### 1.4.c Findings

In general, the analysis shows that the CP organizes the paragraphs, describing the “expected results”, in appropriate way, making reference to the needs and challenges, detailing the changes, illustrating the programme contribution, identifying the main potential target group and sectors.

The ex-ante evaluators propose the following suggestions:

- External factors could be very relevant for the change produced by a cross-border cooperation programme. In order to increase the potential added value of the cooperation, the CP could be further focused on some sectors and territories. Anyhow, if this choice is not assumed by the programme, it will be important for the realization and the measurement of the intended change to take into account external factors;

## 1.5 HORIZONTAL PRINCIPLES

### 1.5.a Methodological approach

Article 55(3)(l-m) CPR requires that the ex-ante evaluator assesses "the adequacy of planned measures to promote equal opportunities between men and women and to prevent any discrimination, in particular as regards accessibility for persons with disabilities" and appraises "the adequacy of planned measures to promote sustainable development"<sup>3</sup>. Moreover the regulation requires the evaluator to assess the respect of the regulatory principle on partnership and multilevel governance.

The evaluation of the horizontal principles results is based on the following questions

- Has the principle of equality of opportunity been taken into account?
- Are the planned measures adequate to promote non-discrimination?
- Are the planned measures adequate to promote sustainable development requirements?
- Are there specific objectives or actions taking into account resource efficiency?
- Are there specific objectives or actions taking into account climate change mitigation and adaptation?
- Are there specific objectives or actions taking into account disaster resilience and risk prevention and management?
- Does the programme adequately translate the regulatory principle on partnership and multilevel governance into its own contest?

### 1.5.b Assessment

The assessment is summarized in the following table at SO level, considering in particular the Section 2 of the CP describing the results to be achieved and the actions per each SO and the Section 8 "Horizontal principles". The relation between the SO and the principle has been categorized as follows:

- Direct (DI), when the SO and/or some activities clearly foresee the promotion of the horizontal principle.

---

<sup>3</sup> CPR, Art.55(3)(l,m)

- Indirect (IND), when, even if no action foresees the promotion of the horizontal principle, this is taken into account with an explicit reference in the selection criteria;
- Neutral (N), when there is no relation between the SO and the horizontal principle;

The following table illustrates the analysis.

**Table 1-10 Horizontal principles matrix analysis**

| <b>PA</b> | <b>IP</b> | <b>Specific objective</b> | <b>Horizontal principles</b>   |                           |                                       |                                |
|-----------|-----------|---------------------------|--------------------------------|---------------------------|---------------------------------------|--------------------------------|
|           |           |                           | <i>Equality of opportunity</i> | <i>Non discrimination</i> | <i>Equality between men and women</i> | <i>Sustainable development</i> |
| <b>1</b>  | <i>1b</i> | <i>SO 1.1</i>             | <i>IND</i>                     | <i>IND</i>                | <i>IND</i>                            | <i>IND</i>                     |
| <b>1</b>  | <i>1b</i> | <i>SO 1.2</i>             | <i>DI</i>                      | <i>DI</i>                 | <i>DI</i>                             | <i>IND</i>                     |
| <b>2</b>  | <i>4f</i> | <i>SO 2.1</i>             | <i>IND</i>                     | <i>IND</i>                | <i>IND</i>                            | <i>DI</i>                      |
| <b>3</b>  | <i>6c</i> | <i>SO 3.1</i>             | <i>IND</i>                     | <i>IND</i>                | <i>IND</i>                            | <i>DI</i>                      |
| <b>3</b>  | <i>6d</i> | <i>SO 3.2</i>             | <i>IND</i>                     | <i>IND</i>                | <i>IND</i>                            | <i>DI</i>                      |

The analysis shows that

- the principle of sustainable development is considered one of the main pillars of the implementation of the CP. This has a different impact across the axes:
  - SOs 2.1, 3.1, and 3.2 directly contribute to sustainable development through actions which foresee affecting positively the environmental sustainability of the area. In the case of SO 2.1 the contribution will be related to the technological support for low-carbon economy, while SOs 3.1 and 3.2 address the preservation of the environment of the area;
  - In the case of the SOs 1.1 and 1.2 the sustainable development principle will not be directly tackled as the main project objective; however the alignment with the principle will represent a key selection criterion<sup>4</sup>.
- As regards ‘equal opportunities’, ‘non-discrimination’ and ‘equality between men and women’:
  - SO 1.2, by addressing social innovation, will directly contribute to the promotion of these specific horizontal principles in the area.

---

<sup>4</sup> CP p.97 As part of the assessment of applications, consideration will be given to the projects’ adherence to the principles and objectives of sustainable development; as well as to the associated environmental costs and benefits.

- In the case of the other SOs (1.1, 2.1, 3.1 and 3.2) the presence of specific selection criteria will guarantee a positive indirect contribution to the promotion of the above mentioned horizontal principles.
- As regards the respect of the principle of partnership and multilevel governance, the analysis focuses on Section 5.6, which describes the modality of involvement of the partners. The analysis of Section 5.6 shows that:
  - in March 2013 a programme preparation group (PPG) was set up to lead the preparation process of the future programme in which representatives from the area's eligible territories participated.
  - Interviews were conducted at the outset of the preparatory phase (from September to November 2013), in order to gather information on the positions of institutional, economic and social partners of the eligible area.
  - A high level consultation event was organised in London (6th February 2014) for ensuring political approval and legitimacy to the CP's strategic vision.
  - Four consultation events were organised between March and April 2014 for collecting feedbacks on the CP's intervention logic.
  - A specific online consultation ran from 20/05/2014 to 17/06/2014 for collecting feedback on the CP's intervention logic.
  - Consistent with the SEA Directive (42/2001/CEE) environmental authorities and the public were consulted as part of the SEA process;

### *1.5.c Findings*

The analysis shows that:

- The principle of sustainable development is considered one of the main pillars of the implementation of the CP. This has a different impact across the axes.
  - priority axes n.2 and 3 directly contribute to sustainable development through the foreseen actions, since applicants, in order to be financed, have to demonstrate a clear contribution of the project to improving sustainable development in the area
  - priority axis 1 indirectly contributes to sustainable development since the principle will represent a key selection criteria;
- With regard to “equal opportunities and non-discrimination” and “equality between men and women”, in particular axis 1 will contribute to both principles
- The principle of partnership was respected. A specific programme preparation group was set up and a long and intense process of consultation was organised.

The ex-ante evaluator highlights that:

- The set of evaluation questions at project and programme level, the overall monitoring system and CP Evaluation plan should be organized coherently, so as to comply with the commitment of the CP to monitor the contribution of the projects to horizontal principles.
- The Programme authorities could take advantage of the consultation methodologies and tools experimented and used in the programme preparation phase and re-use them again during the implementation.



## **2. Appraisal of the indicators and of the Programme arrangements for monitoring and evaluation (WP 2)**

The programming period 2014-2020 is characterised by an increased focus on results and this is translated in an increased attention on the identification of an appropriate indicator system and of adequate arrangements for monitoring and data collection.

The ex-ante evaluation of the France Channel Programme is expected to address a larger number of evaluation questions related to:

- the Programme indicator system (relevance and clarity of the proposed Programme indicators; relevance and clarity of the quantified baselines and target values; suitability of the milestones);
- the Programme arrangements for monitoring and evaluation (measurability of indicators, suitability of procedures; adequacy of human and administrative capacity).

### **2.1 APPRAISAL OF THE PROGRAMME INDICATOR SYSTEM**

#### *2.1.a Methodological approach*

This section provides an assessment of the output and result indicators proposed by the programme. The assessment is based on the following distinction between output and result indicators:

- Outputs are the direct products of Programmes and they are linked to activities. They are intended to contribute to the results. The baseline for programme output indicators is always zero. To define output indicators, programmes should first look at and select from the common output indicators (annexed to the ETC-Regulation) as and when applicable. Where these cannot cover the scope of programme activities, Programme-specific output indicators should be developed.

- Results are defined as the measurable dimension of the desired change i.e. the specific dimension of well-being and progress for people intended to be brought by the designed interventions. The contribution of other factors affecting this change is also taken into consideration. Result indicators, in turn, are variables that provide information on specific aspects of this result that lend themselves to be measured (either in qualitative or quantitative terms). In other words, programme result indicators should cover a dimension of the result which programme interventions could influence and which can be measured and captured. Furthermore, a result indicator should show what the situation is like when the Programme starts (i.e. show why interventions are needed) and how the situation evolves as the Programme progresses.

According to Article 55 of the reg. 1303/2013 the appraisal of the indicators' system focuses on the following aspects: relevance and clarity of the proposed programme indicators; quantified baseline and target values and suitability of milestones. Ex-ante evaluators have used the SMART methodology, which is based on the following five criteria:

- **Specific indicator**, if it measures the relevant change at the specific objective level;
- **Measurable indicator**, if it is possible to measure the baseline, the target and, if necessary, the milestones;
- **Attainable indicator**, if it is possible to achieve the target;
- **Relevant indicator**, if it measures the contribution to the change at a priority axis and programme level;
- **Time – bound**, if the indicator is available and updated in different periods.

This chapter provides the appraisal of the programme indicators' system and the suitability of milestones of the performance framework.

**Table 2-1 Proposed result and output indicators**

|        |        |  |
|--------|--------|--|
| RESULT | SO 1.1 | <i>Level of delivery and take-up of innovative products, systems and services in shared smart specialisation sectors</i>                       |
|        | SO 1.2 | <i>Level of quality and effectiveness of the service provided to disadvantaged groups</i>  |
|        | SO 2.1 | <i>Level of performance in the development and uptake of new or existing low-carbon technologies and services.</i>                             |
|        | SO 3.1 | <i>Level of performance in the delivery of innovative and sustainable economic activities which enhance common cultural and natural assets</i> |
|        | SO 3.2 | <i>Level of performance in the enhancement and protection of the coastal and transitional water ecosystems</i>                                 |
| OUTP   | SO     | <i>1.1 Number of innovative products, services, processes or systems designed</i>  |

|   |           |   |
|---|-----------|---|
|   | 1.1       | 1.2 Number of innovative products, services, processes or systems produced  |
|   |           | 1.3 Number of businesses and business intermediaries cooperating with research institutions   |
|   |           | 1.4 Private investment matching support in innovation or R&D projects (CO 27)   |
|   |           | 1.5 Number of research institutions participating in cross-border, transnational or interregional research projects (CO 42)   |
|   | SO        | 1.6 Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders (CO 45)   |
|   |           | 1.7 Number of innovative skill development and professional training schemes for disadvantaged people   |
|   | 1.2       | 1.8 Number of institutions, public or private, engaged in delivering social innovation solutions to increase the quality and effectiveness of service delivery to the most socially and economically disadvantaged groups |
|   |           | 1.9 Number of socially innovative services designed   |
|   | SO<br>2.1 | 2.1 Number of supported LCT multisectoral networks  |
|   |           | 2.2 Number of new or enhanced low carbon products, services, processes or systems designed  |
|   |           | 2.3 Number of new or enhanced low carbon products, services, processes or systems produced  |
|   |           | 2.4 Number of participants in awareness raising or training events for take up and development low carbon technologies  |
|   | SO<br>3.1 | 3.1 Increase in expected number of visits to supported sites of cultural or natural heritage and attractions (CO 9)   |
|   |           | 3.2 Number of new or enhanced products/services that result from projects promoting cultural & natural assets   |
|   | SO<br>3.2 | 3.3 Number of institutions (public or private) supported to enhance and protect the coastal and transitional water ecosystems   |
| 3.4 Number of pilot operations aimed at the enhancement and protection of the coastal and transitional water ecosystems |           |   |

### 2.1.b Result indicators' assessment

Before reporting the results of the assessment, it is important to note that the programme has reflected a long time on the various possibilities to build the result indicators set. Two typologies of indicators were examined: those from existing sources and ad hoc survey-based indicators. The analysis has allowed identifying the following trade-offs:

- cost/time versus accuracy of capturing the specific result;
- availability ex ante versus availability ex post;
- comparability versus specificity.

Table 2-2 Trade-off “existing” indicators and survey-based indicators

|   | <b>PRO</b>  | <b>CONS</b>   |
|---|---|---|
| <b>Indicator built from existing source</b> | <p>Limited cost in setting the baseline ex ante</p> <p>Availability of data</p> <p>Possible benchmarking with other cooperation area</p> <p>Robustness of the statistical basis</p>   | <p>Lack of specificity towards the SO</p> <p>Need to fill the data for indicator ongoing and ex post</p> <p>Complexity</p> <p>Difficult to understand</p> |
| <b>Indicator built from primary data</b>    | <p>Tailored around the specific objective</p> <p>Ownership of Programme authorities and involvement of relevant stakeholders</p> <p>Data and information usable also for the impact evaluation</p> <p>Methodology ready also for the collection of the result indicator in the ongoing/ ex post phase</p> | <p>Higher costs and more time to set the baselines</p>  |

At this regard, the ex-ante evaluators contributed to illustrating the two main options. In particular, ex-ante evaluators provided a detailed methodology and a preliminary screening of possible sources (see the following table).

Table 2-3 Preliminary screening of possible sources

| <b>Source</b>                                    | <b>Positive aspects</b>  | <b>Negative aspects</b>  |
|--|--|--|
| <b>Eurostat</b>                                  | <p>High and free accessibility</p> <p>Time series availability</p>   | <p>Not CBC aggregated data</p> <p>Mostly Nuts-2</p>  |
| <b>Regional Competitiveness Index (DG Regio)</b> | <p>Interesting indicators at nuts-2 level for governance aspects</p>   | <p>Not CBC aggregated data</p> <p>National and Nuts-2</p>  |
| <b>Regional Innovation Scoreboard</b>            | <p>Various dimensions of innovation (qualitative and quantitative)</p> <p>Time series availability</p>   | <p>Not all data are Nuts-2</p> <p>Not CBC aggregated data</p> <p>The value is a relative index and is very affected by performance of other regions.</p> |
| <b>ESPON</b>                                     | <p>Set of CBC harmonized data or comparison tools (TerrEvi project)</p> <p><a href="http://espon-terrevi.t33.it/">http://espon-terrevi.t33.it/</a></p> | <p>Few time series</p>   |
| <b>National statistical databases</b>            | <p>Wide set of data</p>  | <p>Low comparability</p> <p>Very costly</p>  |
| <b>KEEP Project</b>                              | <p>Available data on ETC programmes 2000-2013</p>  | <p>It does not refer to the entire potential of the programme area, but only to the previous projects financed under ETC programmes</p>                  |
| <b>Surveys</b>                                   | <p>Measurement of specific indicators</p>  | <p>High costs of replications</p> <p>Challenge of setting common and sound guidelines for all the programme area</p>                                     |

MS decided for the “survey-based” indicators. This choice seems to be the most appropriate because, even if existing sources are less costly, they provide indicators which are neither able to measure the changes in the field of cooperation nor specific to the particular changes induced by the FCE programme. The methodology adopted by the programme to set-up the result indicators system is described in the specific note drafted by the MA and summarised in the following table.

**Table 2-4 Steps for designing the results indicators**

| <b>Result indicator(s) from a survey</b>  |
|---|
| <p><b>A) Setting the theoretical framework</b></p> <p>I) Fine tuning of the specific objective</p> <p>II) Definition of the dimensions of the result to measure</p> <p><b>B) Designing and implementing the Survey</b></p> <p>III) Identification of the target group</p> <p>IV) Choice of the questions and layout of the questionnaire</p> <p>V) Questionnaire Submission</p> <p>VI) Analysis of results</p> <p><b>C) Setting the result indicator</b></p> <p>VII) Construction of the indicator</p> <p>VIII) Reliability check</p> |

### Smart analysis of result indicators

The SMART analysis of the set of result indicators is summarised in the following table.

|   | OS 1.1 | OS 2.1 | OS 3.1 | OS 3.2 | OS4.1  |
|---|--------|--------|--------|--------|--------|
| <b>S</b> (the indicator is specific to the change of the SO)                            | 😊      | 😊      | 😊      | 😊      | 😊      |
| <b>M</b> (the indicator is measurable)  | 😊      | 😊      | 😊      | 😊      | 😊      |
| <b>A</b> (the target value is achievable)   | 😊      | 😊      | 😊      | 😊      | 😊      |
| <b>R</b> (the indicator is relevant, it contributes to the change of the priority axis) | 😊      | 😊      | 😊      | 😊      | 😊      |
| <b>T</b> (the indicator is time-bound)  | 😊      | 😐      | 😐      | 😐      | 😐      |
| <b>CLE</b> (the definition and the direction of change is clear)                        | 😐      | 😐      | 😐      | 😐      | 😐      |
| <b>A</b> (available indicator or ad hoc)  | ad hoc | ad hoc | ad hoc | ad hoc | ad hoc |
| <b>R</b> (the methodology of construction is defined and sound)                         | 😊      | 😊      | 😊      | 😊      | 😊      |
| Number of indicators (Max.2)  | 1      | 1      | 1      | 1      | 1      |

Legend: 😊 indicates the CP fulfills the criteria of assessment; 😐 indicates that the CP complies partially with criteria of assessment; 😞 indicates that the CP does not comply with the criteria of assessment; '?' indicates that the information currently provided in the CP does not allow carrying out the assessment

The analysis shows:

- all the indicators are specific, relevant and measurable.
- All result indicators are built with ad hoc surveys;
- the proposed indicators appear in general clear, however they return information only on the cooperation area considered as a whole (*'Level' of the area*) without any reference to the potential differences between the involved NUTS-3 area;
- at the current stage, with the only exception of SO 1.1, the baselines are not defined, which implies that the proposed result indicators cannot be considered as time-bound. The expected timing for the collection of the baselines for the other indicators is detailed in the additional note provided as an annex to the programme.
- the methodology proposed for identifying baselines and target appears robust, with targets defined on the basis of an estimation of the direct impact of the programme activities.

Consistent with the requirement of the regulation, the programme does not foresee any result indicator for the TA axis.

### 2.1.c Output indicators' assessment

#### Smart analysis of output indicators

The SMART analysis of the set of output indicators is summarised in the following table

|  | SO 1.1 |     |     |     |     | SO 1.2 |     |     |     | OS 2.1 |     |     |     | OS 3.1 |     | OS 3.2 |     |   |
|--|--------|-----|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|--------|-----|---|
|  | 1.1    | 1.2 | 1.3 | 1.4 | 1.5 | 1.6    | 1.7 | 1.8 | 1.9 | 2.1    | 2.2 | 2.3 | 2.4 | 3.1    | 3.2 | 3.3    | 3.4 |   |
| <b>S</b> (the indicator is specific to the actions of the SO)                    | 😊      | 😊   | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊      | 😊   |   |
| <b>M</b> (the indicator is measurable)   | 😊      | 😊   | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊      | 😊   |   |
| <b>A</b> (the target value is achievable)  | 😊      | 😊   | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊      | 😊   |   |
| <b>R</b> (the indicator is coherent with the change of the SO and priority axis) | 😊      | 😊   | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊   | 😊   | 😊      | 😊   | 😊      | 😊   |   |
| <b>T</b> (the indicator is time-bound)   | 😐      | 😐   | 😊   | 😐   | 😐   | 😊      | 😐   | 😊   | 😊   | 😊      | 😊   | 😐   | 😐   | 😊      | 😐   | 😐      | 😊   | 😐 |
| <b>CLE</b> (the definition is clear)   | 😐      | 😐   | 😐   | 😊   | 😊   | 😊      | 😐   | 😐   | 😐   | 😐      | 😐   | 😐   | 😐   | 😊      | 😐   | 😊      | 😐   |   |
| <b>Common indicator</b>  |        |     |     | ✓   | ✓   | ✓      |     |     |     |        |     |     |     | ✓      |     |        |     |   |

Note: 😊 indicates the CP fulfills the criteria of assessment; 😐 indicates that the CP complies partially with criteria of assessment; 😞 indicates that the CP does not comply with the criteria of assessment; “?” indicates that the information currently provided in the CP does not allow carrying out the assessment

The analysis shows that:

- all the proposed output indicators are measurable, specific to the foreseen actions and relevant to the change of the SO (for more details see Annexes VI and VII);
- the methodology described (see the annex on the indicator system provided by the programme authorities) for calculating the targets, based on the calculation of the unit cost of each output, appears robust and (consequently). The CP foresees an annual frequency of monitoring and the main sources are the project partners declarations;
- four common indicators have been selected: EC indicator N° 42 (Number of research institutions participating in cross-border, transnational or interregional research projects); EC indicator N° 45 (Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders); EC indicator N°9 (Increase in expected number of visits to supported sites of cultural or natural heritage and attractions); EC indicator n°45 ECT (Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders);
- some of the proposed output indicators are more levelled on projects’ results, than on project outputs (in particular indicators 1.1, 1.2, 1.4, 1.6, 1.7, 1.9, 2.2, 2.3, 2.4, 3.2, 3.4, and 4.2) and in this sense present potential risks related to the timing of achievements of the expected targets (timing issue). Time-bound could also represent an issue in the case of EC indicator n.9, due to potential difficulties from the part of the beneficiaries in providing data on the number of visits before and after the projects.
- The most part of the proposed output indicators are mainly “fed” by data provided by the beneficiaries. Unlike other possible output indicators (e.g. indicator 3.3 Number of institutions (public or private) supported to enhance and protect the coastal and transitional water ecosystems ) that are “fed” by data produced by the programme bodies the most part of the proposed indicators are based on project declarations. This implies, for the programme monitoring system, the need to verify and control the data provided by the beneficiaries; in this sense it is recommended to provide beneficiaries with adequate definitions of what is meant by:
  - innovative products, services, processes or systems (indicators 1.1 and 1.2);
  - low carbon products, services, processes or systems (indicator 2.2 and 2.3);



- products/services that result from projects promoting cultural & natural assets (indicator 3.2);
  - pilot operations aimed at the reinforcement and protection of the coastal and transitional water ecosystems (indicator 3.4);
  - skill development and professional training schemes (indicator 1.7).
- Furthermore, in order to avoid misunderstandings, we recommend defining indicator 2.1 by clarifying the distinction between ‘LCT multisectoral networks’ and the financed project partnership. Finally, also in the case of indicators 1.5, 1.8, and 2.4 it appears recommendable to clarify whether the indicators refer to persons/institutions directly involved in the project partnership (beneficiaries) or to persons/institutions involved - as target groups - in the project activities.

### 2.1.d Milestones’ assessment

The following table shows the performance framework of the CP.

**Table 2-5 Performance framework**

| <b>Axis</b> | <b>Indicator type</b>   | <b>Indicator or key implementation step</b>   | <b>Milestone for 2018</b> | <b>Final target (2023)</b> |
|-------------|-------------------------|---|---------------------------|----------------------------|
| 1           | Financial               | Expenditure Certified   | 18,720,012 €              | 149,760,094 €              |
|             | Key Implementation Step | Number of innovative products, services, processes or systems being designed  | 5                         |                            |
|             | Output Indicator        | Number of innovative products, services, processes or systems designed  |                           | 30                         |
|             | Output Indicator        | Number of innovative products, services, processes or systems produced  |                           | 10                         |
|             | Key Implementation Step | Number of innovative products, services, processes or systems being produced  | 2                         |                            |
|             | Output Indicator        | (EC indicator n°45 ECT) Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders | 875                       | 7000                       |
| 2           | Financial               | Expenditure certified   | 7,488,004.63 €            | 59,904,037 €               |
|             | Key Implementation Step | Number of innovative products, services, processes or systems being designed  | 3                         |                            |
|             | Output Indicator        | Number of new or enhanced low carbon products, services, processes or systems designed  |                           | 20                         |
|             | Output Indicator        | Number of new or enhanced low carbon products, services,  |                           | 5                          |



|   |                                |   |                     |                     |
|---|--------------------------------|---|---------------------|---------------------|
|   |                                | <i>processes or systems produced</i>  |                     |                     |
|   | <i>Key Implementation Step</i> | <i>Number of new or enhanced low carbon products, services, processes or systems being produced</i>   | <i>1</i>            |                     |
| 3 | <i>Financial</i>               | <i>Expenditure certified</i>  | <i>11,232,007 €</i> | <i>89,856,056 €</i> |
|   | <i>Key Implementation Step</i> | <i>Number of innovative products/services under development</i>   | <i>7</i>            |                     |
|   | <i>Output Indicator</i>        | <i>Number of innovative products/services that result from projects enhancing common cultural &amp; natural assets</i>                              |                     | <i>55</i>           |
|   | <i>Key Implementation Step</i> | <i>Number of institutions (public or private) supported or being supported to enhance and protect the coastal and transitional water ecosystems</i> | <i>9</i>            |                     |
|   | <i>Output Indicator</i>        | <i>Number of institutions (public or private) supported to enhance and protect the coastal and transitional water ecosystems</i>                    |                     | <i>65</i>           |

The analysis, based on the methodological indications of the Guidance of DG Regio on the Performance Framework, on the Annex II of the reg. 1303/2013 and on the qualitative information on the performance framework presented in the CP, shows that:

- the performance framework is established for each priority, with the priority axis n.5 on technical assistance excluded;
- the performance framework indicates the priority and the unit of measurement;
- with the only exception of the EC indicator n°45 ECT (axis 1) the CP opted for selecting key implementation steps: given that milestones for the output indicators are required to refer to a fully implemented operation (intended as *an n operation, in which actions leading to outputs and results have been implemented in full, but for which not necessarily all the related payments have been made*) and given that the Programme expects that the number of projects which will have completed their actions by the end of 2018 will be insufficient to allow for a forecast of the milestones, this choice appears reasonable;
- according to the qualitative information presented in the CP the key implementation steps correspond to the *actions which are expected to be completed by a project which is in the process of generating outputs to be recorded under the programmes output indicators*;
- all the milestones of for the key implementation steps have a value between 12,5% and 20% of the final targets of the output indicators. These values are not very

ambitious and are credible considering the implementation progress of the 2007-2013 period;

- final targets of the output indicators are relevant and capture essential information on the progress of a priority. The elaboration made by the Programme authorities is based on the calculation of the unit costs and is detailed in the CP. The approach adopted appears robust and assures that output indicators correspond to more than 50% of the allocation of the SO. Moreover, the selection of the indicators used for the performance framework is also justified by the fact that each of them cover the largest part of the example of actions proposed for the SO (see annex V).

### *2.1.e Findings*

With regards to result indicators:

- all result indicators are built with ad hoc surveys;
- the proposed indicators appear in general clear, however they return information only on the cooperation area considered as a whole (*'Level' of the area*) without any references to the potential differences between the involved Nuts 3 area;
- at the current stage (with the only exception of SO 1.1) the baselines are not defined, which implies that the proposed result indicators cannot be considered as time-bound. The evaluators recommend to add clearly define the expected timing needed for the definition of the baselines in the additional note provided as an annex to the programme;
- the methodology proposed for identifying baselines and target appears robust, with targets defined on the basis of an estimation of the direct impact of the programme activities.

With regards to output indicators:

- Overall, the output indicators are specific and relevant and are able to measure all the type and example of actions indicated in the CP.
- By measuring the actions, output indicators clearly and directly contribute to the achievement of the results (annexes V and VI).
- Some of the proposed output indicators are more levelled on projects' results, than on project outputs and in this sense present potential risks related to the timing of achievements of the expected targets (timing issue).

- The most part of the proposed output indicators are mainly “fed” by data provided by the beneficiaries (project declarations). This implies, for the programme monitoring system, the need to verify and control the data provided by the beneficiaries and to provide beneficiaries with adequate support (e.g. definitions of the proposed indicators).

With regards to the milestones and the performance framework:

- the performance framework is established for each priority, with the priority axis n.5 on technical assistance excluded;
- with the only exception of the EC indicator n°45 ECT (axis 1) the CP opted for selecting key implementation steps, choice which appears reasonable in the light of the programme’s expectations in terms of number of projects which will have completed their actions by the end of 2018.
- the milestones of for the key implementation steps are credible;
- final targets of the output indicators are relevant and capture essential information on the progress of a priority. The elaboration made by the programme authorities is based on the calculation of the unit costs and is detailed in the CP. The approach adopted appears robust and assures that output indicators correspond to more than 50% of the allocation of the SO. Moreover the selection of the indicators used for the performance framework is also justified by the fact that each of them covers the largest part of the example of actions proposed for the SO (see annex V).

## **2.2 PROGRAMME LEVEL ARRANGEMENTS FOR MONITORING/DATA COLLECTION AND EVALUATION**

This chapter assesses the suitability of the procedures for monitoring the programme and for collecting the data necessary to carry out evaluations (reg. 1303/2013 (art. 55 (j))). The ex-ante evaluators:

- Describe synthetically the lessons learnt from the previous programming period and illustrate to what extent the CP is designed to take them into account;
- Suggest different scenarios on the possible structure of the system of monitoring and evaluation, which will be defined in the evaluation plan.

### *2.2.a Lessons learnt from 2007-2013*

As already anticipated above, the main sources of information for the period 2007-2013 are the Mid-term evaluation and the AIR 2012, which provide useful information and reflections on the future monitoring system, specifically regarding:

- Use of indicators;
- Monitoring system;
- Involvement of the stakeholders
- Evaluation plan

The table in the next page offers a synthesis of the proposals on those topics coming from the above mentioned different sources. Moreover, the table describes how the programme has taken into account the main proposals coming from the mid-term evaluation.

Table 2-6 Contribution from the mid-term evaluation and the CP

| Thematic   | Inputs from the 2007-2013 mid-term evaluation and from other sources   | How the Programme takes into account the contributions  |
|--|--|---|
| <b>Use of indicators</b>   | <p>The indicator 2007-2013 system presented two components:</p> <ul style="list-style-type: none"> <li>• broad indicators relating to the impact of the programme on cooperation</li> <li>• Indicators relating to outputs and results designed to inform management and evaluate the different Priorities and specific objectives. Output indicators relate to the programme's activities and result indicators relate to the direct and short-term effects on the programme's beneficiaries</li> </ul> <p><i>Impact and output indicators are for the most part 'n. of project indicators'</i></p> | <p>Section 5.3.6 states that:<br/>Indicators for monitoring and performance are defined within this document, and relate to the specific objectives of the programme. Data relating to the achievement of these will be included within Project Progress reports, beneficiaries will be required to provide strong evidence of the changes that have resulted from Project Activities. Data will be subsequently compiled by the Joint Technical Secretariat to establish holistic Programme information. This will be used by the Managing Authority in conjunction with relevant financial data to form the basis of the Annual Programme Reports</p>   |
| <b>Monitoring system</b>   | <p>The evaluation underlines that the quality of reporting activity seems to certify the limits of the system in allowing an on time control and verification of the situation of the programme. At the moment when the midterm evaluation was carried out, the indicator values were incomplete in the PRESAGE system: 'for certain projects indicators are not yet known. In addition, providing indicator data is sometimes complex for sole beneficiaries of projects and in 2010 the JTS had to provide training in order to explain them'.</p>   | <p>Section 7 states that:<br/>(...) complexity could be reduced in several areas. These include:</p> <ul style="list-style-type: none"> <li>• Simplification and streamlining of application procedures, for instance by making the application form and IT tools more user-friendly;</li> <li>• Simplification and streamlining of reporting and project modification procedures</li> </ul> <p>Section 2.B.3 states that:<br/>Reporting will include commitment and spend performance against targets, evaluation of the impact of the management and control systems in minimising irregular or ineligible expenditure, and the delivery of outputs against selected result indicators (...) This will be supported by a proactive and mandatory approach to training for all project partners and beneficiaries supported by detailed guidance to assist in the smooth delivery of the programme</p>   |
| <b>Involvement of the stakeholders</b>                                   | <p>The mid-term evaluation suggests ensuring the involvement of politicians and elected representatives in programme monitoring committee<br/>The surveys carried out for identifying the baselines for the result indicators already foresee a key role for the stakeholders.</p>   | <p>Section 5.6 states that:<br/>The specific arrangements for participative working shall be determined at the outset of the CP, in particular through the following documents: the Monitoring Committee's Rules of Procedure for the CP, project call documents, the CP communication strategy, etc.</p>   |
| <b>Evaluation plan and scope of the monitoring and evaluation system</b> | <p>The mid-term evaluation suggests that to generate support, it is important that the programme is able to measure and report on its results.</p>   | <p>Section 2.A.6.2 of the CP clearly states that<br/>the Programme will only fund projects which generate tangible, measurable results for the territory and its population and that demonstrate how they will contribute to the result indicator for the Priority under which they are supported. Projects will be expected to demonstrate that value-for-money is delivered</p> <p>Section 5.6 explains how:<br/>the Programme has been based on many opportunities of consultations to ensure openness and accountability, effectiveness and coherence and details the different types of consultations delivered</p> <p>Section 5.3.6 of the states that:<br/>beneficiaries will be required to provide strong evidence of the changes that have resulted from Project Activities</p> <p>Section 5.3.5 states that:<br/>The Managing Authority will (...) produce an evaluation plan for the programme, which will be submitted to the monitoring committee for approval. Such evaluations will assess the effectiveness, efficiency and impact of the programme. Once complete, each evaluation will be presented to the monitoring committee and presented to the Commission.</p> |

## 2.2.b Findings

On the basis of the previous analysis and in relation with the previous examined aspects, the ex-ante evaluators propose the following findings and recommendations.

**Use of indicators:** the CP proposes a monitoring system based on output, result and financial indicators. According to the ex-ante evaluators,

- An important shift is necessary from the 2007-2013 to 2014-2020 period;
- The main challenges come from:
  - The capacity of the programme to set up flexible monitoring procedures, but also to assure an effective control of the data provided by the beneficiaries (see Output indicators' assessment)
  - the capacity of the programme to manage and appropriately use this amount of information for the evaluation. This could require some adaptations in terms of available expertise (see the chapter on administrative capacity);
  - the modalities of use of information in order to provide “early warning” and “justification” in case of possible failures.

**Involvement of the stakeholders,** according to the ex-ante evaluators,

- The full involvement of the key stakeholders in construction of the result indicator system and in future activities takes into account the suggestions coming from the mid-term evaluation on the ownership of the evaluation. However at the moment it is not possible to assess the modalities for their involvement of the stakeholders in the monitoring committee (which will be defined at the outset of the CP).

**Evaluation planning:** the ex-ante evaluators

- Consider it very important that the programme bodies are aware about the need to measure and report the results of the programme. As a matter of fact, the evaluation plan will be submitted to the monitoring committee no later than one year after the adoption of the operational programme (art.114 reg 1303/2013).

Based on the above findings, the ex ante evaluator propose the following recommendations:

- It is necessary to design standardised procedures for monitoring result indicators and for the impact evaluation in order to reduce the burden for stakeholders and to capitalise from the activities already carried out for setting the baseline;

- The evaluation plan should clearly tackle the new challenges of Performance Framework and result-oriented approach;
- It is necessary to specify in the CP, according to art.56 reg. 1303/2013, that an evaluation shall assess how support from the ESI Funds has contributed to the objectives for each priority;
- The evaluation plan should confirm this approach and ensure the involvement of key stakeholders whenever appropriate in surveys, workshop, other tools;
- In order to improve the organisation of the monitoring and evaluation system, it would be important and useful to:
  - promote an increased focus on the project level, which will allow building a coherent system from project to programme level and will provide useful information for the evaluation;
  - Set a programme “intelligence” able to provide “early warning” and “justification” in case of possible failures and to reach “on time”;
  - Clearly define the roles and to logically link the bodies, steps and mechanisms of the monitoring and evaluation system. This will allow building system of information capable of feeding monitoring, performance and evaluation and “correlating” the strategy of the programme with the indicators’ system.
- Take in consideration the possibility to organise part of the evaluation at project level, combining both a top-down and bottom-up approach.

### **3. Evaluation of the consistency of financial allocations**

The Article 92 (2) of the CPR specifies the global resources which are available for budgetary commitment from the Funds for the ETC goal (2.75% or a total). Article 4 (1) (b) of the ETC Regulation sets out the share and amount dedicated to all cross-border cooperation programmes, i.e. a 74.05% or a total of EUR 6 626 631 760.

Against this background, the current chapter appraises the consistency of the allocation of the budgetary resources under the FCE programme. The appraisal of the consistency of financial allocations will be based on the following two evaluation questions:

- Do the financial allocations concentrate on the most important objectives in line with the identified challenges and needs and with the concentration requirements set out in the Regulations (Article 16 of the CPR)?
- Are the financial allocations to each priority axis and to categories of interventions consistent looking at the identified challenges and needs that informed the objectives as well as at the planned actions?

The appraisal is based on the information contained in sections 1.2, 2 and 3 of the CP.

#### **3.1 COMPLIANCE WITH THE EU REGULATIONS**

According to Article 8 (2) (d) (ii) of the ETC Regulation, the Programme should develop a table for the whole programming period, for the cooperation programme and for each priority axis, the amount of the total financial appropriation of the ERDF support and the national co-financing. In case the national co-financing is made up of public and private co-financing, the table shall give the indicative breakdown between the public and private components as well. The financing plan is given in the tables 15, 16 and 17 of the CP, following and meeting the requirements set out by the aforementioned Regulation Article.

For the 2014-2020 period there is a total of € 223,046,948€ of ERDF. This ERDF funding is allocated to four priority axes and 3 TOs.



According to the Article 6 (1) of the ETC Regulation, the 80% of the ERDF Funding should be allocated to a maximum of four TOs, which are outlined in the Article 9 of the CPR. Taking into account that the FCE Programme has chosen only three out of eleven TOs, it is evident that the distribution of funding presented above meets the regulatory requirements.

Considering that the funding allocation is distributed to three thematic objectives, then it can be concluded that the FCE Programme complies entirely with the requirements that are set in the ETC Regulations.

### **3.2 CONCENTRATION ON THE MOST IMPORTANT OBJECTIVES AND NEEDS**

This sub-sections aims to verify whether the financial resources are adequately distributed among the Programme objectives. The Programme foresees an amount of total budget equivalent to € 315.264.677 . € 223.046.948 of which from the ERDF.

94% of ERDF funding available for the programme is distributed among the first three priority axes: the remaining 6% is allocated to the Technical Assistance axis. More precisely the ERDF is distributed as follow:

- € 104.832.066 (equivalent to 47% of the total ERDF budget) for the SO 1.1 of the axis 1 ‘Support innovation in order to address economic and societal issues ...’ ;
- € 41.932.826 (equivalent to the 18,8% of the total ERDF budget) for the SO 1.2 of the axis 1 ‘Support innovation in order to address economic and societal issues ...’
- € 41.932.826 (equivalent to the 18,8% of the total ERDF budget) for the SO 2.2 of the axis 2 ‘Support the transition to a low carbon economy ...’
- € 62.899.239 (equivalent to the 28,2% of the total ERDF budget) for the 2 SOs of the axis 3 ‘Enhance the attractiveness of territories...’ ;
- € 13.382.818 (equivalent to the 6% of the total ERDF budget) for the Technical Assistance Priority Axis.

Taking into account the relation between the identified challenges and the proposed SOs presented in Table 1-3, the analysis shows that:

- Sustainable growth challenges<sup>5</sup> are tackled by SO 2.1, 3.1 and 3.2 and that approximately one third of the ERDF is allocated to respond to the identified challenges related to the sustainable growth ;
- Smart growth challenges<sup>6</sup> are tackled by SO 1.1 and in part SO 2.1, more than one third of the ERDF budget is allocated to respond to the identified challenges related to the smart growth;
- Inclusive growth<sup>7</sup> challenges are tackled by SO 1.2, with approximately 19% of the allocated ERDF budget.

The different share of the ERDF funding available among the three priority axes is coherent with the challenges and needs underpinning the Programme strategy and with the political will and the expectations expressed by the PPG.

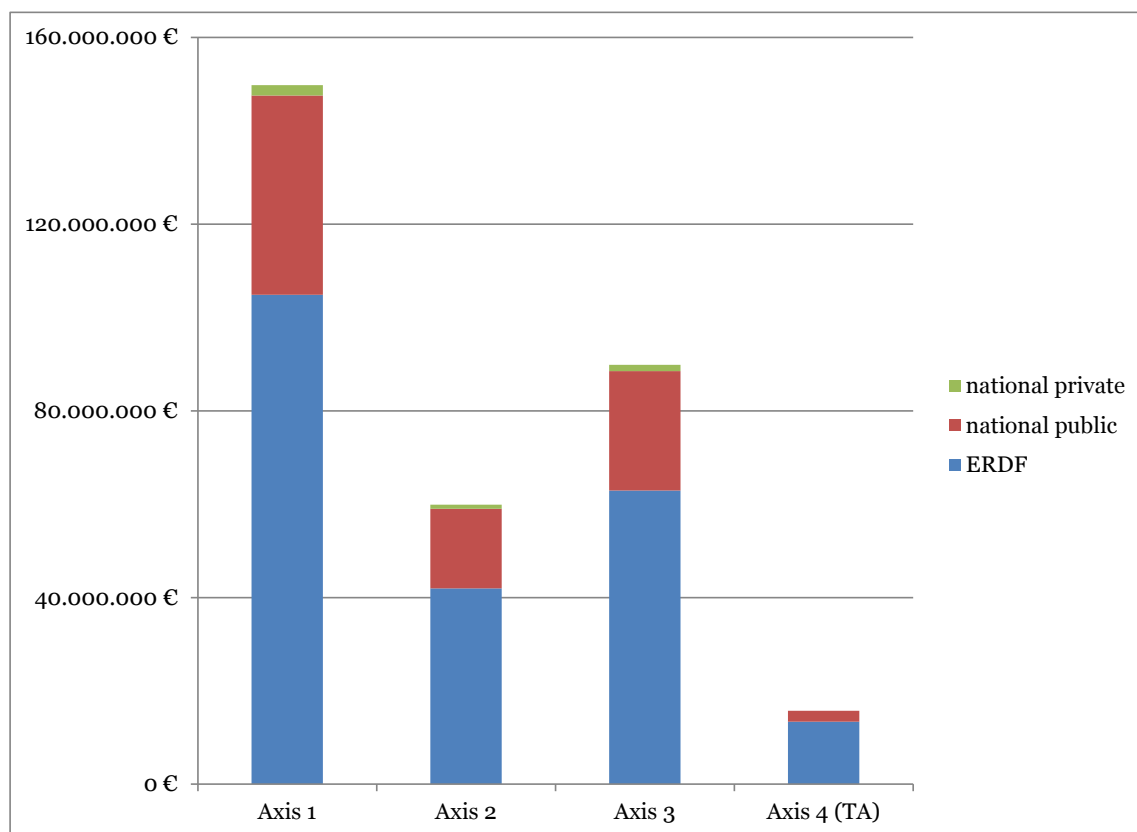
Concerning the distribution of the programme budget among the different sources (ERDF, national public funding, national private funding) the first three priority axes foresee an equal distribution (see Figure 3-1): 70% from the ERDF, 28,5% from national public funds and 1,5% from national private funds. In total the programme foresees the collection of a total amount of national private budget of € 4.492.802. The proposed ERDF co-financing rate is consistent with the requirements of the regulation and shall guarantee to the programme a good capacity to attract beneficiaries. For the technical assistance axis the ERDF co-financing rate is of 85%.

---

<sup>5</sup> Challenge n°4, Challenge n°5 and Challenge n°6, see Table 1-3

<sup>6</sup> Challenge n°2, Challenge n°3, and Challenge n°1, Table 1-3

<sup>7</sup> Challenge n°7 and Challenge n°8, see Table 1-3

**Figure 3-1 Distribution of the programme budget (ERDF and national co-financing)**

### 3.3 FINDINGS

The analysis shows that,

- the FCE Programme complies entirely with the requirements that are set in the ETC Regulations.
- The different share of the ERDF funding available among the four priority axis is coherent with the challenges and needs underpinning the Programme strategy and with the political will and the expectations expressed by the PPG.
- The proposed ERDF co-financing rate is consistent with the requirements of the regulation and shall guarantee to the programme a good capacity to attract beneficiaries.

## 4. Evaluation of the contribution to the Europe 2020 strategy

Europe 2020 is the EU's growth Strategy that aims at moving beyond the crisis and creating the conditions for a more competitive economy. The strategy sets a number of priorities with headline targets and flagship initiatives for the member states. There are three interrelated priorities of the strategy:

- *Smart Growth*: developing an economy based on education, knowledge and innovation
- *Sustainable Growth*: promoting of a more efficient, greener and low-carbon economy
- *Inclusive Growth*: fostering a high-employment economy, delivering social and territorial cohesion

The ETC programmes should implement the overall goals of the strategy on a regional level and thus by adapting their priority axes and specific objectives to the Strategy. The FCE programme aims at harnessing the potential of cross-border cooperation to contribute to the balanced and sustainable development of the cooperation area.

Whereas previous chapters (see Consistency analysis) have shown correspondence of the identified challenges and needs with the Europe 2020 Strategy, this chapter focuses on analysing how the Programmes' specific objectives correspond and contribute to Europe 2020 Strategy. The analysis of the Europe 2020 priorities and the priority axes shows the relationship of the programme objectives to the Strategy's headline targets and the flagship initiatives.

Considering the overall relationship of the programme with the Europe 2020 priorities, the programme shows a rather direct contribution to the smart and sustainable growth priority. However, some priority axes have a more direct relationship with some of the headline targets or flagship initiatives. The priority axis and specific objectives are coherent with the EU 2020 priorities and share a complementary relation. The specific objectives are well structured and developed so that their relation to the Europe 2020 Strategy can be visible. None of the objectives or priority axes is in conflict with the specific objectives.

Main remarks on the contribution of the Channel Programme's specific objectives to the Europe 2020 Strategy:

- Priority Axis 1 of the programme focuses on supporting innovation in order to address the economic and societal issues facing the FCE area. Under this Priority Axis there are two SOs (SOs 1.1 and 1.2), which have a direct contribution to the Europe 2020 objective of Smart Growth (see the focus on innovation and research) and also to the inclusive growth objectives (see focus on societal challenges and social innovation)<sup>8</sup>:
- Priority Axis 2 aims at supporting the transition to a low carbon economy in the FCE area. The SO 2.1 has a direct contribution to Europe's 2020 sustainable growth objective, but also, given the focus on a more effective knowledge transfer between research centers and enterprises<sup>9</sup>, to the smart growth principle. Its direct contribution to the sustainable growth objective reflects the 20-20-20 environmental targets of the Europe 2020 Strategy, as regards 20% reduction in greenhouse gas emission, 20% energy from renewable sources and a 20% increase in energy efficiency.
- Priority Axis 3 has two Specific Objectives. The SO 3.1 focuses on the improvement of the attractiveness of the FCE area by jointly developing and exploiting its cultural and natural heritage. The reinforcement of the attractiveness of the area can in the long term contribute to the creation of new jobs and therefore contribute to the headline target of smart growth on achieving a 75% rate of employed population. Therefore there is a direct relationship between PA 3 and EU 2020 Smart Growth priority. Similarly, SOs 3.1 and 3.2 have a direct relationship with the sustainable growth priority, since efficient use of natural resources and materials can contribute to a more sustainable and energy efficient Europe.

#### **4.1 CROSS-IMPACT RELATION TO SMART GROWTH**

The Europe 2020 priority on smart growth aims at creating a knowledge- and innovation-based Europe, which can create more jobs, increase the GDP invested in R&D, promote

---

<sup>8</sup> CP, p.28 : 'It will also encourage projects that address the area's societal challenges, especially issues of peripherality and rurality (for example relating to issues such as health, ageing population, youth unemployment or accessibility) and social innovation'

<sup>9</sup> CP, p.32: 'better exploit research produced both within the FCE area and outside it, to transform knowledge into marketable goods and services'

research and innovation, especially in the development of new technologies and products, as well as supporting education, training and lifelong learning and the use of ICT.

In the context of the programme, innovation is understood as a means for creating more jobs and opportunities for different actors involved; in this sense in the long term both SOs 1.1, 1.2 and 2.1 can contribute to the smart growth headlines. Considering SO 3.1, the reinforcement of the attractiveness of the area can also play an important role for increasing the employment opportunities.

## **4.2 CROSS-IMPACT RELATION TO SUSTAINABLE GROWTH**

The second priority of the Europe 2020 Strategy aims at a sustainable growth. In other words, European Union should reduce greenhouse emissions by 20%, achieve 20% of energy from renewable resources and increase by 20% the energy efficiency. In particular SO 2.1 only has a direct contribution to the three 20/20/20 headline targets of the Sustainable growth objective, aiming at a reduction of GHG emissions, increase of renewable energies use and increase in energy efficiency. Other SOs which can directly contribute to the sustainable growth priority are SOs 3.1 and 3.2.

## **4.3 CROSS-IMPACT RELATION TO INCLUSIVE GROWTH**

The Specific Objective 1.2 has the highest contribution to inclusive growth. The objective targets disadvantaged population and especially elderly, youth, women, migrants and people with disability. It contributes to the headline target of fewer people at risk of poverty and social inclusion, considering that it aims at boosting employment, assisting groups at risk of social exclusion and enabling active population to contribute to economic diversification. Finally, through the use of actions more focused on social innovation issues, also SO 1.1 can contribute to the headline target of fewer people at risk of poverty and social exclusion.

## **4.4 GENERAL REMARKS**

Most promising contributions can be expected for the sustainable and smart growth objectives of Europe 2020.

The SO 2.1 seems to be able to make a more direct contribution to the 20/20/20 targets of sustainable growth. The SO 1.1 seems to be able to make a more direct contribution to the smart growth targets. The SO 1.2 seems to be able to make a more direct contribution to the targets of inclusive growth.

Contributions to objectives related to ‘more jobs’ are expected by all priority axes, either in a direct or indirect contribution. None of the Programme’s Priority Axes and Specific Objectives comes into conflict with any of the headline targets/ thematic actions/flagship initiatives of the Europe 2020 Strategy.

**Table 4-1 Contribution of the CP to Europe 2020 Strategy**

|                    | Headline targets   | SO 1.1 | SO 1.2 | SO 2.1 | SO 3.1 | SO 3.2 |
|--------------------|--|--------|--------|--------|--------|--------|
| Smart Growth       | 75% of the 20-64 year-old population to be employed                            | (+)    | (+)    | (o)    | (+)    | (o)    |
|                    | 3% of the EU’s Gross Domestic Product to be invested in R&D                    | (++)   | (o)    | (++)   | (o)    | (o)    |
| Sustainable Growth | 20% reduction in greenhouse gas emissions                                      | (o)    | (o)    | (+++)  | (++)   | (+)    |
|                    | 20% of energy from renewable sources   | (o)    | (o)    | (+++)  | (++)   | (+)    |
|                    | 20% increase in energy efficiency  | (o)    | (o)    | (+++)  | (++)   | (+)    |
| Inclusive Growth   | At least 40% of 30-34 year-old population completing third level education     | (o)    | (++)   | (o)    | (o)    | (o)    |
|                    | At least 20 million fewer people in or at-risk-of-poverty and social exclusion | (+)    | (++)   | (o)    | (o)    | (o)    |

Contribution high-low: +++, ++, + (o) → no to minor contribution

## 5. Adequacy of human resources, administrative capacity and measures planned to reduce administrative burden

### 5.1 ADMINISTRATIVE CAPACITY AND ADEQUACY OF HUMAN RESOURCES

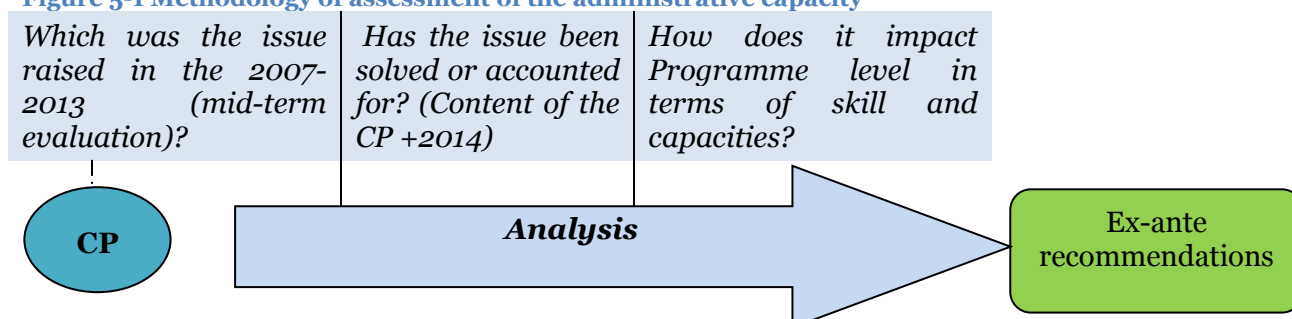
#### 5.1.a Methodological approach

This chapter assesses the adequacy of human resources and administrative capacity for management of the programme (reg. 1303/2013 (art. 55 (i))). The appraisal is conducted by:

- Describing the main aspects related to the administrative capacity and human resources of the programme, with a focus on the functions which reveal to be critical in 2007-2013: expenditure Certification, Control system, Monitoring Committee, Territorial Facilitation, Publicity;
- Verifying if the human resources and administrative capacities are proportionate and adequate to the needs of programme management and delivery.

Ex-ante evaluators have used as the primary source the mid-term evaluation of 2007-2013 of the programme.

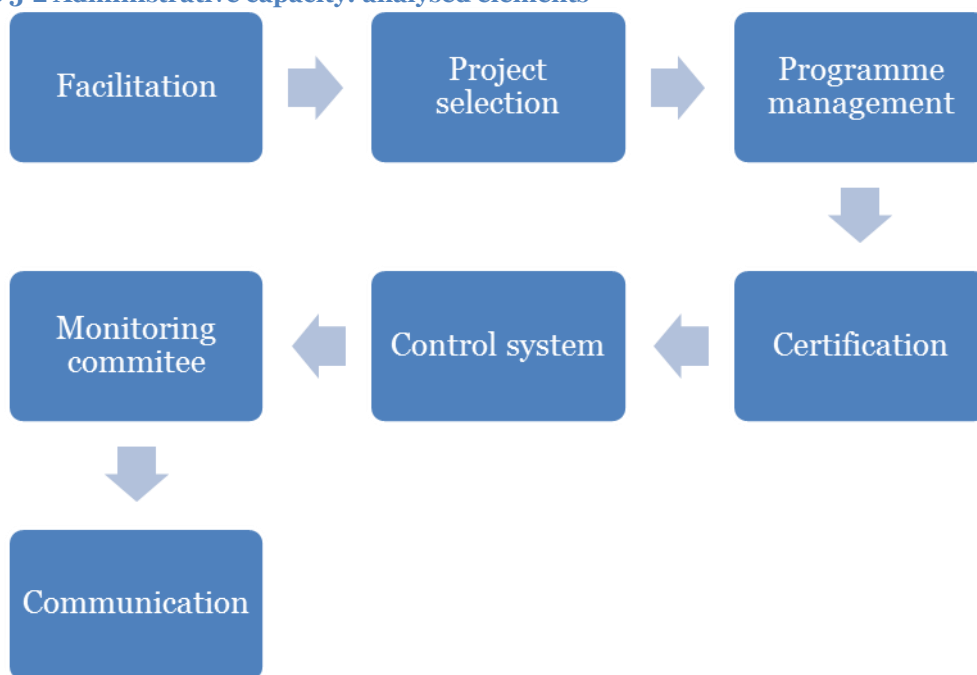
**Figure 5-1 Methodology of assessment of the administrative capacity**



The assessment aims at verify the adequacy of the administrative solutions that the future programme will adopt at the different stages of the programming cycle.



Figure 5-2 Administrative capacity: analysed elements



### 5.1.b Assessment

The following table reports the main contributions from the on-going evaluation on the main themes related to administrative capacity and adequacy of human resources.

Table 5-1 Assessment of the human resources and administrative capacity

| <b>FACILITATION</b>                             |   |
|---|---|
| <b>Criticalities from 2007 – 2013 programme</b> | <p>The evaluation highlighted the problems related: to the late introduction, in the 2007-2013 period, of facilitation coordinators notably on the British side;</p> <p>related to the size of the area: given the size of the eligible area, the facilitation team remains small and, each facilitation coordinator covers a very large area. This means that coordination with local authority facilitation staff is crucial for maximizing the impact of programme promotion and facilitation activities.</p>  |
| <b>Programme 2014+</b>                          | <p>Section 2 OS 5.2 states that:</p> <p>The Joint Technical Secretariat will provide a network of Project Development staff (facilitators) embedded within partners across the programme area. These staff will be trained, performance managed and able to contribute to a range of expertise and experience into the programme. They will provide effective support for applicants throughout and after the application process and will form an account management relationship with the projects they support. This infrastructure will be supported by a proactive approach to partnership matching, support seminars to assist in the design of projects that will achieve the objectives of the programme and a legacy of greater participation throughout the programme area.</p> |
| <b>Assessment of the impact on</b>              | <p>Territorial facilitators will be asked to enhance the territorial linkages with the</p>  |

|                                    |   |
|------------------------------------|---|
| <b>the administrative capacity</b> | programme.<br>Since the new focalisation and the new territorial dimension of the programme an increase of the capacity of the facilitator is needed. |
|------------------------------------|---|



| <b>PROJECT SELECTION</b>                                       |  |
|--|--|
| <b>Criticalities from 2007 – 2013 programme</b>                | The diversity of thematic coverage made it possible to fund a wide range of projects and to respond in a very fine grained way to lead partners' needs. However, this scope is very wide indeed. There were a very large number of objectives, resulting in a lack of clarity in terms of the strategy. Unlike other programmes that chose not to interact with project leaders between the submission and the moment the project is approved by the steering committee, the Channel Programme keeps open the possibility of dialogue with the project partner and to request any further details (information, supporting documents). |
| <b>Programme 2014+</b>   | Consistent with the 2014-2020 approach the new programme foresees a focalized strategy (See Section 2)<br>The CP does not detail the specific arrangements which will be adopted in the selection phase.   |
| <b>Assessment of the impact on the administrative capacity</b> | Specific thematic competences and skills will be required in order to guarantee the appropriate project selection.   |



| <b>PROGRAMME MANAGEMENT</b>                                    |  |
|--|--|
| <b>Criticalities from 2007 – 2013 programme</b>                | In 2007-2013 programming period, the JTS has managed the programme with 9,9 M. of euro (covering the remuneration of JTS staff and diverse Managing Authority costs including Committees, communication) and network of 21 facilitation coordinators (2 management staff, 8 officers responsible for project appraisal and monitoring, 5 facilitation coordinators, 1 communication officer and 5 administrative assistants).<br>The evaluation pointed out a certain "French domination in the programme"   |
| <b>Programme 2014+</b>   | Section 5.1 indicates the Managing Authority and the Certifying Authority at the premises of Norfolk County Council.<br>Section 2 states that 13,232,817 euros are devoted to the TA<br>Section 2.B.3 states that:<br>"Training for JTS staff will be consistent in all aspects of programme and project management and staff will be deployed in the most cost effective way to deliver the programme within the Technical assistance budget that has been agreed for the programme. The programme Managing Authority will establish strong networks and relations with other programme managing bodies to learn and listen and build on the position as a new Managing Authority." |
| <b>Assessment of the impact on the administrative capacity</b> | The JTS will be surely more solicited in dealing with project level in terms of reporting and managing procedures.<br>The moving of the MA and JTS in UK, will reinforce the capacity of the programme to support English beneficiaries (weakness in the 2007-2013); at the same time the presence in the JTS of French managers will prevent to potential lack of biculturalism.  |



| <b>CONTROL SYSTEM</b>  |  |
|--|--|
| <b>Criticalities from 2007 – 2013 programme</b>                | No input emerging from the mid-term evaluation   |
| <b>Programme 2014+</b>   | <p>Section 5.1 indicates the Managing Authority and the Certifying Authority at the premises of two distinct offices of the Norfolk County Council and the Certifying Authority is identified as the body to which payments should be made by the Commission.</p> <p>Section 5.3 also describes the management and control arrangements (role and task) of the MA, CA, AA, Group of Auditors, and Monitoring Committee.</p>  |
| <b>Assessment of the impact on the administrative capacity</b> | <p>The identification of the certifying authority as the body in charge of the reception of the payments implies the need for multiple exchanges of information between the MA and the CA.</p> <p>Moreover:</p> <ul style="list-style-type: none"> <li>• some changes could result in an increase of administrative workload as the annual management declaration and annual accounts (new task) and more frequent closure of programmes.</li> <li>• rolling closure is sometimes perceived as providing less flexibility compared to the way expenditures are currently certified.</li> </ul> <p>Therefore those changes might need an improved capacity inside the MA in dealing with financial reporting and flows.</p> |



| <b>CERTIFICATION</b>   |   |
|--|---|
| <b>Criticalities from 2007 – 2013 programme</b>                | <p>The evaluation identifies the following aspects to be improved:</p> <ul style="list-style-type: none"> <li>• length of procedures.</li> <li>• rigidity of the Presage system.</li> <li>• lack of understanding of European procedures on the part of the external auditors.</li> </ul>   |
| <b>Programme 2014+</b>   | Section 5 of the CP indicates that Norfolk County Council, Norfolk, England will be the Audit Authority. Bodies carrying out the control and audit tasks have to be still designed.   |
| <b>Assessment of the impact on the administrative capacity</b> | <p>Double checks and differences in the two national systems are particularly burdensome for the less-experienced ones and small size organisations.</p> <p>On the other hand, increase of budgetary constraint in public administration could hinder the capacity of the control system and of the administrative bodies.</p> <p>It does not look likely that the situation will improve in 2014, therefore a criticality still exists in this regard.</p> |



| <b>MONITORING COMMITTEE</b>                     |  |
|---|--|
| <b>Criticalities from 2007 – 2013 programme</b> | <p>The evaluation identifies the following aspects to be improved:</p> <ul style="list-style-type: none"> <li>• Implementing a more strategic steering of the programme</li> <li>• Involving the region's leaders</li> </ul> |
| <b>Programme</b>                                | The approach adopted in the preparation phase assured a strong involvement of  |

|  |  |
|--|--|
| <b>2014+</b>   | <i>the partnership as well as an in depth reflection on the strategic objective of the programme.</i>                          |
| <b>Assessment of the impact on the administrative capacity</b> | <i>An enhanced strategic role of the Monitoring Committee demands skills and ability to foster a proactive role of the MS.</i> |



| <b>COMMUNICATION</b>   |   |
|--|---|
| <b>Criticalities from 2007 – 2013 programme</b>                | <i>The evaluation highlights the need to strengthen the promotion tools also because the programme suffers from a “bad reputation” related to administrative requirements for setting up and managing selected projects.</i>  |
| <b>Programme 2014+</b>   | <i>Section 5.3.8 states that:<br/>The communication strategy for the '14-'20 programme will be submitted to the monitoring Committee for approval no later than six months after the adoption of the Operational Programme. The Managing Authority will inform the Monitoring Committee on an annual basis regarding the implementation of the Communication Strategy and analysis of any previously completed activities. A specific part of the budget for TA has been appointed to communication activity.</i> |
| <b>Assessment of the impact on the administrative capacity</b> | <i>Due to the new technologies and modalities of communication, on the one hand, and the new features of 2014+ programme, appropriate skills and capacities will be required from the JTS.</i>  |

### 5.1.c Findings

For each aspect of the assessment, the ex-ante evaluators draft a list of findings and suggestions for the 2014-2020 period.

With regard to the findings, in the light of the criticalities of 2007-2013 and the new provisions of 2014+, the evaluators put in evidence:

- following the indications from the DG Regio study and the on-going evaluation, the new certification procedure will comport an increase of complexity for certain aspects (e.g. rolling closures). This has to be considered, especially since:
  - the Certification Authority (CA) is a brand new structure
  - given that the CA is the body in charge of the reception of the payments from the Commission, potential burdens in the exchange of information between MA and CA can be expected.

- The JTS will face new challenges related to programme management and communication. In addition the JTS will be asked to increase its activities regarding monitoring and evaluation (e.g. in relation with performance framework, result indicators - see the related chapter).
- At project level, the control system is expected to remain demanding for the beneficiaries.
- The territorial facilitators will perform a more difficult job since the new focalisation and the size of the programme.

Having in mind the above findings and the fact of having a brand new programme management structure (both MA and JTS) some recommendations are provided below:

- Foresee specific training activities in order to support the staff in charge of the management of the programme (formal training, workshops, exchanges of professional experience shall be organised).
- Carefully assess the number of human resources needed to effectively carry out the different tasks required.
- Clearly define the different tasks of the two bodies (MA and JTS) and the roles and responsibilities of the staff.

## **5.2 ASSESSMENT OF THE MEASURES PLANNED TO REDUCE ADMINISTRATIVE BURDEN FOR BENEFICIARIES**

### *5.2.a Methodological approach*

This chapter of the ex-ante evaluation examines the measures planned to reduce the administrative burden on beneficiaries, described in Section 7 of the CP. Two main studies help identifying the main issues on the administrative burden for the beneficiaries in the European context:

- The study “Regional governance in the context of globalisation” of 2010<sup>10</sup>, which indicates that administrative costs related to the management of programmes reaches 3-4% with a higher concentration of costs and workload in management, certification and Audit.
- The Study “Measuring the impact of changing regulatory requirements to administrative cost and administrative burden of managing EU Structural Funds (ERDF and Cohesion Funds)”<sup>11</sup>, which tests the proposed regulatory changes to estimate the reduction of administrative costs and administrative burden for beneficiaries. This study shows that:
  - Total administrative burden of beneficiaries in 2007-2013 corresponds to approximately 2% of the total ERDF and CF contribution;
  - Financial management (preparation of payment claims and supporting documents) and monitoring obligations are the most relevant reasons of administrative burden for beneficiaries;
  - The new regulation is expected to contribute to reducing by 20% the administrative burden, of which 11% relates to the introduction of a fully electronic e-cohesion and 9% to the other changes tested.

The appraisal is conducted by:

---

<sup>10</sup> SWECO (2010), “Regional governance in the context of globalisation – reviewing governance mechanisms and administrative costs. Administrative workloads and costs for Member States public authorities of the implementation of ERDF and Cohesion Fund Include the exact reference”. The study has been commissioned by DG Regio.

<sup>11</sup> t33 et al. (2012), “Measuring the Impacts of changing regulatory requirements to administrative cost and administrative burden of managing EU Structural Funds (ERDF and Cohesion Funds)”. The study has been commissioned by DG Regio.

- Extracting the key messages from studies at European level on the issue;
- Examining the main needs for FCE area in respect to the proposed measures illustrated in Section 7 of the CP;
- Formulation of suggestions based on the mid-term evaluation results.

### *5.2.b Analysis*

The section 7 of the CP identifies the following areas of improvement for the reduction of administrative burden for beneficiaries:

- a. Simplification and streamlining of application procedures, for instance by making the application form and IT tools more user-friendly;
- b. Simplification and streamlining of reporting and project modification procedures;
- c. Providing more support and expertise to applicants and beneficiaries on complex regulatory matters - such as state aid, procurement and revenue generating activities;
- d. Reducing part of the complexity associated to First Level Control, for instance by ensuring better and more harmonised competences of first level controllers.

In order to meet the needs emerging for the aforementioned areas of improvement, the CP intends to reduce the administrative burden for beneficiaries by promoting:

- The harmonisation of the implementation tools. In this regard, the CP refers to the harmonised implementation tools developed by Interact;
- The development of clear guidance and support to stakeholders;
- The use of simplified cost options and other simplification measures established in the regulatory framework;
- The further improvement of the electronic exchange data system (e-cohesion).

The following tables match what has been indicated in the CP with what emerged from the DG Regio study, on-going evaluation as to provide the evidences on which the main evaluation findings/ suggestions are constructed.

Table 5-2 Ex-ante assessment on the areas of improvement

| Areas of improvement identified by the CP   | Mid-term evaluation  | DG Regio, study 2012   | Actions planned to reduce the administrative burden identified in the CP   |
|---|--|--|--|
| <b>a) Simplification and streamlining of the application process</b>                        | The “entry cost” for the first participation is considered relatively high due to significant administrative and procedural requirements.  |  | The CP will promote the harmonization of the implementation tools.   |
| <b>b) Simplification and streamlining of reporting and project modification procedures;</b> | Learning how to use Presage-CTE software required requires a significant investment in time by project lead partners. Other programmes, such as the 2-Seas programme, use an Excel spreadsheet, which is easier to use. The use of this software is all the more unacceptable because it duplicates project lead partners’ own tools (usually using Excel and deployed to facilitate the exchange of information between partners).  | According to the DG Regio study (2012), the submission of the annual management declaration and annual accounts could be a source of additional costs, as this constitutes a new task. Moreover, the interplay between the ERDF and CF regulatory framework and national legislation in particular for what concerns the retention requirements for supporting documents might neutralized the change proposed by the new regulations. | The CP will promote the use of simplified cost options and other simplification measures established in the regulatory framework |
| <b>c) Providing more support and expertise to applicants and beneficiaries</b>              | The programme suffers from a “bad reputation” related to administrative requirements for setting up and managing selected projects.<br>The majority of British facilitation staff report that their local authority would first seek funds from other programmes, due to the absence of communication and facilitators able to provide technical support under the Channel programme.  |  | The CP will promote the development of clear guidance and support to stakeholders  |
| <b>d) Reducing part of the complexity associated to First Level Control</b>                 | The externalisation of first level control ran into difficulties due to the lack of understanding of European procedures on the part of the auditors. The first controls carried out externally did not meet the CICC’s audit trail requirements and the JTS was forced to organise training for its first level controllers. This forced the JTS team to introduce a quality check process for external first level control work. All of which led to the lengthening of the control process and ultimately to delayed payments |  | The CP will promote the further improvement of the electronic exchange data system.  |



### *5.2.c Findings*

The foreseen simplification based on HIT approach and the further implementation of the e-Cohesion Initiative are likely to contribute towards a general improvement as expected in the CP.

As highlighted in the DG Regio Study<sup>12</sup>, it is important to take into account the interplay between the ERDF and CF regulatory framework and national legislation, in particular concerning the retention requirements for supporting documents which might neutralise the change proposed by the new regulations.

Even if a more complete assessment is possible only once the specific characteristics and timing of the adoption of the harmonization tools and process will be defined, the ex-ante evaluators highlight that the use of simplified cost options and other simplification as well as the simplification of reporting and a higher support to beneficiaries should also be considered in terms of new needs of training and expertise for the programme.

---

<sup>12</sup> See the previous footnote.

## 6. Summary of the SEA

A Strategic Environmental Assessment of the Interreg VA France Channel England programme has been organized and conducted all over the year 2014 in cooperation with ex ante evaluators and with the clear objective of supporting managing authorities, PPG members and the JTS in the preparation of the programming documentation.

In accordance with SEA Directive (42/2001/CEE) provisions, the different phases of the FCE SEA have been the following:

- preliminary activity of *scoping* and consultation of Environmental authorities of the both sides of the channel based on a *Scoping report* (Delivery = Scoping report);
- draft of an *Environmental report* (Delivery = Draft Environmental report);
- public and environmental authorities consultation (Delivery = Draft Environmental report and Non-Technical Synthesis);
- final draft of the Environmental report (with integration of the "avis", from French Environmental Authorities).

### ***Scoping phase***

The Scoping report included a brief presentation of the Programme, a proposal of environmental issues, indicators and objectives, a description of the methodology, a presentation of the public consultation process and details of the documents and information sources used to draft the Environmental report.

This preliminary scoping activity ended after consultation with the authorities responsible for environmental issues in December 2013 and January 2014. This consultation improved the environmental context indicators, the environmental objectives for the cooperation area and the level of detail to be included in the Environmental Report. Comments of the SEA experts and the way these have been taken into account were detailed in a final Scoping Report.

### ***Environmental reporting: methodology and main results***

The analysis of the environmental effects has been carried out in three main phases. Firstly, environmental objectives in the area were matched with the proposed specific objectives and actions planned by the FCE Programme. SOs with potential positive or negative effects on an

environmental objective were then identified. Secondly, Strategic Environmental Assessment experts estimated the effect's intensity according to a rating scale. Thirdly, the information was reorganised to assess the cumulative and cross-border effects of each action planned by the Programme.

Main results from the analysis are presented in the Environmental report and Non-Technical Synthesis.

According to the analysis carried out under the environmental reporting activity it is worth noticing that most of the expected environmental effects of the Programme FCE should be intangible and indirect with no relevant negative effects on the cooperation area. Positive impacts, equally distributed across the area of cooperation, should be seen over the programming period and beyond.

### ***Public and environmental authorities' consultation***

As laid down in art.3 of Directive 42/2001/EC, the scope of public consultation is to collect opinion on the draft Programme and the accompanying Environmental report before its submission to the legislative procedure. Pursuant to the SEA Directive (42/2001/EC) and national regulations, a two-month consultation was launched on both sides of the border on the 3<sup>rd</sup> of July 2014 and closed on the 3<sup>rd</sup> of September 2014;

The consultation saw: the transmission of the draft PC and its environmental report to authorities identified during the scoping consultation, a dedicated webpage on the INTERREG IVA France (Channel) - England Programme, and the publication of the consultation documentation (draft CP version of 03/07/2014, draft environmental report, non-technical summary and consultation questionnaires). All the documents have been published on the Programme website both in English and French languages.

This consultation allowed gathering Environmental Authorities opinions, in particular from Upper-Normandy, Lower-Normandy, Brittany, Nord-Pas de Calais and Picardy prefecture. From English side, no notification was received from public or Environmental Authorities. After consultation of the French relevant authorities (coordinated by the Prefect of the Haute Normandie Region, as from administrative note of 3 Jun 2014) organising a public consultation in France other than the one organized through the Programme website was deemed unnecessary. Furthermore, EAs were asked for their opinions. No notification was received from the public, in French side.

Appendix 3 of the final SEA report gathers the various comments from the consultation process (all from French Environmental Authorities) in matrixes stating the authorities issuing the comment, the Cooperation Programme section concerned and the resulting integration or amendments proposed by the SEA evaluators to the PPG.

***Final draft of the Environmental report***

The Environmental Report recommendations and the opinions expressed by the Environmental Authorities and the public gathered by the environmental experts have been incorporated, were relevant, by the OP drafters. Based on the environmental analysis carried out by the Strategic Environmental Assessment, the Environmental Report section 8 concluded that the proposed strategy clearly contributes to the improvement of environmental conditions in the cooperation area and therefore must be considered as a good alternative from an environmental point of view. The final documentation and conclusions have been approved by the PPG meeting on 12<sup>th</sup> of September 2014 and fully integrated into the final 2014-2020 programme document versions addressed to the Commission for approbation by September 2014.

# Annexes

## ANNEX I - BIBLIOGRAPHY

Barca Fabrizio, McCann Philip 2011. Outcome Indicators – Complementary Note 2. High Level Group reflecting on Future Cohesion Policy Meeting No. 8 - 15th February 2011

COM (2010) 553 final. Regional Policy contributing to smart growth in Europe 2020, Brussel, 6.10.2010

COM (2011) 112 final. A roadmap for moving to a competitive low carbon economy in 2050. Brussels, 8.3.2011

COM (2011) 571 final. Roadmap to a resource efficient Europe. Brussels, 20.09.2011

COM (2011) 808 final. HORIZON 2020 - The Framework Programme for Research and Innovation - 30.11.2011

Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006 (OJ L 347, 20.12.2013, p. 320–469)

Regulation (EU) No 1301/2013 of the European Parliament and of the Council of 17 December 2013 on the European Regional Development Fund and on specific provisions concerning the Investment for growth and jobs goal and repealing Regulation (EC) No 1080/2006 (OJ L 347, 20.12.2013, p. 289–302)

Regulation (EU) No 2013/1299 of the European Parliament and of the Council of 17 December 2013 on specific provisions for the support from the European Regional Development Fund to the European territorial cooperation goal (OJ L 347, 20.12.2013, p. 259–280)

Commission's implementing regulation (EU) No 184/2014 of 25 February 2014 laying down pursuant to Regulation (EU) No 1303/2013 [...] and adopting pursuant to Regulation (EU) No 1299/2013 [...] the nomenclature of the categories of intervention for support from the European Regional Development Fund under the European territorial cooperation goal (OJ L 57, 27.2.2014, p. 7–20)

Cojocaru, S. 2009. Clarifying the theory-based evaluation. In: Review of research and social intervention, 2009, vol. 26, pp. 76-86

EC. 2013b. The Programming Period 2014-2020. Monitoring and Evaluation of European Cohesion Policy. Guidance document on ex-ante evaluation. January 2013

EC 2013c. Fiche 1b - Draft Model for the Cooperation Programme under the European Territorial Cooperation goal Version 2 – 28 June 2013

EC 2013d. Draft template and guidelines for the content of the cooperation Programme Version 5 – 08.05.2014

EC 2014. Provisional text of the EU Guidance fiche – Performance Framework Review and Reserve in 2014-2020 – Final Version 14 May 2014

Evaluation and European Semester Unit 2013 Questions and Answers on ETC Programmes and results orientation

Riché, M. 2012. Theory Based Evaluation: A wealth of approaches and an untapped potential.

Morgan.P. 1997. The design and use of capacity development indicators - CiDA consultant Paper Prepared for the Policy Branch of CIDA DECEMBER, 1997.

Stame, N. 2004. Theory-based Evaluation and Types of Complexity. SAGE Publications (London, Thousand Oaks and New Delhi). EC (2012): EVALSED: The resource for the evaluation of Socio-Economic Development. July 2012.

Territorial Agenda of the European Union 2020. Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions. Agreed at the Informal Ministerial Meeting of Ministers responsible for Spatial Planning and Territorial Development on 19th May 2011 Gödöllő, Hungary

Technopolis, 2012, Mid-term evaluation of the INTERREG IVA France (Channel) England Programme 2007-2013, Final Report

## ANNEX II - DOCUMENTS INCLUDED IN THE CONSISTENCY AND EXTERNAL COHERENCE ANALYSIS

| Document name         |   |
|-----------------------|---|
| <b>EU</b>             | COM (2012) 494 final. Blue Growth – Opportunities for marine and maritime sustainable growth  |
|                       | COM (2013) 279 final. Action Plan for a Maritime Strategy in the Atlantic area Delivering smart, sustainable and inclusive growth   |
|                       | COM (2011) 782 final. Developing a Maritime Strategy for the Atlantic Ocean Area,   |
|                       | Regulation (EU) No 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) (OJ L 347, 20.12.2013, p. 33–49)  |
|                       | COM (2011) 808 final. Horizon 2020 - The Framework Programme for Research and Innovation  |
|                       | Two Seas Programme, preliminary draft final version for consultation  |
|                       | North West Europe Programme, draft version of the 4th of March 2014   |
|                       | North Sea Region Programme, second final draft version of April 2014  |
|                       | Atlantic Programme, draft version for public consultation of June 2014  |
|                       | Council Recommendation of 9 July 2013 on the National Reform Programme 2013 of France and delivering a Council opinion on the Stability Programme of France, 2012-2017 (OJ C 217, 30.7.2013, p. 27–32)  |
|                       | SWD (2013) 360 final: COMMISSION STAFF WORKING DOCUMENT Assessment of the 2013 national reform programme and stability programme for FRANCE Accompanying the document Recommendation for a Council Recommendation on France's 2013 national reform programme and delivering a Council Opinion on France's stability programme 2012-2017 |
|                       | European Commission (2012): Position des services de la Commission sur le développement d'un Accord de Partenariat et de Programmes en France pour la période 2014-2020. Ref. Ares (2012)1326052 - 09/11/2012.  |
|                       | Accord de Partenariat (plan détaillé) (02.05.2013) and Stratégie et principes directeurs de l'accord de partenariat (07.05.2013)  |
|                       | Schéma Régional Climat Air Energie Brittany (2012)  |
|                       | Schéma Régional Climat Air Energie Picardy (2012)   |
|                       | Profil environnemental Nord Pas de Calais – Tome 1  |
|                       | Profil Environnemental Nord Pas de Calais – Tome 2  |
|                       | Schéma Directeur d'Aménagement et de Gestion des Eaux - Artois Picardie   |
|                       | Schéma Directeur d'Aménagement et de Gestion des Eaux - Seine Normandie   |
|                       | Schéma Régional Climat Air Energie Basse-Normandie (2012)   |
|                       | Schéma Régional Climat Air Energie Haute-Normandie (2013)   |
|                       | Schéma Régional Climat Air Energie Nord Pas de Calais (2012)  |
|                       | Schéma Régional de Cohérence Ecologique – Nord Pas de Calais  |
| Roma Strategy -France |   |
| <b>England</b>        | UK National Reform Programme 2013   |
|                       | Government Supplementary Guidance to Local Enterprise Partnerships  |
|                       | The Plan for Growth (HM Treasury and the Department for Business, Innovation and Skills, March  |

|  |
|--|
| 2011)  |
| UK Department for Environment, Food and Rural Affairs, Rural Development Programme for England   |
| Renewable Energy; Department of Energy and Climate Change National Policy for Renewable Energy – UK 2011   |
| Rebalancing the Economy Sectorally and Spatially: an Evidence Review (August 2011)   |
| Mainstreaming Sustainable Development, UK Department for Environment, Food and Rural Affairs   |
| Department of Energy & Climate Change and Department for Transport Policy, 'Increasing the Use of Low-Carbon Technologies 2011 (Up-dated January 2014) |
| Innovation; UK department for Business, Innovation and Skills Annual Innovation Report 2012  |
| The Technology Strategy Board  |
| Regeneration to enable growth: 'A toolkit supporting community-led regeneration' January 2012  |
| Department for Communities and Local Government 'Valuing the Benefits of Regeneration: Economic Paper 7 – December 2010                                |
| DEFRA Supporting Economic Development Projects in Coastal and Seaside Areas, 2013  |
| Council Recommendation on the United Kingdom's 2014 national reform programme  |
| UK Partnership Agreement, Official Proposal, submitted the 17 April 2014   |
| Government Supplementary Guidance to Local Enterprise Partnerships   |
| Local Growth: Realizing every places potential, UK Government publications   |
| Greater Cambridge and Greater Peterborough Growth Propectus, LEP   |
| New Anglia Strategic Economic Plan, LEP  |
| South East LEP Growth Activities,LEP   |
| Coast to Capital Strategic Economic Plan Consultation, LEP   |
| Solent LEP Strategic Priorites   |
| Enterprise M3 Strategic Economic Plan  |
| Dorset LEP Strategic Economic Plan   |
| Heart of the South West Strategic Economic Plan  |
| Cornwall and the Isles of Scilly Growth Strategy   |
| Enabling the Transition to a Green Economy: Government and Business Working Together 2011  |
| Department for Environment, Food and Rural Affairs: Protecting Bio-Diversity at Home and Abroad, December 2013   |
| Bio-Diversity 2020: A Strategy for England's Wildlife and EcoSystem Services, August 2011  |
| Innovation; UK department for Business, Innovation and Skills Annual Innovation Report 2012  |
| 2010, Department for Communities and local government;; 'Valuing the Benefits of Regeneration'   |
| Department for Work and Pensions - Strategy for social justice 'Social Justice: Transforming Lives'  |
| HM Government Local Growth Deals   |
| Regeneration to enable growth: 'A toolkit supporting community-led regeneration' January 2012  |



## **ANNEX III CONSISTENCY WITH UK NATIONAL REFORM PROGRAMMES**

### **Analysis of the challenges and needs identified by the UK National Reform Programme**

The challenges identified by the UK Reform Programme are addressed by 6 overriding recommendations:

- fully implement the budgetary strategy for the financial year 2012-13 and beyond, prioritising growth-enhancing expenditure
- address the destabilising impact of high and volatile house prices and high household debt by implementing a comprehensive housing reform programme
- continue to improve the employability of young people with a focus on advanced and higher-level skills, and involve more small and medium-sized businesses
- step up measures to facilitate the labour market integration of people from jobless households
- further improve the availability of bank and non-bank financing to the private sector, in particular to SME's in order to promote growth
- pursue a long-term strategy for improving the capacity and quality of the UK's infrastructure, including measures to address pressures in transport and energy networks

### **Council Recommendation on the United Kingdom's 2014 National Reform Programme**

On 5 March 2014, the Commission published the results of its in-depth review for the United Kingdom, under Article 5 of Regulation (EU) No 1176/2011. The examination covered most of the areas mentioned above. The Commission's analysis leads it to conclude that the United Kingdom continues to experience macroeconomic imbalances, which require monitoring and policy action.

In summary the report revisited the six specific areas and noted that particular developments in the areas of household debt, linked to the high levels of mortgage debt and structural characteristics of the housing market, as well as unfavourable developments in export market shares, continue to warrant attention. The risks in the housing sector relate to a continuing structural undersupply of housing; intrinsic supply constraints, particularly in London, and the relatively slow response of supply to increases in demand continues to drive house prices

higher, particularly in London and the southeast, and also leads to buyers taking on high mortgages. While the declining export market share is unlikely to pose short-term risks, taken together with the current account deficit, it still points to structural challenges. These are related to skills gaps and infrastructure deficiencies. As regards public finances, the Commission noted that the United Kingdom has missed its headline deficit targets and its structural adjustment targets.

On 2nd June 2014 the European Council issued a recommendation (COM (2014) 42926 final) which set out six actions for the period 2014-2015. Again these relate to the six identified recommendations: budgetary strategy in relation to the deficit; structural deficits including infrastructure, skills and access to finances for SMEs; issues around the housing sector; the Youth Contract and skills for young people; child poverty and low income families; availability of finance for SMEs and the National Infrastructure plan.

### **Assessment of the coherence between the challenges and needs identified by the National Reform Programme and those identified by the CP**

Of the 6 recommendations within the UK National Reform Programme 2013 there is a direct correlation to the Programme's recognised challenges in 4: fully implement the budgetary strategy for the financial year 2012-13 and beyond, prioritising growth-enhancing expenditure, continue to improve the employability of young people with a focus on advanced and higher-level skills, and involve more small and medium-sized businesses, step up measures to facilitate the labour market integration of people from jobless households and pursue a long-term strategy for improving the capacity and quality of the UK's infrastructure, and address pressures in transport and energy networks.

The ambitions within the UK Governments Plan for Growth 20113 elaborate upon the recommendations within Reform Programme and focus upon making the UK one of the best places in Europe to start, finance and grow a business and creating a more educated workforce that is the most flexible in Europe. These ambitions include specific objectives which are similar to those within the PC.

Guidance given to Local Enterprise Partnerships (LEPs) in development of their Growth Plans and funding bids also map across to a number of the identified challenges which the Programme intends to address.

### **Regarding specific challenges**

Challenge Number 1: addressed nationally through the Government's four main objectives:

- supporting innovation and research in business;
- providing incentives for companies to invest in high-value business activities;
- creating a more open and integrated innovation ecosystem; and
- removing barriers to innovation.

The existence and remit of the Technology Strategy Board (TSB) also provides evidence for the consistency of intent between challenges and needs identified within England, and those addressed by the PC. In Concept to Commercialisation the TSB states: ‘We tackle the barriers to innovation by working across business, academia and government, striving to create a more effective innovation environment, reducing risk and promoting collaboration, knowledge exchange and open innovation. We build strategic partnerships with key organisations such as the research councils. We connect and create engagement between people and organisations which might not normally work together, and we act as a catalyst to enable developments that otherwise would not take place’.

Challenge Number 2: The Rural Development Programme for England (RDPE), delivered by the UK Department for Environment, Food and Rural Affairs uphold innovative solutions to challenges within the coastal, maritime and rural areas and ensures connections between agriculture, the environment and community sustainability. The UK Government also supports sector bodies (including Marine South East, Marine East and Cornwall Marine) who underpin the delivery of Challenges Number 1, 2, 4, 5, 9 and 10, through business to business collaborations and consortium enhancement to facilitate research, innovation, company expansion and economic growth for the sector, resource efficiency initiatives and cluster development.

In addition, the Government Supplementary Guidance to Local Enterprise Partnerships states that;

*‘Local Enterprise Partnerships should use this framework to determine which activities they wish to support using European structural and investment funds. The activities should be tailored to local circumstances, including the territorial characteristics of the local enterprise partnership area. For coastal areas; Local Enterprise Partnerships should consider the potential of their maritime, marine and offshore sectors in driving economic growth’*

Challenge Number 3: stimulating innovation in SME’s in growth industries by supporting intermediary organizations is recognized as a need by the UK Government and addressed in the support given to development and funding of the LEP infrastructure (Government

Supplementary Guidance to Local Enterprise Partnerships) and in Lord Heseltine's report 'No Stone Unturned in Pursuit of Growth'.

In addition to the UK Governments National Reform Programme 2013, 'The Plan for Growth' has an extensive focus upon the need to support growth businesses in growth sectors. The 'Growth Accelerator' programme has also been introduced across England to focus exclusively upon this particular challenge. This initiative is a service to identify growth businesses and help them establish new connections, new routes to investment and new ideas and strategy to maximize their growth potential. The service has supported over 10,000 businesses to date and is targeted at supporting a further 10,000 by the end of 2015.

Challenge Number 4: addressed in Department of Energy & Climate Change and Department for Transport Policy, 'Increasing the Use of Low-Carbon Technologies 2011 (Up-dated January 2014) which commits to increasing the amount of energy the UK generates from low-carbon technologies including renewables and nuclear, and reducing emissions through carbon capture and storage (CCS), in order to:

- ensure the UK has a secure supply of energy
- reduce greenhouse gas emissions to slow down climate change
- stimulate investment in new jobs and businesses
- meet the UK's legal commitment to meeting 15% of the UK's energy demand from renewable sources by 2020

Challenge Number 5: The Department for the Environment, Food and Rural Affairs (DEFRA) focuses at a national level upon promoting environmental sustainability, and encourages appropriate local level responses through LEP's, including the development of green, low carbon clusters.

The UK Governments commitment to sustainable development and green economic development can be found at Enabling the Transition to a Green Economy: Government and Business Working Together 2011.

The Government Supplementary Guidance to Local Enterprise Partnerships reinforces this. 'Local Enterprise Partnerships' and European Structural and Investment Funds Strategies might include, but should not be limited to, measures to:

- manage and reduce impacts from climate risk and future proof developments;
- pursue environmentally sustainable procurement and commissioning; and

- create new green and blue infrastructure to protect and enhance ecosystem services/natural capital.’

Challenge Number 6 is relevant directly to The National Adaption Programme – UK Department for Environment, Food and Rural Affairs July 2013 which states ‘this programme has been drawn up by the government, industry and other non-government organisations working together. It contains a mix of policies and actions to help us to adapt successfully to future weather conditions, by dealing with the risks and making the most of the opportunities.’

Government Supplementary Guidance to Local Enterprise Partnerships states that;

*‘Local Enterprise Partnerships’ European Structural and Investment Funds Strategies should set out how positive environmental impacts will be enhanced and negative effects minimised; and how environmental protection requirements including resource efficiency, climate change mitigation and adaptation, disaster resilience and risk prevention and management have been promoted in the identification of priorities.’*

Challenge Number 7: is recognised and addressed by the Department for Communities and Local Government in ‘Valuing the Benefits of Regeneration’ and ‘Regeneration to enable growth: ‘A toolkit supporting community-led regeneration’ January 2012’.

The Governments approach is based upon 4 strategic and supportive principles, working with local communities:

- reforming and decentralising public services
- providing powerful incentives and support for growth
- removing barriers that hinder local ambitions, and
- providing targeted investment and reform to strengthen the infrastructure for growth and regeneration and to support the most vulnerable.

Given the geography of the programme area it is worth noting DEFRA Policy, August 2013, ‘Supporting Economic Development Projects in Coastal and Seaside Areas’, that also recognises the need to support employment in Coastal Communities;

*‘Many seaside towns and villages have suffered decades of economic decline. Many young people, for example, have moved away from coastal areas due to a lack of job opportunities. We need to invest in coastal towns to help their economies grow and reduce unemployment and deprivation.’*

This has been addressed with the introduction of the Coastal Communities Fund.

Government Supplementary Guidance to Local Enterprise Partnerships also refers to the importance of labour mobility by reminding LEP's developing their European funding strategies that:

'Local Enterprise Partnerships are encouraged to focus on activities that would align with the following investment priorities:

- Access to employment for job-seekers and inactive people, including local employment initiatives and support for labour mobility.
- Sustainable integration of young people, in particular those not in employment, education or training into the labour market.'

Challenge Number 8: Specific reference to the Government's commitment to enabling the active population to become or remain economically active, can be found on the website of the UK Commission for Employment and Skills, whose mission is to work with and through partners to secure a greater commitment invest in the skills of people drive enterprise, jobs and growth. (Rebalancing the Economy Sectorally and Spatially: an Evidence Review (August 2011))

Government Supplementary Guidance to Local Enterprise Partnerships<sup>2</sup>reinforces this priority:

*'Local Enterprise Partnerships are encouraged to focus on activities that would align with the following investment priority: Enhancing access to lifelong learning and upgrading the skills and competences of the workforce.'*

**Table for synthesizing the result of ‘Consistency of Regional Challenges and Needs with the UK Reform Programme’**

| <b>Challenges identified by the Programme</b>  | <b>Challenges identified by the UK National Reform Programme</b>  |
|--|---|
| <i>Challenge Number 1: Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters.</i>                                  | Consistent:<br><i>UK Department for Business, Innovation and Skills Annual Innovation Report 201215</i>   |
| <i>Challenge Number 2: Support the development of innovative solutions to the societal challenges that are characteristic of coastal, maritime, and rural areas.</i>   | Consistent: <i>Government Supplementary Guidance to Local Enterprise Partnerships; A 2.102</i>  |
| <i>Challenge Number 3: Stimulate innovation in SMEs in growth industries by supporting intermediary organisations.</i>   | Broadly Consistent: <i>No Stone Unturned in Pursuit of Growth - The Right Honourable Lord Heseltine of Thenford; 5.2.44</i><br><i>The Plan for Growth (HM Treasury and the Department for Business, Innovation and Skills, March 2011)</i>    |
| <i>Challenge Number 4: Reduce the energy vulnerability of the France (Channel) England area (reliance on external supply, limited resources) by improving energy efficiency and increasing the production and use of renewable energies.</i> | Consistent: <i>Department of Energy &amp; Climate Change and Department for Transport Policy, ‘Increasing the Use of Low-Carbon Technologies 2011 (Up-dated January 2014)</i>   |
| <i>Challenge Number 5: Promote environmental sustainability through responsible and green economic and territorial development.</i>  | Consistent: <i>Enabling the Transition to a Green Economy: Government and Business Working Together 201120</i><br><i>Government Supplementary Guidance to Local Enterprise Partnerships</i>   |
| <i>Challenge Number 6: Improve risk prevention and the capacity to adapt to and mitigate climate change.</i>   | Consistent: <i>The National Adaption Programme – UK Department for Environment, Food and Rural Affairs July 2013</i><br><i>Government Supplementary Guidance to Local Enterprise Partnerships A9.3</i>  |
| <i>Challenge Number 7: Help groups at risk of economic exclusion to actively participate in the economy through innovative solutions for urban and rural regeneration.</i>   | Broadly Consistent: <i>Department for Communities and Local Government ‘Valuing the Benefits of Regeneration: Economic Paper 7 – December 2010</i>  |
| <i>Challenge Number 8: Enable the active population to play their part in economic revitalisation by enhancing skills through training/retraining.</i>   | Consistent: <i>UK Commission for Employment and Skills;</i><br><i>Rebalancing the Economy Sectorally and Spatially: an Evidence Review (August 2011)10</i><br><i>Government Supplementary Guidance to Local Enterprise Partnerships A2.22</i> |

## **ANNEX IV - CONSISTENCY WITH THE FR NATIONAL REFORM PROGRAMME**

### **Analysis of the challenges and needs identified by the France National Reform Programme**

The France (Channel) England cooperation programme has selected 8 different challenges and needs specific for the cooperation area. Despite the limited availability of resources and the specific characteristics of the instruments for the territorial cooperation, the programme focuses on the same issues identified by the NRP in supporting the economic development and continuing the process of reforms for the country.

All the identified challenges are broadly consistent with the National Reform Programme although with differences: some of these are directly correlated with those identified in the NRP, others present indirect correlation.

In particular, Challenge 1 “Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters” and Challenge 3 “Stimulate innovation in SMEs in growth industries by supporting intermediary organisations (industry federations, clusters, chambers of commerce)” are consistent with the NRP as one of its the main objective is to strengthen the competitiveness of the enterprises stimulating R&D and supporting innovative businesses and clusters.

Challenge 2, “Support the development of innovative solutions to the societal challenges that are characteristic of coastal, maritime, and rural areas”, focusing on R&D on societal objectives (climate change, energy efficiency, health) is addressed also by the France National Reform Programme. The NRP confirmed that the transition to renewable energies is one of the priorities of the national government and promote innovative measures for the reduction of energy consumption.

Challenge 4 “Reduce the energy vulnerability of the France (Channel) England area (reliance on external supply, limited resources) by improving energy efficiency and increasing the production and use of renewable energies” is consistent with the NRP strategy towards a green economy.

Challenges 5 “Promote environmental sustainability through responsible and green economic and territorial development” and 6 “Improve risk prevention and the capacity to adapt to and



mitigate climate change” are consistent with the broad objective of the NRP to encourage sustainable development, green economy and preservation of the ecosystem.

Challenge 7 “Help groups at risk of economic exclusion to actively participate in the economy through innovative solutions for urban and rural regeneration” and Challenge 8 “Enable the active population to play their part in economic revitalisation by enhancing skills through training/retraining” are indirectly correlated to the objectives and strategies identified in the NRP.

| <b>Challenges identified by the Programme</b>  | <b>Challenges identified by the FR National Reform Programme</b>   |
|--|--|
| <i>Challenge Number 1: Assemble a critical mass of partners by strengthening collaboration – among different fields of industry and innovation stakeholders – and by strengthening innovation clusters.</i>                                  | <i>Consistent: strengthen the competitiveness of the enterprises stimulating R&amp;D and supporting innovative businesses and clusters</i> |
| <i>Challenge Number 2: Support the development of innovative solutions to the societal challenges that are characteristic of coastal, maritime, and rural areas.</i>   | <i>Consistent: transition to renewable energies; innovative measures for the reduction of energy consumption</i>                           |
| <i>Challenge Number 3: Stimulate innovation in SMEs in growth industries by supporting intermediary organisations</i>  | <i>Consistent: strengthen the competitiveness of the enterprises stimulating R&amp;D and supporting innovative businesses and clusters</i> |
| <i>Challenge Number 4: Reduce the energy vulnerability of the France (Channel) England area (reliance on external supply, limited resources) by improving energy efficiency and increasing the production and use of renewable energies.</i> | <i>Consistent: green economy</i>   |
| <i>Challenge Number 5: Promote environmental sustainability through responsible and green economic and territorial development.</i>  | <i>Some consistency: sustainable development, green economy and preservation of the ecosystem</i>  |
| <i>Challenge Number 6: Improve risk prevention and the capacity to adapt to and mitigate climate change.</i>   | <i>Some consistency: sustainable development, green economy and preservation of the ecosystem</i>  |
| <i>Challenge Number 7: Help groups at risk of economic exclusion to actively participate in the economy through innovative solutions for urban and rural regeneration.</i>   | <i>Some consistency</i>  |
| <i>Challenge Number 8: Enable the active population to play their part in economic revitalisation by enhancing skills through training/retraining.</i>   | <i>Some consistency</i>  |

## ANNEX V: HORIZONTAL COHERENCE BETWEEN INDICATIVE ACTIONS AND OUTPUTS INDICATORS

Table 0-1 Axis 1 - SO 1.1 'To increase the delivery and uptake of innovative products, processes, systems and services, to address common economic and societal challenges within the FCE area'

|                               |  | Explicit / direct link with the output indicators                      |  |   |   |   |
|-------------------------------|--|--|--|---|---|---|
|                               |  | Number of innovative products, services, processes or systems designed | Number of innovative products, services, processes or systems produced | Number of businesses and business intermediaries cooperating with research institutions | Private investment matching support in innovation or R&D projects (CO 27) | Number of research institutions participating in cross-border, transnational or interregional research projects (CO 42) |
| Proof of concept/v validation | Supporting collaborative research designed to develop and adapt new products, to improve the delivery of services, to improve processes or systems   | √  | √  | √   | √   | √   |
|                               | Joint pilot innovation projects on new products, processes, systems and services   | √  | √  | √   | √   | √   |
| Demonstration and testing     | Joint testing of new products, services, processes or systems – which could also include testing market demand and how to roll out /embed solutions  | √  | √  | √   | √   | √   |
|                               | Joint design of innovative solutions that could include feasibility studies, scoping or finding ways to overcome technical or structural barriers  | √  | √  | √   | √   | √   |
|                               | Joint demonstration projects involving the wide-scale testing of new products, processes and services  | √  | √  | √   | √   | √   |
|                               | Joint business development, for example relating to entrepreneurship, innovation management, cluster development and creation of business and commercial networks, and supporting the internationalisation of SMEs           | √  | √  |   |   |   |
| Implementation                | Joint development of cross border tools to provide business to business opportunities  | √  | √  | √   |   |   |
|                               | Transfer of best practice by creating or reinforcing cross border networks for innovation, in order to stimulate fresh concepts and innovative working practices (...), and to improve the efficiency of innovation policies | √  | √  |   |   |   |
|                               | Joint awareness and training events aimed at public decision makers, stakeholders and practitioners concerned by these challenges  |  |  | √   |   |   |
|                               | Develop joint cross-border education and training pathways to entrepreneurship, business development, management of clusters, and internationalisation of SMEs   |  |  | √   |   |   |
|                               | Support the commercialisation of existing research to roll out, embed and bring to market innovative solutions   |  |  | √   |   |   |
|                               |  |  |  |   |   |   |

**Table 0-2 Axis 4 – SO 1.2 Increase the quality and the effectiveness of service delivery to the most socially and economically disadvantaged groups through social innovation**

|                             |   | Explicit / direct link with the output indicators   |  |   |   |
|-----------------------------|---|---|--|---|---|
|                             |   | EC indicator n°45 ECT)<br>Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders | Number of skill development and professional training schemes for disadvantaged people | Number of institutions, public or private, engaged in delivering social innovation solutions to increase the quality and effectiveness of service delivery to the most socially and economically disadvantaged groups | Number of socially innovative services designed |
| Proof of concept/validation | Joint strategy formulation compiling evidence at the scale of the FCE area, including the analysis and identification of those at risk;   |   |  | √   |   |
|                             | Resource reports for policy making compiling evidence of examples of successful interventions in the field of social innovation, identification of opportunities for social innovation, development of action plans, cross border working protocols etc |   |  | √   |   |
|                             | Develop innovative guidelines and working practices that can be embedded across the FCE area to accelerate and improve social inclusion outcomes  |   |  | √   | √   |
|                             | Joint design of innovative social service delivery models focused on improved efficiency and effectiveness  |   |  | √   | √   |
| Demonstration and testing   | Joint design and demonstration of innovative service delivery mechanisms  | √   | √  | √   | √   |
|                             | Joint design and demonstration of innovative applications   | √   |  | √   | √   |
|                             | Development of pilot actions so that the effectiveness and quality of service delivery can be tested and taken up by service providers  | √   | √  | √   | √   |
| Implementation              | Invest in small scale infrastructure (e.g equipment) related to social innovation that is a result of jointly designed interventions and undertaken by cross border partnerships  | √   |  | √   | √   |
|                             | Design and implement joint training courses and exchange of good practice to influence innovative policy and practices targeted at those furthest from the labour market  | √   | √  | √   | √   |
|                             | Exchange good practice and experience between public sector and economic development stakeholders to improve innovative future policy and service provision   |   |  | √   |   |
|                             | Implement jointly designed innovative training programmes focused to overcome   | √   | √  | √   | √   |

|  |   |   |   |   |   |
|--|---|---|---|---|---|
|  | barriers to employability or entrepreneurship for disadvantaged groups  |   |   |   |   |
|  |   |   |   |   |   |
|  | Jointly design and implement innovative initiatives to increase mutual understanding and cooperation between generations; | √ | √ | √ | √ |

**Table 0-3 Axis 2 – SO 2.1 ‘Increase the development and uptake of existing or new low-carbon technologies in the sectors that have the highest potential for a reduction in greenhouse gas emissions’**

|                             |  | Explicit / direct link with the output indicators |  |  |   |
|-----------------------------|--|---|--|--|---|
|                             |  | Number of supported LCT multisectoral networks    | Number of new or enhanced low carbon products, services, processes or systems designed | Number of new or enhanced low carbon products, services, processes or systems produced | Number of participants in awareness raising or training events for take up and development of low carbon technologies |
| Proof of concept/validation | Applied collaborative research and innovation on low-carbon technologies, including new concepts, approaches, products, processes, and services;                             | √   | √  |  |   |
|                             | Applied collaborative research and innovation on KETs  | √   | √  |  |   |
|                             | Environmental and societal impact studies on how to increase and / or improve the use of low-carbon technologies and services;   | √   |  | √  |   |
| Demonstration and testing   | Joint feasibility and technical studies on low-carbon technologies and services to explore their market potential;   | √   |  | √  |   |
|                             | Joint feasibility testing of low-carbon technologies and services, including KETs;   | √   |  | √  |   |
|                             | Joint pilot demonstration projects to test and showcase the benefits of low carbon technologies and services and their applications;   | √   |  | √  |   |
|                             | Joint testing of low carbon technologies leading to more efficient and effective ways of using energy;   | √   |  | √  |   |
| Implementation              | Joint measures (including raising awareness campaigns and training programmes) to promote the development and uptake of low carbon technologies, including renewable energy; | √   |  |  | √   |
|                             | Joint awareness and training events aimed at public decision makers, stakeholders and practitioners concerned by these challenges;   | √   |  |  | √   |
|                             | Joint implementation of strategies and action plans to help SMEs gain access to local and international low-carbon energy technology markets.                                | √   |  |  | √   |

**Table 0-4 Axis 3 –SO 3.1 ‘To realise the potential of natural and cultural assets in delivering sustainable economic activities across the programme area**

|                             |  | Explicit / direct link with the output indicators   |   |
|-----------------------------|--|---|---|
|                             |  | EC indicator (N°9) Increase in expected number of visits to supported sites of cultural or natural heritage and attractions | Number of new or enhanced products/services that result from projects promoting cultural & natural assets |
| Proof of concept/validation | Develop joint marketing approaches and measures that strengthen the image and enhance the attractiveness of the programme area as a destination of choice in worldwide marketplaces (for example, shared marketing approaches to attract new visitors and attract inward investment, and the development of digital technology); | √   | √   |
|                             | Jointly design approaches to increase employment in the cultural and natural sectors, and so enhance the attractiveness of the FCE area;   | √   | √   |
|                             | Joint design methods for identifying the emergence of new tourism activities and adapting education/training schemes accordingly   | √   | √   |
| Demonstration and testing   | Trialling and testing whether new place marketing approaches, new cross-border events, or new cross-border tourism products can be successful;   | √   | √   |
|                             | Testing and demonstrating different approaches to enhancing natural and cultural heritage including the development of creative and cultural industries across the FCE area  | √   | √   |
| Implementation              | Development of cross-border products and services for the tourism and the cultural sectors, with a particular emphasis on supporting sustainable or eco-tourism;   | √   | √   |
|                             | Implementation of actions that develop or enhance cross-border routes linked to, for example, common historical, geological, natural or existing heritage assets;  | √   | √   |
|                             | Implementation of joint events or communication measures to increase interest and therefore use of the FCE area’s natural and cultural assets;   | √   | √   |
|                             | Delivery of joint training initiatives for natural and cultural heritage stakeholders and practitioners;   |   | √   |
|                             | Exchange of good practice and experience between public sector and economic development stakeholders to improve future policy on regeneration and service provision as well as enable the reuse of derelict buildings and industrial sites   |   | √   |
|                             | Identify and deliver new products and services produced by cultural and creative industries, to enhance the attractiveness of natural and cultural assets;   | √   | √   |

Table 0-5 Axis 3 –SO 3.2 ‘Enhance and protect the Channel shared ecosystems, the coastal regions and associated waterways

|                             |  | Explicit / direct link with the output indicators  |   |
|-----------------------------|--|--|---|
|                             |  | Number of institutions (public or private supported to enhance and protect the coastal and transitional water ecosystems | Number of pilot operations aimed at the enhancement and protection of the coastal and transitional water ecosystems |
| Proof of concept/validation | Joint research and scoping studies to manage environmental and natural risks, biodiversity and ecosystems, and natural assets across the FCE area with the aim to raise awareness of natural heritage, biodiversity, and local ecosystems and their services;  | √  | √   |
|                             | Joint analysis, comparison and evaluation of the management of protected areas (marine areas, UNESCO biospheres, areas of outstanding natural beauty, etc.), especially where new activities are emerging (natural marine resources, marine energy, offshore aggregates, etc.) leading to concrete proposals that will improve how ecosystems are managed; | √  | √   |
|                             | Pilot projects on the definition and implementation of new management systems for ecosystem services, including joint activities;  | √  | √   |
| Demonstration and testing   | Joint testing and piloting of actions that demonstrate better management of the FCE area and how to balance competing priorities for human activities and environmental preservation;  | √  | √   |
|                             | Joint testing of cross border cooperation on risk management (e.g. flooding) as a tool for better protecting ecosystems services;  | √  | √   |
| Implementation              | Development and implementation of common information, education and communication tools for the general public, designed to improve organisations and citizens respect for and treatment of the environment;   | √  | √   |
|                             | Joint awareness and training events on the theme of sustaining, improving and managing ecosystem services – aimed at public decision makers, environmental stakeholders, and practitioners concerned by these challenges ;   | √  |   |
|                             | Implementation of joint actions to better manage green and blue infrastructure;  | √  | √   |
|                             | Development and implementation of measures to influence local planning policy especially focused on maritime and coastal planning;   | √  | √   |
|                             | Implementation of joint measures to reduce pollution and improve the management of environmental risk especially in relation to the maritime risk and pollution;   | √  | √   |
|                             | Joint initiatives combining sustainable management of natural resources (promotion of renewable energy in tourist infrastructure, water and waste management) and protection and promotion of preserved natural areas  | √  | √   |

## ANNEX VI - INTERVENTION LOGIC

Table o-6 Intervention logic SO 1.1

| Elements of the strategy                                  |  | "if-then" | Assumptions   | Assessment  |
|---|--|-----------|---|---|
| <b>Specific Objective (SO)</b>                            | <b>(IP 1b)</b> To increase the delivery and uptake of innovative products, processes, systems and services in shared smart specialisation sectors  | →         | <b>Assumption: the SO responds to the identified needs.</b><br>Needs: section 2.A.5: <i>The preparatory phase for the programme pinpointed the challenges that the programme will address: a need to achieve the critical mass of expertise required to develop, adapt, test and/or adopt innovative products, processes, systems and services, a need to better exploit and commercialise research, within and outside of the FCE area, to deliver tangible economic benefits for its territory and its inhabitants.</i> | <b>Ok:</b> the SO is coherent with the identified needs, <b>however</b> :<br>1) the wording adopted in the Section 2 for describing the key challenges and needs is only partially coherent with the key challenges identified in section 1<br>2) Bearing in mind the limited financial 'weight' of the programme external factors can heavily influence the achievement of the targeted result |
| <b>Result indicator</b>                                   | <b>Level of delivery and take-up of innovative products, systems and services in shared smart specialisation sectors</b>   | ↕         | <b>Assumption: the indicator is coherent with the SO (it allows its measurement)</b>  | <b>Ok</b>   |
| <b>Expected result (at programme level)</b>               | Section 2.A.5<br><i>the goal of this objective is to contribute to the economic vibrancy and innovation performance of the FCE area (...) the programme hopes to facilitate: increased business opportunities and actions to support the export of innovations to new markets, the creation of new high value and knowledge-intensive jobs and the attraction of expertise to the area inward investment into the FCE area, the development of new tangible solutions to the economic and societal challenges facing the FCE area, enhanced competitiveness and growth (...)</i> | ↕         | <b>Assumption: the SO is coherent with the expected results</b>   | <b>Ok:</b> the SO is coherent with the expected results. <b>However</b> , the SO is considered as a mean to achieve more general results.   |
| <b>Expected programme impact (programme contribution)</b> | Section 2.A.5<br><i>the programme will contribute (...) through the creation and reinforcement of networks (business clusters, research and training centres, public sector and third sector).</i>   | ↕         | <b>Assumption: the expected impact is coherent with the expected results</b>  | <b>Ok</b> , the programme contribution is coherent with the SO and with expected result, <b>however</b> given the ambitious SO, the net contribution of the programme (impact) may be limited   |
| <b>Output indicator</b>                                   | <b>1.1 Number of innovative products, services, processes or systems designed</b><br><b>1.2 Number of innovative products, services, processes or systems produced</b><br><b>1.3 Number of businesses and business intermediaries cooperating with research institutions</b><br><b>1.4 Private investment matching support in innovation or R&amp;D projects (CO 27)</b>   | ↕         | <b>Assumptions: (1) the expected outputs are coherent with the expected actions ; (2) the expected outputs induce effects coherent with the expected programme impact</b>   | <b>Ok</b> : (1) see Table o-1   |




|  | 1.5 Number of research institutions participating in cross-border, transnational or interregional research projects (CO 42)  |   |   |  |
|--|--|---|---|--|
| <p><b>Type of actions (projects could deliver)</b></p> | <p>Section 2.A.6.1 :</p> <ul style="list-style-type: none"> <li>• Supporting collaborative research designed to develop and adapt new products, to improve the delivery of services, to improve processes or systems</li> <li>• Joint pilot innovation projects on new products, processes, systems and services</li> <li>• Joint testing of new products, services, processes or systems – which could also include testing market demand and how to roll out /embed solutions</li> <li>• Joint design of innovative solutions that could include feasibility studies, scoping or finding ways to overcome technical or structural barriers</li> <li>• Joint demonstration projects involving the wide-scale testing of new products, processes and services</li> <li>• Joint business development, for example relating to entrepreneurship, innovation management, cluster development and creation of business and commercial networks, and supporting the internationalisation of SMEs</li> <li>• Joint development of cross border tools to provide business to business opportunities</li> <li>• Transfer of best practice by creating or reinforcing cross border networks for innovation, in order to stimulate fresh concepts and innovative working practices (for example cross- and multi-sectoral working, bringing together research institutions with public, private and third sector partners), and to improve the efficiency of innovation policies</li> <li>• Joint awareness and training events aimed at public decision makers, stakeholders and practitioners concerned by these challenges</li> <li>• Develop joint cross-border education and training pathways to entrepreneurship, business development, management of clusters, and internationalisation of SMEs</li> <li>• Support the commercialisation of existing research to roll out, embed and bring to market innovative solutions</li> </ul> |  | <p><b>Assumption: the indicative examples of actions are coherent with the expected beneficiaries</b></p> <p>Section 2.A.6.:</p> <ul style="list-style-type: none"> <li>• The private sector, including SMEs</li> <li>• Business support organisations</li> <li>• Social enterprises Universities and research institutes</li> <li>• Innovation and technology transfer agencies</li> <li>• Public authorities and equivalent public bodies: Local Authorities and Local Enterprise Partnerships</li> </ul> | <div style="background-color: #92d050; padding: 5px; display: inline-block; font-weight: bold; font-size: 1.2em;">Ok</div> |

Table 0-7 Intervention logic SO 1.2

| Elements of the strategy                                  |  | "if-then" | Assumptions   | Assessment  |
|---|--|-----------|---|---|
| <b>Specific Objective (SO)</b>                            | (IP 1b) Increase the quality and the effectiveness of service delivery to the most socially and economically disadvantaged groups through social innovation  | →         | <b>Assumption: the SO responds to the identified needs.</b><br>Needs: support the development of innovative solutions to address the societal challenges faced by the most socially and economically disadvantaged groups | <b>Ok:</b> the SO is coherent with the identified needs, <b>however</b> the wording adopted in the Section 1 for describing the key challenges and needs is only partially coherent with the key challenges identified in section 1 |
| <b>Result indicator</b>                                   | <b>Level of quality and effectiveness of the service provided to disadvantaged groups</b>  | ↕         | <b>Assumption: the indicator is coherent with the SO (it allows its measurement)</b>  | <b>Ok</b>   |
| <b>Expected result (at programme level)</b>               | Section 2.A.5:<br><br><i>The programme hopes to facilitate:</i> <ul style="list-style-type: none"> <li>• The development of social innovation applications that will help tackle the challenges related to those furthest from the labour market or to the ageing population.</li> <li>• An increase in the effectiveness and efficiency of local services addressing the challenges faced by the most socially and economically challenged groups.</li> <li>• The exploitation of the results of research and studies to develop social innovation applications that will support public bodies, the third sector and social enterprises to generate better outcomes for those who experience the most social and economic disadvantage</li> <li>• To influence policy makers across the programme area in the design and delivery of innovative services and tools used to deliver social inclusion.</li> <li>• Measurable improvement in the skills and knowledge of those furthest from the labour market of their ability to become economically active.</li> </ul> An improvement in the actions taken by businesses to "give a chance" to those further away from the labour market | ↕         | <b>Assumption: the SO is coherent with the expected results</b>   | <b>Ok, however,</b> the SO is considered as a mean to achieve more general results.   |
| <b>Expected programme impact (programme contribution)</b> | Section 2.A.5<br>(...) The programme will therefore use cross-border cooperation to develop, adapt, transfer, test and foster the use of innovative solutions  | ↕         | <b>Assumption: the expected impact is coherent with the expected result</b>   | <b>Ok</b>   |
| <b>Output indicator</b>                                   | <b>1.6 Number of participants in projects promoting gender equality, equal opportunities and social inclusion across borders (CO 45)</b>   | ↕         | <b>Assumptions: (1) the expected outputs are coherent with the expected actions ; (2) the expected outputs induce effects coherent with the expected programme impact</b>   | <b>Ok :</b> (1) see Table 0-2   |


|  |   |   |   |  |
|--|---|---|---|--|
|  | <p><b>1.7 Number of innovative skill development and professional training schemes for disadvantaged people</b></p> <p><b>1.8 Number of institutions, public or private, engaged in delivering social innovation solutions to increase the quality and effectiveness of service delivery to the most socially and economically disadvantaged groups</b></p> <p><b>1.9 Number of socially innovative services designed</b></p>   |   |   |  |
| <p><b>Type of actions (projects could deliver)</b></p> | <p>Section 2.A.6.1:</p> <ul style="list-style-type: none"> <li>• Joint strategy formulation compiling evidence at the scale of the FCE area, including the analysis and identification of those at risk;</li> <li>• Resource reports for policy making compiling evidence of examples of successful interventions in the field of social innovation, identification of opportunities for social innovation, development of action plans, cross border working protocols etc.</li> <li>• Develop innovative guidelines and working practices that can be embedded across the FCE area to accelerate and improve social inclusion outcomes.</li> <li>• Joint design of innovative social service delivery models focused on improved efficiency and effectiveness</li> <li>• Joint design and demonstration of innovative service delivery mechanisms.</li> <li>• Joint design and demonstration of innovative applications.</li> <li>• Invest in small scale infrastructure (e.g equipment) related to social innovation that is a result of jointly designed interventions and undertaken by cross border partnerships;</li> <li>• Design and implement joint training courses and exchange of good practice to influence innovative policy and practices targeted at those furthest from the labour market;</li> <li>• Exchange good practice and experience between public sector and economic development stakeholders to improve innovative future policy and service provision;</li> <li>• Implement jointly designed innovative training programmes focused to overcome barriers to employability or entrepreneurship for disadvantaged groups;</li> <li>• Jointly design and implement innovative initiatives to increase mutual understanding and cooperation between generations</li> <li>•</li> </ul> |  | <p><b>Assumption: the indicative examples of actions are coherent with the expected beneficiaries</b></p> <p>Section 2.A.6.1:</p> <ul style="list-style-type: none"> <li>• <i>Business networks and associative bodies/organisations</i></li> <li>• <i>Businesses</i></li> <li>• <i>Public bodies and public equivalent bodies: Local and regional authorities, Chambers of Commerce, public health organisations, etc.</i></li> <li>• <i>Third sector</i></li> <li>• <i>Social housing providers</i></li> <li>• <i>Training centres</i></li> </ul> | <div style="background-color: #92d050; padding: 5px; display: inline-block;"><b>Ok</b></div> |

Table 0-8 Intervention logic SO 2.1

| Elements of the strategy                                  |   | "if-then" | Assumptions   | Assessment  |
|---|---|-----------|---|---|
| <b>Specific Objective (SO)</b>                            | <b>(IP 4f)</b> Increase the development and uptake of existing or new low-carbon technologies in the sectors that have the highest potential for a reduction in greenhouse gas emissions  | →         | <b>Assumption: the SO responds to the identified needs.</b><br>Needs: section 2.A.5 : <i>The preparatory phase for the programme pinpointed several challenges that the programme will address. These are: a need to achieve a critical mass of expertise in this field capable of developing, adapting, transferring, testing and fostering the uptake of low carbon technologies and services; a need to better exploit research produced both within the FCE area and outside it, to transform knowledge into marketable goods and services ; a need to reduce the dependency on unsustainable energy by using low carbon technologies</i> | <b>Ok:</b> the SO is coherent with the identified needs, <b>however</b> :<br>1) the wording adopted in the Section 2 for describing the key challenges and needs is only partially coherent with the key challenges identified in section 1<br>2) Bearing in mind the limited financial 'weight' of the programme external factors can heavily influence the achievement of the targeted result |
| <b>Result indicator</b>                                   | <b>Level of performance in the development and uptake of new or existing low-carbon technologies and services</b>   | ↕         | <b>Assumption: the indicator is coherent with the SO (it allows its measurement)</b>  | <b>Ok</b>   |
| <b>Expected result (at programme level)</b>               | Section 2.A.5<br><i>The goal of this objective is twofold: to develop new low carbon technologies and services and to improve and foster the uptake of new or existing low-carbon technologies and services</i><br><i>(...) These actions should: generate high-value added knowledge-intensive jobs; increase economic competitiveness and create new export markets; attract investment, to retain and attract skilled people in this field; contribute to reducing the eligible area's CO2 emissions</i> | ↕         | <b>Assumption: the SO is coherent with the expected results</b>   | <b>Ok:</b> the SO is coherent with the expected results. <b>However</b> , in the last part of the expected result section, the SO is considered as a mean to achieve more general results.  |
| <b>Expected programme impact (programme contribution)</b> | Section 2.A.5<br><i>The programme will act to strengthen cross-border cooperation (...) More specifically the programme will: support innovation networks and business clusters (...); increase the ability of both the public and private sectors to take up low-carbon technologies and services; improve public policy frameworks to stimulate the supply of, and demand for, low-carbon technologies and assist the private sector to gain access to low-carbon technology markets.</i>                 | ↕         | <b>Assumption: the expected impact is coherent with the expected result</b>   | <b>Ok</b> , the programme contribution is coherent with the SO and with expected result, <b>however</b> given the ambitious SO, the net contribution of the programme (impact) may be limited   |
| <b>Output indicator</b>                                   | <b>Number of supported LCT multisectoral networks;</b><br><b>Number of new or enhanced low carbon products, services, processes or systems designed;</b><br><b>Number of new or enhanced low carbon products, services, processes or systems produced</b><br><b>Number of participants in awareness raising or training events for take up and development of low carbon technologies</b>   | ↕         | <b>Assumptions: (1) the expected outputs are coherent with the expected actions ; (2) the expected outputs induce effects coherent with the expected programme impact</b>   | <b>ok</b> : (1) see Table 0-2 Axis 4 – SO 1.2 <i>Increase the quality and the effectiveness of service delivery to the most socially and economically disadvantaged groups through social innovation</i><br><b>Explicit</b>   |

|  |                         |                         |                         | <table border="1"> <tr> <th colspan="4" data-bbox="1921 188 2049 418" style="text-align: center;">/ direct link with the output indicators</th> </tr> <tr> <td data-bbox="1921 418 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">E C</td> <td data-bbox="1955 418 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">N u m b e r</td> <td data-bbox="1989 418 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">N u m b e r</td> <td data-bbox="2022 418 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">N u m b e r</td> </tr> <tr> <td data-bbox="1921 481 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">i n d i c a t o r</td> <td data-bbox="1955 481 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">c o s i l l</td> <td data-bbox="1989 481 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">o f f i c i a l</td> <td data-bbox="2022 481 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">o f f i c i a l</td> </tr> <tr> <td data-bbox="1921 545 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">n °</td> <td data-bbox="1955 545 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">4</td> <td data-bbox="1989 545 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">5</td> <td data-bbox="2022 545 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">5</td> </tr> <tr> <td data-bbox="1921 609 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">E C T )</td> <td data-bbox="1955 609 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">N u m b e r</td> <td data-bbox="1989 609 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p a t t e r n</td> <td data-bbox="2022 609 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">o v e r a l l</td> </tr> <tr> <td data-bbox="1921 673 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">o f</td> <td data-bbox="1955 673 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p a r t i c i p a n t s</td> <td data-bbox="1989 673 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p r o f e s s i o n a l</td> <td data-bbox="2022 673 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p r o f e s s i o n a l</td> </tr> <tr> <td data-bbox="1921 737 1955 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p a r t i c i p a n t s</td> <td data-bbox="1955 737 1989 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">o f</td> <td data-bbox="1989 737 2022 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p r o f e s s i o n a l</td> <td data-bbox="2022 737 2049 1385" style="writing-mode: vertical-rl; transform: rotate(180deg);">p r o f e s s i o n a l</td> </tr> </table> | / direct link with the output indicators |  |  |  | E C | N u m b e r | N u m b e r | N u m b e r | i n d i c a t o r | c o s i l l | o f f i c i a l | o f f i c i a l | n ° | 4 | 5 | 5 | E C T ) | N u m b e r | p a t t e r n | o v e r a l l | o f | p a r t i c i p a n t s | p r o f e s s i o n a l | p r o f e s s i o n a l | p a r t i c i p a n t s | o f | p r o f e s s i o n a l | p r o f e s s i o n a l |
|--|-------------------------|-------------------------|-------------------------|--|--|--|--|--|-----|-------------|-------------|-------------|-------------------|-------------|-----------------|-----------------|-----|---|---|---|---------|-------------|---------------|---------------|-----|-------------------------|-------------------------|-------------------------|-------------------------|-----|-------------------------|-------------------------|
| / direct link with the output indicators |                         |                         |                         |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| E C                                      | N u m b e r             | N u m b e r             | N u m b e r             |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| i n d i c a t o r                        | c o s i l l             | o f f i c i a l         | o f f i c i a l         |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| n °                                      | 4                       | 5                       | 5                       |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| E C T )                                  | N u m b e r             | p a t t e r n           | o v e r a l l           |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| o f                                      | p a r t i c i p a n t s | p r o f e s s i o n a l | p r o f e s s i o n a l |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |
| p a r t i c i p a n t s                  | o f                     | p r o f e s s i o n a l | p r o f e s s i o n a l |  |  |  |  |  |     |             |             |             |                   |             |                 |                 |     |   |   |   |         |             |               |               |     |                         |                         |                         |                         |     |                         |                         |

|  |  |  |  |  |  |           |
|--|--|--|--|--|--|-----------|
|  |  |  |  |  | <p>in-<br/>tra-<br/>pro-<br/>ject-<br/>s<br/>prom-<br/>o-<br/>tin-<br/>g<br/>gen-<br/>der<br/>e-<br/>qual-<br/>ity,<br/>e-<br/>qual-<br/>o-<br/>p-<br/>por-<br/>tun-<br/>ity</p> | <p>ed</p> |
|--|--|--|--|--|--|-----------|

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  |  |  |  |  | i<br>e<br>s<br><br>a<br>n<br>d<br><br>s<br>o<br>c<br>i<br>a<br>l<br><br>i<br>n<br>c<br>l<br>u<br>s<br>i<br>o<br>n<br><br>a<br>c<br>r<br>o<br>s<br>s<br><br>b<br>o<br>r<br>d<br>e<br>r<br>s | a<br>s<br>e<br><br>t<br>h<br>e<br><br>q<br>u<br>a<br>l<br>i<br>t<br>y<br><br>a<br>n<br>d<br><br>e<br>f<br>f<br>e<br>c<br>t<br>i<br>v<br>e<br>n<br>e<br>s<br>s<br><br>o<br>f<br><br>s<br>e<br>r<br>v<br>i<br>c<br>e<br><br>d<br>e<br>l<br>i<br>v<br>e<br>r<br>y<br><br>t<br>o |
|--|--|--|--|--|--|--|

|  |  |  |  |  |  |   |  |
|--|--|--|--|--|--|---|--|
|  |  |  |  |  |  | t<br>h<br>e<br><br>m<br>o<br>s<br>t<br><br>s<br>o<br>c<br>i<br>a<br>l<br>l<br>y<br><br>a<br>n<br>d<br><br>e<br>c<br>o<br>n<br>o<br>m<br>i<br>c<br>a<br>l<br>l<br>y<br><br>d<br>i<br>s<br>a<br>d<br>v<br>a<br>n<br>t<br>a<br>g<br>e<br>d<br><br>g<br>r<br>o<br>u<br>p<br>s |  |
|--|--|--|--|--|--|---|--|




|  |  |  |  |  |                             |  |  |  |
|--|--|--|--|--|-----------------------------|--|--|--|
|  |  |  |  |  |                             |  |  |  |
|  |  |  |  |  | Proof of concept/validation | Joint strategy formulation on compiling evidence at the scale of the FCE area, including the analysis and identification of those at risk; |  |  |

|  |  |  |  |  |  |  |  |  |  |   |  |  |
|--|--|--|--|--|--|--|--|--|--|---|--|--|
|  |  |  |  |  |  | <p>Resource reports for policy making compiling evidence of examples of successful interventions in the field of social innovation, identification of opportunities for social innovation, development of action plans, cross border working protocols etc</p> |  |  |  | √ |  |  |
|--|--|--|--|--|--|--|--|--|--|---|--|--|

|  |  |  |  |  |  |   |   |   |   |
|--|--|--|--|--|--|---|---|---|---|
|  |  |  |  |  | Develop innovative guidelines and working practices that can be embedded across the FCE area to accelerate and improve social inclusion outcomes |   |   | √ | √ |
|  |  |  |  |  | Joint design of innovative social service delivery models focused on improved efficiency and effectiveness                                       |   |   | √ | √ |
|  |  |  |  |  | Demonstration and testing<br>Joint design and demonstration of innovative service delivery mechanisms  | √ | √ | √ | √ |
|  |  |  |  |  | Joint design   | √ |   | √ | √ |

|  |  |  |  |  |  |   |   |   |   |
|--|--|--|--|--|--|---|---|---|---|
|  |  |  |  |  | and demonstration of innovative applications   |   |   |   |   |
|  |  |  |  |  | Development of pilot actions so that the effectiveness and quality of service delivery can be tested and taken up by service providers   | √ | √ | √ | √ |
|  |  |  |  |  | Invest in small scale infrastructure (e.g equipment) related to social innovation that is a result of jointly designed interventions and undertaken by cross border partnerships | √ |   | √ | √ |
|  |  |  |  |  | Design and implementation  | √ | √ | √ | √ |

|  |  |  |  |  |   |   |   |   |
|--|--|--|--|--|---|---|---|---|
|  |  |  |  | <p>nt joint training courses and exchange of good practice to influence innovative policy and practices targeted at those furthest from the labour market</p>      |   |   |   |   |
|  |  |  |  | <p>Exchange good practice and experience between public sector and economic development stakeholders to improve innovative future policy and service provision</p> |   |   | √ |   |
|  |  |  |  | <p>Implement jointly designed innovative training programmes focused</p>   | √ | √ | √ | √ |

|   |  |   |  |  |   |  |  |  |  |   |   |   |   |   |
|---|--|---|--|--|---|--|--|--|--|---|---|---|---|---|
|   |  |   |  | <table border="1"> <tr> <td data-bbox="1753 189 1921 491">to overcome barriers to employability or entrepreneurship for disadvantaged aged groups</td> <td data-bbox="1921 189 1955 491"></td> <td data-bbox="1955 189 1989 491"></td> <td data-bbox="1989 189 2022 491"></td> <td data-bbox="2022 189 2067 491"></td> </tr> <tr> <td data-bbox="1753 491 1921 1002">Jointly design and implement innovative initiatives to increase mutual understanding and cooperation between generations;</td> <td data-bbox="1921 491 1955 1002">√</td> <td data-bbox="1955 491 1989 1002">√</td> <td data-bbox="1989 491 2022 1002">√</td> <td data-bbox="2022 491 2067 1002">√</td> </tr> </table> | to overcome barriers to employability or entrepreneurship for disadvantaged aged groups |  |  |  |  | Jointly design and implement innovative initiatives to increase mutual understanding and cooperation between generations; | √ | √ | √ | √ |
| to overcome barriers to employability or entrepreneurship for disadvantaged aged groups                                   |  |   |  |  |   |  |  |  |  |   |   |   |   |   |
| Jointly design and implement innovative initiatives to increase mutual understanding and cooperation between generations; | √  | √   | √  | √  |   |  |  |  |  |   |   |   |   |   |
|   |  |   |  | Table 0-3  |   |  |  |  |  |   |   |   |   |   |
| <p><b>Type of actions (projects could deliver)</b></p>  | <p>Section 2.A.6.1 :</p> <ul style="list-style-type: none"> <li>Applied collaborative research and innovation on low-carbon technologies, including new concepts, approaches, products, processes, and services;</li> <li>Applied collaborative research and innovation on KETs</li> <li>Environmental and societal impact studies on how to increase and / or improve the use of low-carbon technologies and services;</li> <li>Joint feasibility testing of low-carbon technologies and services, including KETs;</li> </ul> |  | <p><b>Assumption: the indicative examples of actions are coherent with the expected beneficiaries</b></p> <p>Section 2.A.6.1:</p> <ul style="list-style-type: none"> <li>Higher education and research centres</li> <li>Organisations in the fields of technology transfer</li> <li>Business support agencies</li> <li>Innovation agencies</li> <li>Businesses, business organisations and networks (e.g. clusters)</li> <li>Public sector or public similar bodies</li> </ul> | <div style="background-color: #92d050; padding: 5px; display: inline-block; font-weight: bold; font-size: 1.2em;">Ok</div>   |   |  |  |  |  |   |   |   |   |   |

|  |   |  |  |  |
|--|---|--|--|--|
|  | <ul style="list-style-type: none"> <li>• ;</li> <li>• <i>Joint pilot demonstration projects to test and showcase the benefits of low carbon technologies and services and their applications;</i></li> <li>• <i>Joint testing of low carbon technologies leading to more efficient and effective ways of using energy;</i></li> <li>• <i>Joint feasibility and technical studies on low-carbon technologies and services to explore their market potential</i></li> <li>• <i>Joint measures (including raising awareness campaigns and training programmes) to promote the development and uptake of low carbon technologies, including renewable energy;</i></li> <li>• <i>Joint awareness and training events aimed at public decision makers, stakeholders and practitioners concerned by these challenges;</i></li> <li>• <i>Joint implementation of strategies and action plans to help SMEs gain access to local and international low-carbon energy technology markets.</i></li> </ul> |  | <ul style="list-style-type: none"> <li>• <i>Not-for-profit organisations working with the public (for users, consumers, environment protection)</i></li> </ul> |  |
|--|---|--|--|--|

Table 0-9 Intervention logic SO 3.1

| Elements of the strategy                                  |  | "if-then" | Assumptions   | Assessment   |
|---|--|-----------|---|--|
| <b>Specific Objective (SO)</b>                            | (IP 6c) Realise the potential of the common natural and cultural assets to deliver innovative and sustainable growth   | →         | <b>Assumption: the SO responds to the identified needs.</b><br>Needs: section 2.A.5: This specific objective is designed to meet the challenges identified by the analysis of the area: preserving the variety of unique cultural and natural assets of the FCE area through the transition to sustainable economic development; supporting the local economy, especially by increasing business start-ups in industries with high-growth potential.  | <b>Ok:</b> the SO is coherent with the identified needs, <b>however</b> :<br>1) the wording adopted in the Section 2 for describing the key challenges and needs is only partially coherent with the key challenges identified in section 1<br>2) Bearing in mind the financial 'weight' of the programme the SO appears ambitious |
| <b>Result indicator</b>                                   | <b>Level of performance in the delivery of innovative and sustainable economic activities which enhance common cultural and natural assets</b>   | ↕         | <b>Assumption: the indicator is coherent with the SO (it allows its measurement)</b>  | <b>Ok</b>  |
| <b>Expected result (at programme level)</b>               | Section 2.A.5:<br>Investment under this objective will enhance the area's attractiveness as a place to live, work, and visit by developing and using the natural and cultural assets of the area (heritage sites as well as intangible capital).   | ↕         | <b>Assumption: the SO is coherent with the expected results</b>   | <b>Ok</b>  |
| <b>Expected programme impact (programme contribution)</b> | Section 1<br>(...)this objective will deliver a platform for economic growth by sustainably exploiting and improving the natural and cultural assets of the area including the development of the creative and cultural industries   | ↕         | <b>Assumption: the expected impact is coherent with the expected result</b>   | <b>Ok</b> , the programme contribution is coherent with the SO and with expected result, <b>however</b> given the ambitious SO, the net contribution of the programme (impact) may be limited  |
| <b>Output indicator</b>                                   | <b>EC indicator (N°9) Increase in expected number of visits to supported sites of cultural or natural heritage and attractions; Number of new or enhanced products/services that result from projects promoting cultural &amp; natural assets</b>  | ↕         | <b>Assumptions: (1) the expected outputs are coherent with the expected actions ; (2) the expected outputs induce effects coherent with the expected programme impact</b>   | <b>Ok</b> : (1) see Table 0-4  |
| <b>Type of actions (projects could deliver)</b>           | Section 2.A.6.1 (examples of actions): <ul style="list-style-type: none"> <li>Develop joint marketing approaches and measures that strengthen the image and enhance the attractiveness of the programme area as a destination of choice in worldwide marketplaces (for example, shared marketing approaches to attract new visitors and attract inward investment, and the development of digital technology);</li> <li>Jointly design approaches to increase employment in the cultural and natural sectors, and so enhance the attractiveness of the FCE area;</li> <li>Joint design methods for identifying the emergence of new economic tourism activities or niches and adapting education/training schemes accordingly</li> <li>Trialling and testing whether new place marketing approaches, new cross-border events, or new cross-border tourism products can be successful;</li> </ul> | ↕         | <b>Assumption: the indicative examples of actions are coherent with the expected beneficiaries</b><br>Section 2.A.6.1 : <ul style="list-style-type: none"> <li>Third-sector, cultural and environmental organisations</li> <li>Universities / research centres working in partnership with the cultural sector</li> <li>Business and industry, trade associations/bodies, business networks, business representative organisations, and so on</li> <li>Local Authorities</li> <li>Tourist boards/offices and tourism development agencies</li> <li>Agencies/management bodies for sensitive and protected natural areas, organisations responsible for protecting and working with the environment</li> </ul> | <b>Ok</b>  |



|  |   |  |  |  |
|--|---|--|--|--|
|  | <ul style="list-style-type: none"> <li>• <i>Testing and demonstrating different approaches to enhancing natural and cultural heritage including the development of creative and cultural industries across the FCE area</i></li> <li>• <i>Development of cross-border products and services for the tourism and the cultural sectors, with a particular emphasis on supporting sustainable or eco-tourism;</i></li> <li>• <i>Implementation of actions that develop or enhance cross-border routes linked to, for example, common historical, geological, natural or existing heritage assets;</i></li> <li>• <i>Implementation of joint events or communication measures to increase interest and therefore use of the FCE area's natural and cultural assets;</i></li> <li>• <i>Delivery of joint training initiatives for natural and cultural heritage stakeholders and practitioners;</i></li> <li>• <i>Exchange of good practice and experience between public sector and economic development stakeholders to improve future policy on regeneration and service provision as well as enable the reuse of derelict buildings and industrial sites</i></li> <li>• <i>Identify and deliver new products and services produced by cultural and creative industries, to enhance the attractiveness of natural and cultural assets;</i></li> </ul> |  |  |  |
|--|---|--|--|--|

Table 0-10 Intervention logic SO 3.2

| Elements of the strategy                                  |   | "if-then" | Assumptions  | Assessment  |
|---|---|-----------|--|---|
| <b>Specific Objective (SO)</b>                            | (IP 6d) Enhance and protect the coastal and transitional water ecosystems   | →         | <b>Assumption: the SO responds to the identified needs.</b><br>Needs: section 2: This investment priority will address the identified challenges of the area: on the one hand to promote economic sustainability through responsible and green territorial development and on the other hand to improve risk mitigation and adaptation to climate change   | <b>Ok:</b> the SO is coherent with the identified needs, <b>however</b> the wording adopted in the Section 1 for describing the key challenges and needs is only partially coherent with the key challenges identified in section 1 |
| <b>Result indicator</b>                                   | <b>Level of performance in the enhancement and protection of the coastal and transitional water ecosystems</b>  | ↕         | <b>Assumption: the indicator is coherent with the SO (it allows its measurement)</b>   | <b>Ok</b>   |
| <b>Expected result (at programme level)</b>               | Section 2.A.5:<br><i>The expected result of this objective will be i) to promote green and blue infrastructures, meeting the objective of preserving biodiversity and inclusion of biodiversity preservation into local development frameworks, and ii) to enhance ecosystem services</i>   | ↕         | <b>Assumption: the SO is coherent with the expected results</b>  | <b>Ok, however,</b> the SO is considered as a mean to achieve more general results.   |
| <b>Expected programme impact (programme contribution)</b> | Section 2.A.5:<br><i>(...) be achieved by improving how stakeholders and practitioners understand, deliver, exploit, develop and preserve biodiversity and ecosystem services.</i>  | ↕         | <b>Assumption: the expected impact is coherent with the expected result</b>  | <b>Ok</b>   |
| <b>Output indicator</b>                                   | <b>3.3 Number of institutions (public or private) supported to enhance and protect the coastal and transitional water ecosystems</b><br><b>3.4 Number of pilot operations aimed at the enhancement and protection of the coastal and transitional water ecosystems</b>  | ↕         | <b>Assumptions: (1) the expected outputs are coherent with the expected actions ; (2) the expected outputs induce effects coherent with the expected programme impact</b>  | <b>Ok : (1) see annex</b>   |
| <b>Type of actions (projects could deliver)</b>           | Section 2.A.6.1:<br><ul style="list-style-type: none"> <li>Joint research and scoping studies to manage environmental and natural risks, biodiversity and ecosystems, and natural assets across the FCE area with the aim to raise awareness of natural heritage, biodiversity, and local ecosystems and their services;</li> <li>Joint analysis, comparison and evaluation of the management of protected areas (marine areas, UNESCO biospheres, areas of outstanding natural beauty, etc.), especially where new activities are emerging (natural marine resources, marine energy, offshore aggregates, etc.) leading to concrete proposals that will improve how ecosystems are managed;</li> </ul> | ↕         | <b>Assumption: the indicative examples of actions are coherent with the expected beneficiaries</b><br>Section 2.A.6.1:<br><ul style="list-style-type: none"> <li>Third-sector organisations and NGOs</li> <li>Businesses (for example, tourism businesses, service businesses in the environmental field) and business networks</li> <li>Research centres, universities and knowledge transfer organisations</li> <li>Public authorities and public equivalent bodies: local and regional authorities, environmental protection agencies, tourist</li> </ul> | <b>Ok</b>   |

|  |  |  |   |  |
|--|--|--|---|--|
|  | <ul style="list-style-type: none"> <li>• <i>Pilot projects on the definition and implementation of new management systems for ecosystem services, including joint activities;</i></li> <li>• <i>Joint testing and piloting of actions that demonstrate better management of the FCE area and how to balance competing priorities for human activities and environmental preservation;</i></li> <li>• <i>Joint testing of cross border cooperation on risk management (e.g. flooding) as a tool for better protecting ecosystems services;</i></li> <li>• <i>Development and implementation of common information, education and communication tools for the general public, designed to improve organisations and citizens respect for and treatment of the environment;</i></li> <li>• <i>Joint awareness and training events on the theme of sustaining, improving and managing ecosystem services – aimed at public decision makers, environmental stakeholders, and practitioners concerned by these challenges ;</i></li> <li>• <i>Implementation of joint actions to better manage green and blue infrastructure;</i></li> <li>• <i>Development and implementation of measures to influence local planning policy especially focused on maritime and coastal planning;</i></li> <li>• <i>Implementation of joint measures to reduce pollution and improve the management of environmental risk especially in relation to the maritime risk and pollution;</i></li> <li>• <i>Joint initiatives combining sustainable management of natural resources (promotion of renewable energy in tourist infrastructure, water and waste management) and protection and promotion of preserved natural areas</i></li> </ul> |  | <p><i>offices</i></p> <ul style="list-style-type: none"> <li>• <i>Organisations responsible for the management of natural sites, organisations in charge of protecting and promoting the environment</i></li> </ul> |  |
|--|--|--|---|--|

